

Practical experiences of Community Based Disaster Risk Management Planning in Matabeleland South, Zimbabwe



Community VCA meeting Marula Ward

Practical experiences of CBDRM planning in Matabeleland South, Zimbabwe

Preamble

Growth, development and progress towards the Millennium Development Goals (MDGs) is increasingly being undermined by the impact of a variety of hazards, both natural and man-made. The rising cost of disasters in both developed and emerging countries has moved disaster risk reduction to centre stage in the battle against poverty. One hundred and sixty eight countries (168) have signed up to the ISDR sponsored Hyogo Framework for Action which commits signatories to a strategy for building the resilience of nations and communities to disasters. The strategy builds on three strategic goals which ultimate aim to mainstream disaster risk reduction into all development processes. The evidence is clear, disasters are not natural phenomena, but rather problems of poor development planning, exacerbated by rising populations, increasing poverty, environmental degradation and the impacts of climate change. While increasing frequency and intensity of meteorological events is partly to blame, the vulnerability and lack of preparedness of many sectors of society determine the outcome of hazardous events.

It has been clearly demonstrated that awareness, preparedness and resilience determine the outcome of the impact of any hazard, be it drought or flood, earthquake or cyclone. Changes in patterns of human behaviour and decision-making at all levels of government and society can lead to substantial reductions in disaster risk. Public awareness of natural hazards and disaster risk reduction education are pre-requisites for effective catastrophic risk management at country and regional levels. Influencing human actions and perceptions, information and education can play a crucial role in reducing the costs of catastrophes associated with the impact of hazards.

Despite the presence of risk awareness and risk reduction education programs in many countries, there remains significant scope for improvement. Many government-sponsored and civil society programs continue to place heavy emphasis on emergency response and citizen response and preparedness. While important, this focus often fails to emphasize the individual and collective actions that can be taken prior to a disaster and may even promote a sense of public helplessness. Risk awareness and education efforts should place emphasis on concrete risk reduction tools and strategies that can be adopted. To be fully effective these efforts should take place at every level of society – at the individual, business, civil society, and governmental levels.

These guidelines are intended to provide policy guidance in the field of natural hazard awareness and disaster risk reduction. They describe the actual process by which community based development and disaster risk reduction plans have been produced in several Districts of MatabelelandSouth.

Introduction to CBDM or DRR or CBDRM

Practical Action has been implementing a project entitled “mainstreaming livelihood-centred approaches to disaster management” in five countries (Zimbabwe, Peru, Bangladesh, Nepal and Sri Lanka), each exposed to a range of different hazards, shocks and stresses. The Zimbabwean component is being implemented in Gwanda, Bulilima and Mangwe, three drought-prone Districts of Matabeleland South Province.

We are all exposed to hazards, shocks and stresses in our day-to-day lives, but the resource poor with few assets are least able to protect themselves or respond effectively. A small-holder farmer in Gwanda District who has a few goats and is growing maize as the family’s main crop is unlikely to be able to recover from a long-lasting drought. His livelihood is most likely destroyed. Yet a richer farmer with access to a bore-hole, several milking cows, poultry, a plough to cultivate more land and a vegetable garden, is more likely to survive and recover from the same drought. His diversity of income earning options (livelihood strategies) means that despite losing most of his maize crop, his sorghum survives and the small income from eggs and vegetables tides him over the period of hardship. He is able to recover.

Hazards are potentially damaging phenomena, but they only precipitate disasters when they impact on elements at risk. These elements can be physical structures such as schools, roads or houses, the environment or humans or human activities. Lack of rain in an uninhabited part of the Sahara desert does not cause a disastrous drought; nobody is affected. The same lack of rain in Matabeleland South will have a damaging effect on many people, most often on their livelihoods, often with disastrous consequences.

The links between poverty and disaster are clear; it is the poorest that are worst affected and suffer most from the impact of hazards and shocks. While their poverty is a product of their vulnerability; vulnerability is the human dimension of disasters, the result of a range of economic, social, cultural, institutional, political and even psychological factors that shape peoples’ lives and contribute to the environment in which they live. The impact of hazards exacerbates their poverty and vulnerability. But, it is not only “big” disasters that destroy lives, property and livelihoods; accumulated losses from a succession of small events such as ill-health, loss of an animal or fluctuations in market price can exceed the losses from big disasters, contributing significantly to increased vulnerability at the house-hold level. Each event drives people further into poverty and can ultimately lead to destitution.

Vulnerable people living in exposed situations are not helpless victims waiting for inevitable disaster to strike. Hazards and shocks are part of their everyday lives for which they have evolved strategies to cope and recover. Avoiding disaster is part of their livelihood strategies. However, all too often their coping strategies are inadequate (frequently due to the paucity of their assets) and their livelihoods are ultimately overwhelmed by the impact of a single hazard or succession of events. In many instances the gradual erosion of resources results in desperate households resorting to selling off their assets one-by-one until ultimately even their most productive assets have been disposed of. They are inadvertently drawn into a vicious cycle of poverty, vulnerability and destitution.

Poor coping – distress sale of assets

During the period of lean socio-economic performance of Zimbabwe in 2008 desperate villagers country wide were exchanging their livestock for imported bags of mealie meal, cooking oil, sugar and other basic commodities. Villagers were disposing of their goats and cattle for four to five and ten to fifteen 12,5kg bags of imported super refined maize meal respectively. The bags cost R70 to R100 each. Exchanging one ox for 15 bags of meal effectively valued the animal at a mere R1,500, which is far below its actual market value. Moreover, these beasts not only represented saleable assets, but they were also an essential source of draught power for tilling the land and pulling scotch carts, without which farmers were effectively unable to farm. Having disposed of their productive assets, they were unable to recover.

If these people had recourse to other ways of either earning income or producing food, they could have saved their assets and been able to recover and rebuild their lives once the immediate crisis was over

The recognition that poverty, vulnerability and disasters are inextricably linked, places vulnerability reduction at the heart of development, poverty reduction and disaster risk reduction strategies. Insecure livelihoods, supported by a fragile asset base (Including human, physical, natural, financial and social assets) are extremely vulnerable to the impact of hazards. Poor people, dependent on a single source of income are easily plunged further into poverty by even a relatively minor shock. Previous Practical Action work has demonstrated that secure and resilient livelihoods can reduce both poverty and susceptibility to disasters.

Community Based Disaster Management (CBDM) or Disaster Risk Reduction (DRR) is thus not a “stand alone” activity, but a core component of poverty reduction which takes account of how

people make their living. It involves people themselves in identifying the constraints under which they live and the measures which they can take to reduce their vulnerability or increase their resilience. In addition reducing vulnerability to disasters and shocks requires sustainable efforts to tackle chronic food insecurity.

Implementing CBDRM

Two projects focusing on reducing the vulnerability and enhancing the livelihoods and food security of communities living in drought-prone areas are being implemented in Matabeleland South by Practical Action (The EC funded “Enhancing the Food and Livelihoods Security of Vulnerable Communities in Drought-Prone Areas” project and the DFID-CHF “Mainstreaming Livelihood Centred Approaches to Disaster Management” project). Building on their common participatory approach and in order to increase efficiency and maximise the use of limited resources, many of the community-based activities have been implemented in tandem.

This document chronicles a step-by-step description of the Community Based Planning and Disaster Risk Reduction process as it evolved in the co-implementation of the projects. It begins with an overview of the preparatory processes from the project inception to the formulation of community development plans. There is already a CBP manual that details the planning process; this document is simply a very concise account of the process as it happened in the implementation of the project, focusing particularly on the production of disaster resilient community development plans.

Background

The area of operation (Gwanda, Bulilima and Mangwe Districts in Matabeleland South Province of Zimbabwe) is plagued with recurring droughts and suffers high levels of food insecurity. It is amongst the driest regions in the country (Regions IV and V2), where the major viable livelihood option is cattle and goat ranching. Rain fed agriculture is not profitable and is not in evidence in many localities. Few water reservoirs exist. Many people have diversified out of agriculture into harvesting forest products for both subsistence and commercial gain. The project area also suffers occasional flash floods. Like any other province of Zimbabwe, Matabeleland South has been plagued with HIV and AIDS. In addition to the natural hazards mentioned, man-made hazards have taken a significant toll in the three districts. The hyperinflationary environment that prevailed in Zimbabwe in 2002 to 2008 impacted negatively on livelihoods and survival strategies. Inflation reached more than 231,000,000 % (August 2008) resulting in many people being unable to afford the basic commodities for survival, let alone school fees and other

important household needs. Even those who wanted to start small income earning activities were hard hit by the high inflation and other macro-economic maladies (Bongo, 2007).

Strategy

In implementing the project, Practical Action is working in partnership with two local NGOs, Organisation of Rural Associations for Progress (ORAP) and Hlekweni Friends Rural Service Centre, which has strong Quaker roots. The project focuses on the roles and linkages between vulnerable communities, district and national level government institutions and humanitarian agencies in regard to disaster preparedness and mitigation. It examines how these agencies can be made more responsive to the needs of poor people by moving from a paradigm of disaster preparedness and response to a livelihood-centred approach to disaster management.

The project broadly focuses on two main categories of activities:

- Community level activities which increase awareness and reduce the impact of particular hazards by increasing livelihood opportunities, increasing resilience, reducing vulnerability, while fostering preparedness to deal with local hazards and their aftermath.
- Advocacy and capacity building to link community-based experiences with District, Provincial and National level institutions. Community based experiences and best practices are documented and used to demonstrate the validity of the livelihoods approach to disaster management to local partners, service providers, academia and Government institutions.
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Introducing the project

Consultative and Partner Verification Meetings

Preliminary meetings with local stakeholders, including Chief Executive Officers (CEOs) and District Administrators (DAs), were held in the three Districts, both to introduce the project and identify possible partners and collaboration opportunities.

Inception workshops

In order to elicit stakeholder and partner buy-in to the livelihood-centred approaches to disaster risk reduction a Provincial inception workshop, attended by Provincial and District Authorities, National NGO representatives, local partners and other interested parties was held in November 2006. Three District inception workshops (Gwanda, Bulilima and Mangwe), were followed by 12 community inception workshops (a workshop in each ward). The Ward workshops were critical in:

- ➡ enabling communities and local partners to gain insights into the aims and objectives of the project as well as its strategy
- ➡ enabling other development partners in the wards to strategically position themselves in relation to the opportunities and threats the new project would provide
- ➡ creating a platform to agree on common DRR and Livelihoods terminology and project implementation strategy
- ➡ providing an opportunity for implementing agencies to disclose their resource envelope to communities and other development players to inform the process of co-funding or financing project initiatives
- ➡ providing platforms for articulation and sharing of the institutional arrangements in disaster risk reduction at district, provincial and national level. This also provided an opportunity for the people to contextualize the project within the broad rubric of DRR in Zimbabwe
- ➡ providing platforms for general awareness raising on the linkage between livelihoods, disasters (including climate change), poverty and development

Training and capacity building

Following the District inception workshops, members of the District Training Teams (DTTs) from the three districts and members from the Core Facilitation Teams (CFTs)¹ from the 12 wards were trained in the facilitation skills necessary for conducting the Community Based Planning process.

These trained Rural District Council (RDC) employees provide a pool of locally based professionals able to carry forward the vision and train more local personnel in community based approaches. This ensures that the participatory process of CBP is not the preserve of Practical Action alone, but is adopted by local partner organizations, RDC staff, government extension agents and local communities. To widen the knowledge base and ensure that the CBP process was adopted by other organisations active in the region, members of World Vision, Hlekweni, The Organization of Rural Associations for Progress (ORAP), Tjinyunyi Babili Trust (TBT), SNV, Bulilima Business Development Trust, Patriotic Development Trust (PADET) also attended these workshops. This enabled them to later participate in facilitating the CBP process.

In addition to being trained in facilitation skills, the DTTs and CFTs were introduced to the concepts of livelihoods and disaster risk reduction. The role of hazards, shocks and stresses

¹ See Appendage for details on the DTTs and CFTs

and their impact on livelihoods was explained. This ensures that the potentially damaging impacts of hazards on livelihoods and development initiatives are recognised and appropriate risk reduction strategies are included in development plans. Equipped with this knowledge and these skills, the DTTs and the CFTs were able to successfully facilitate the community planning process.

The Community Based Planning Process

Rationale

The CBP process seeks to engage all sectors of communities in a participatory process which results in the production of development plans that improve the quality of their lives, their access to services and influence resource allocation. Through a range of PRA and Appreciative Inquiry tools, community members identify their challenges, strengths and weaknesses and propose strategies that incorporate disaster risk reduction and which will ultimately achieve their vision. Once formulated these development plans will be integrated into the local authority (Rural District Development Committee) plans and subsequently into the central government budgeting cycle. While the planning process does not exclusively focus on hazards and disasters, but rather focuses on wider development initiatives, there is a need to identify and be aware of potential stresses and shocks that can impede development progress. Building resilience necessitates the inclusion of hazard mitigation strategies which ensure that development efforts are 'disaster-proofed'.

In the past community based planning did not necessarily take account of prevailing and future hazards; disaster management focussing on preparedness and response. Development and disaster management were regarded as separate activities; often the preserve of different departments. The frequency of catastrophic events which have negatively impacted on development initiatives has increased awareness of the role of hazards, shocks and stresses as constraints to poverty reduction, initiating a more proactive approach to risk management. As communities are in the front line, bearing the brunt of hazard impacts, CBDM has increasingly become recognised as a core component of all development planning.

Structure of the process

This planning process can take up to 5 working days, allowing time for a thorough analysis of issues that are raised. In order to ensure that the views of all sectors of the community are taken into account, a representative of each of the various socio-economic groups (SEGs) existing in the community is selected to voice the concerns of their group. The following steps are followed:

1. community debriefing meeting

2. the actual planning process

- explaining of the objectives of the community based planning and disaster management
- situational analysis
- shared visioning
- development of the plan

1. The community debriefing meeting

The meeting starts by explaining the planning process to the community leadership, comprised of the ward councillors, headmen and kraal heads and asking them to mobilise all sectors of the community to join in the planning process. The leadership, with the help of the assembled community, then identify all the different socio-economic groups (SEGs) that are present within the ward. It is important for everyone to clearly understand the need for the active participation of all sectors of the community in the development of their plan. Various individuals, families and groups in the community have different vulnerabilities and capacities and different perceptions of risk. These are determined by a number of factors including age, gender, class, occupation (sources of livelihoods), ethnicity, language, religion, health and physical location. In order to ensure that the voices of everyone are heard, one member from each of the identified SEGs is chosen to represent their group in the planning process.

The assembled community are facilitated through discussion to identify the hazards and disasters that affect them. The need for them to identify and plan measures which they can implement themselves to mitigate these negative impacts is stressed.

By the end of this meeting:

- The broad community in the ward understands background information, the objectives of CBP and DRR, the disasters that affect them and the need to have a Disaster risk reduction strategy incorporated in the planning process and expected outputs
- The broad community is committed to supporting an inclusive planning process (which prioritises the needs of all people including marginalized/vulnerable groups)
- The main socio-economic groups are identified and each socio-economic group selects a representative to participate in the intensive planning process.

Example: The following socio-economic groups were identified in Ntepe Ward 14, Gwanda District

Socio-Economic Group	Main activities
Farmers	➤ Land preparation, fencing, planting, harvesting and livestock rearing.
Traditional Leaders	➤ Cultural guidance and development control
CAMPFIRE members	➤ Leading natural resources management and the funding of local development initiatives from harvested proceeds
Irrigators	<ul style="list-style-type: none"> ➤ Land preparation and farming ➤ Farmer education ➤ Sourcing irrigation equipment
Widows	<ul style="list-style-type: none"> ➤ Subsistence farming, thatching, ➤ Piece meal jobs
Orphans	<ul style="list-style-type: none"> ➤ Providing labour to neighbours ➤ In some cases heading families
War Veterans	<ul style="list-style-type: none"> ➤ Coordinating government and party activities/programmes ➤ State security ➤ Attend meetings
VIDCO	<ul style="list-style-type: none"> ➤ Coordinating development within the village ➤ Formulating development plans and drawing development reports
Midwives	<ul style="list-style-type: none"> ➤ Midwifery ➤ Advisory services to pregnant women
H.B.C. Givers	<ul style="list-style-type: none"> ➤ Support visits to the sick at their homes ➤ Counselling and psychosocial support to infected and affected people ➤ Training hygienic practices at homes
Dip Coordinators	<ul style="list-style-type: none"> ➤ Conducts meetings on dipping trends ➤ Supervises work on dip sites ➤ Ensuring farmers pay taxes on time ➤ Collecting dipping chemicals from Department of Veterinary Services
ZINATHA	<ul style="list-style-type: none"> ➤ Heal/treat/divining illnesses and ailments ➤ Casting out evil spirits ➤ Strengthening children's skull (kugadzira nhova/ukwethesa inkanda) ➤ Improving fertility for reproduction in human beings
PLWA	<ul style="list-style-type: none"> ➤ Support groups formation ➤ Projects – nutritional gardens, poultry, art and craft etc. ➤ Advising others on importance of V.C.T.
Village Health Workers	<ul style="list-style-type: none"> ➤ Teaching communities on hygiene and disease management ➤ Visit the sick at their homes ➤ Identify orphans and linking them to support services ➤ Weighing all children under the age of 5

2. The actual planning process

The objectives of the planning process

The following objectives of Community Based Planning and Disaster Risk Reduction have to be explained to the meeting participants:

- To improve the quality of plans in terms of process and content *by making the plans people centred, including all vulnerable groups, planning from strengths and opportunities not problems, holistic and covering all sectors that address the reality of people's lives.* There is a remarkable shift of community plans from a wish list to realistic and practical plans.
- To improve the quality of services *by promoting responsive and demand driven service provision – delivering services that are relevant and in line with local needs and priorities.* There is a shift from just having a school as infrastructure to strategies for improving pass rates.
- To improve the community's control over development *through increasing people's participation and influence over resource allocation. This builds community ownership and mutual accountability.*
- To increase community action and reduce dependency *by enabling people to be active and involved in managing their own development, in claiming their rights and in exercising their responsibilities for self-reliance and sustainability.*
- To reduce the vulnerability (increase the resilience) of the strategies whereby people choose to make their living (their livelihood strategies) by increasing the range of choices available, protecting their assets and reducing the losses they suffer.

This session is done in a participatory way through participatory interrogation and discussion. The participants need to understand the process that they are going through and the expected outcomes.

Situational analysis

A number of tools will be used to compile information that describes the existing community situation:

- Compilation of existing plans that have been developed. These could be for one group (such as a women's group) or just in one sector (e.g. an environmental action plan or Participatory Rural Appraisal reports or ward profiles);
- Basic statistics on the people who live in the community (number of people, number of households, number of people in different age groups, different ethnic groups).
- Infrastructural information: number and location of boreholes, number of houses with and without pit latrines, schools, clinics, water points, etc.
- Health records. Disease patterns, understanding the main diseases/illnesses that people suffer from and when

- Disaster patterns. How frequent are they occurring, who and what is affected and how they are coping with these problems
- Agricultural records. Understanding soils and land capabilities, understanding the main crops and varieties that people grow and the diseases they suffer from.
- Historical trend analysis noting all the disasters that occurred and the coping strategies. Identifying and listing key events, beliefs and trends in a community's past and their present and looking at the coping strategies for times of hazards.
- Activity chart – plotting the people's activities each day, or each week. Useful for understanding division of labour, roles and responsibilities in a community.

Not all the information will be easily available within the community. Some information (such as Health records, etc) may have to be gathered from external sources.

To gather the information it is necessary for the Facilitator to assign different tasks to representatives of specific SEGs. For example, the elderly will be responsible for collating information on historical trends and past events. Other partners can provide information on other areas of interest e.g. the Agricultural Extension workers, together with farmers can provide information on soils and crop varieties, livestock management, etc

The table below is an extract from an attempt to create a historical transect of key disasters and hazards in Hingwe Ward. This was written by Hingwe villagers during the ward DRR and VCA training workshop conducted in January 2009.

HAZARDS	<ol style="list-style-type: none"> 1. Drought – 1947, 1991-1992, 2001 – 2003 2. Floods – (1999 – 2000) 3. Quelea Birds – 2007 – 2008 4. Fowl Pox – 2008 5. Frost – 2003 – 2004 6. Gully - 1940 	-Slow onset -Rapid -Seasonal -Seasonal -Seasonal -Slow onset
HISTORY	<ul style="list-style-type: none"> • Gully – It was a footpath to the fields, became a waterway slowly forming a gully • Drought – too much or no rainfall 	
FREQUENCY OR DURATION	<ul style="list-style-type: none"> • Drought – at first once in 10 years but now random • Floods – after heavy rains • Quelea birds – mostly when there is no rain • Fowl pox – random • Frost – random • Gully – slow onset 	
LOCATION	<ul style="list-style-type: none"> • Drought – local • Floods – local • Quelea birds – local • Fowl pox – local • Frost – local • Gully - Hingwe 	
CAUSES	<ul style="list-style-type: none"> • Drought – less rainfall • Floods – high rainfall • Quelea birds – shortage of food • Fowl pox – bacterial infection • Frost • Gully – human beings and animals 	

WARNING SIGNS	<ul style="list-style-type: none"> • Drought – armyworm outbreak, green caterpillar, Mopane fruits • Floods – reddish clouds, strong winds • Quelea birds – early arrival before ripening of crops • Fowl pox – drowsiness in fowls • Frost – drop in temperature • Gully – footpath along steep slope, formation of a waterway
AFFECTED	<ul style="list-style-type: none"> • People in the community • Animals • Environment • Infrastructure • Assets e.g. scotch carts, bicycles

Much of this information collected through the initial situational analysis will form the core of so-called “base-line” information. In order to be able to meaningfully track the effectiveness, efficiency and impact of community based DRR initiatives it is necessary to know the situation existing before interventions identified during the planning process are implemented. Comparison between this starting reference point and the situation existing after the community based plans have been implemented, provide a measure of progress towards resilience.

Analysing service providers

Communities do not exist in isolation but are dependent upon, are influenced by and interact with numerous outside organisations, often referred to as service providers. These range from National and Provincial institutions who determine laws, rules and regulations, through Government Health, Social and Extension services, to International and local NGOs providing development and humanitarian assistance. The community need to identify all the various organisations that work in their area and rank them according to their importance, accessibility and availability.

The following tables show the services offered and the importance and accessibility of these services to the different sectors of the community in Buvuma Ward 18, Gwanda Rural District.

Service Provider	Activities (Services offered)
Hlekweni	Nutritional and Herbal Gardening Drip irrigation Gully reclamation Clothing technology Small livestock production/breeding Seed multiplication Now with Practical Action: <ul style="list-style-type: none"> - Sustainable food production and agricultural innovation - Small livestock production, management and marketing - Natural resources management and opportunities for value addition - HIV and AIDS and Gender Mainstreaming

	<ul style="list-style-type: none"> - Community Based Planning and Development - Disaster Risk Reduction - Documentation and Policy Influence
LDS	Gully reclamation Shallow well and dip wells development Construction of toilets Nutritional gardening Orphan school fees support Skills development for youth Relief aid and food for work Facilitating HIV and AIDS awareness, food and water security workshops Tree planting and material support Restocking Conservation Farming SACCO – money saving and strengthening income generating groups
Red Cross	Small livestock production Nutrition gardening Borehole rehabilitation Providing utensils
AGRITEX	Agricultural extension services Pegging resettlement areas Seed distribution Promoting Farmer Field Schools
RDC	Link between community and service support institutions Approving development project Local infrastructural development – construction of roads, clinics and schools
Thusanang	School fees support for orphans Training home based care givers HIV and AIDS awareness Skills development
World Vision	Free food aid Material support for dip tank rehabilitation Training and rehabilitation of boreholes Conservation farming Cattle dip chemicals/remedies for tick-borne diseases Supplementary feeding for school children
Pro Africa	Small irrigation schemes development Training in agricultural production Materials support for irrigation canals rehabilitation Seed support
Pentecostal Assembly - Church	Food relief Psychosocial support

The matrices below can be used to score the relative importance or accessibility of service providers

Score	Degree of importance
3	<i>Extremely important, must be provided</i>
2	<i>Important</i>
1	<i>Important occasionally</i>
0	<i>Not important</i>

Score	Degree of accessibility
3	<i>Services available all the time in the community, and responsive to needs (centre of diagram)</i>

2	<i>Service available regularly, eg within week, and response does not take too long</i>
1	<i>Service available erratically</i>
0	<i>Service rarely available, takes long time to come</i>

Resource Mapping

As the Ward level meeting comprises participants from several distinct villages, each village needs to prepare a map which reflects their unique situation. Mapping provides an opportunity to analyse the resources existing, identify areas and resources under threat and propose potential opportunities for improvements.

Process and Methodology

- Key representatives from each village are selected to prepare a map of the existing situation in their village. Extension staff working in the ward can provide assistance.
- The selected representatives draw maps of their village, showing current natural and Infrastructural resources.
- Another group then draws a map of how they would like their community to look in the future.
- The groups present their maps to the other participants back in plenary and they make additions and deductions in response to suggestions from the floor.



Figure 1 Mr Gwazani from Gungwe ward explaining the ward map during the community planning workshop

Identifying Livelihoods

There is need to understand the livelihood strategies of the different socio-economic groups, both their present situation and what they would like to achieve in the future. This requires the evaluation of current assets and vulnerabilities and the identification of what they would like to achieve in the future. These desired outcomes need to build on opportunities which the

participants themselves identify and which they wish to pursue. The process focuses on what people already have (their existing resources and capacities) and reinforces the idea that they have the ability and determination to direct their own development. The process discourages the development of a “wish list”, instead encouraging people to think about how to link opportunities with existing assets.

By the end of this exercise the participants understand the livelihoods of different socio-economic groups, including their:

- assets (what people have including financial, social, physical, human and natural assets);
- vulnerabilities (the stresses and shocks that people are subjected to in the external environment);
- preferred outcomes (what people would like to achieve regarding their livelihoods,
- opportunities (that are available in the environment, often not recognised by the people themselves); and
- The service providers that operate in the area and who support some of the community livelihoods.

Data sheets have been developed for recording the findings of the community analyses (**see Appendix 1**). These sheets have been designed to record information on livelihood strategies (assets), as well as findings on vulnerabilities, opportunities and threats. These can therefore also be used to record information gained from vulnerability and capacity analyses (see later sections). Packaging the community information in one single format ensures that all the data required for the preparation of community based development and disaster risk reductions plan is collected in a single composite tool.

The most common activities identified in Buvuma Ward include:

1. Gardening
2. Dry land cropping
3. Animal husbandry
4. Mopane harvesting and marketing
5. Infield rainwater harvesting
6. Gully reclamation
7. Rehabilitation of infrastructure e.g. Buvuma Irrigation Scheme, roads and boreholes

Livelihoods and disasters

Hazards alone are not the cause of disasters, but rather it is the vulnerability of the people and their livelihoods upon which the hazard impacts that determines the extent of a disaster.

Droughts, floods and even earthquakes have impacted on people's lives and livelihoods without causing a disaster, when those people were sufficiently prepared and had the capacity to cope and recover quickly. Having identified the livelihood strategies of the different SEGs, community members need to assess the risks to which they are exposed.

Risk assessment

Everybody is exposed to risks to a greater or lesser extent. The chances of suffering a disaster depends both on the strength and intensity of the impacting hazard and the specific vulnerability of those affected. Most frequently, it is the livelihoods of people that are adversely affected by hazards and shocks. In order to increase the resilience of communities exposed to both natural and man-made hazards, it is necessary to identify and analyse both the hazards faced and the vulnerabilities of those likely to be affected. Hazard, Risk and Vulnerability Analysis (HRVA) helps communities to make risk-based choices which address vulnerabilities, mitigate hazards and prepare for response to and recovery from hazard events taking into account the degree of exposure they consider acceptable.

Risk assessment commonly comprises three main elements:

- Hazard analysis - understanding what hazards exist, their frequency and intensity of occurrence and their likely effects.
- Vulnerability assessment - understanding who or what is vulnerable to the specific hazard and how they are likely to be affected.
- Capacity assessment - determining what capacities (abilities, strengths or resources) exist within the community to be built on to reduce vulnerability.

A number of participatory tools can be used to assess the risks communities face:

- Hazard and risk mapping - locating risks on the map along with people, buildings and infrastructure at risk from these hazards.
- Hazard or threat ranking – Participants list all the hazards and shocks that they experience and prioritising them according to their frequency, intensity and importance according to community perceptions. Some risks may be regarded as more acceptable than others by different sections of the community. For example a farmer may regard the threat of wild fires which destroy grazing land as more important than flash flooding is to a house-holder living near a seasonal river bed. Consensus needs to be reached on the ranking of identified hazards.
- Vulnerability and capacity matrix - this is the most common method of ordering information from both secondary sources and community profiling sessions into

categories which are displayed in a matrix. As different hazards impact on different vulnerable elements or assets, a separate matrix needs to be completed for each hazard.

Example of a Vulnerability and Capacity Matrix

Hazard	Vulnerability	Capacity	Early Warning
Ingonga /Gullies	People Livestock Agricultural land Water Roads Buildings Water bone diseases Communication lines Power lines	Dam construction and rehabilitation Borehole drilling Gully rehabilitation Digging field contours Fire guards Capacity building trainings	Erosion Sledges Overstocking Overgrazing an area Indiscriminate cutting of trees Veldt fires
Drought	Livestock People Vegetation Wild animals old age and the disabled	Paddocks Establishment of irrigation schemes Fodder banks Seed multiplication Capacity building trainings	Low rainfall Lack of inputs Lack of Draught Poor grazing Quelea birds
Stock theft	People especially old age and the disabled	More security Ensure no strays	Increase of crime Livestock reduction
HIV and AIDS	Old age, disabled, orphans Productive age	More HBC trainings Training the communities in HIV and AIDS	Illness, high deaths rate Increase on OVC
Outbreak of animal diseases	Animals	Dip tanks construction Rehabilitation of the damaged dams Vaccination and treatment programmes Capacity building programmes	Uncontrolled movement of animals Overstocking

Ntepe group Vulnerability Capacity Assessment

SWOT analysis

A SWOT analysis can supplement the information exposed in the risk assessment. As the different SEGs each have different livelihood strategies with specific vulnerabilities, this analysis needs to be carried out by individual socio-economic groups.

Process and Methodology

Working in groups each SEG constructs a chart

- In the first column they record their strengths
- Repeat for weaknesses.
- Repeat for threats.
- Identify opportunities

The table illustrates the SWOT analysis of a group of farmers and livestock owners

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Livestock	Theft, vandalism of public resources like fences that deter livestock from getting into highways	Commercial orientation and capacity building for producer groups; refurbishment of existing paddocks.	-Drought -Disease outbreaks
Abundant water resources such as perennial rivers and dams (enabling local irrigation schemes)	Lack of capacity to profitably utilize these water resources and managing irrigation schemes	Construction of bigger dams Expand existing irrigation schemes	- Drought - Siltation - Inflation - Power cuts (electricity)
Model "D" grazing 1 (Tuli-Guyu Associations)	- Vandalism -Poor Management -Very low carrying capacity	- Fencing, erecting new pipes and rehabilitation of engine - Proper management and adequate security - Community capacity building	- Dwindling donor community - Poaching

On completion of the individual SWOT analyses, participants draw up a matrix, as below, which lists all the SEGs and possible opportunities.

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Opportunity	Youths	Elderly	Domestic Workers	Single Parents	Unemployed	Farmers
Improve sanitation in people's houses	✓			✓		
Add classroom block to school	✓	✓	✓			✓
Repair the bridge			✓			✓
Develop credit schemes for CBOs	✓			✓	✓	
Get extension support for dealing with plant disease						✓

- Each SEG then adds their opportunities and ticks them. If different SEGs have recorded the same or similar opportunities, these are ticked appropriately. Similar opportunities are clustered (e.g. pit latrines in school and improved sanitation in houses)
- The whole assembly is then asked to add any opportunities for the area as a whole that may have been missed (e.g. cross-cutting issues such as environment, dealing with HIV/AIDS, geographical issues etc). These are added to the matrix.
- The meeting closes with a review of the opportunity matrix, noting which opportunities have most wide-spread support and which are favoured by particular socio-economic groups.

Visioning

Community Based Planning is based on a shared vision of the community which builds on the aspirations of the different socio-economic groups that comprise the community. Visions need to be realistic and achievable as people look to the future and articulate where they would like to go in terms of the development of their community. The visioning process should flow from a review of people's assets and existing services. Clear steps need to be identified which if followed will help the community to progress towards their vision. By focusing on opportunities and not constraints, the community is encouraged to build on their currently existing strengths.

Many of the visions articulated will be shared by several different SEGs. These are goals that the community as a whole hope to achieve. The different goals are combined to draw a vision

for the ward. Goals have strategies that will be employed to fulfil these goals. There will be specific projects for each goal and each project has its own activities.

A good vision is motivating, realistic and achievable. It must not be too complex. It is something people agree on, are happy to work at and want to achieve in the foreseeable future.

A vision and strengths-based approach moves away from problem-based planning, which focuses on constraints, to a more positive and dynamic process, based on desirable outcomes and the identification of pathways to achieve that vision. Although visioning is like dreaming, the dreams should be realistic, about what the community can achieve in the time period stated. It is important to link visions to the resources available, and to think carefully about when to introduce the resource envelope – too early and people may be constrained by what's on offer, too late – and the plans can be unrealistic.

Code on building a shared vision for a self-sustaining initiative

A Ward vision describes what the community members want to achieve at the end of a certain period (for example in 10 or 15 years). It is their common aspiration. For example: *By the year 2016 Ward 12 in Bulilima will be a vibrant community where people live and work, people are well fed from self-identified initiatives, able to access health and farming services.* The objective of the session is to ensure that participants have negotiated and prioritized a shared vision for the development of their group. In this session participants will be made to culture this thinking ***'If you can't dream, you can't create it!'***

The visioning process will start in plenary with a practical example of a parent with the youngest child, say an eleven year old girl. Her mother will be asked what she wants her child to be when she grows up. For example she might say she wants the child to become a nurse. One of the participants, who live in the same community with the mother, will be asked what her vision for the same child will be. He /she might also say that she should become a nurse too when she grows up. Participants will have to make calculations and find out that the baby might need 20 years from now to become a nurse.

The participants will then go on through the example in formulating the vision statement, identifying goals, prioritising the strategies and identifying feasible activities or projects that are to be done to achieve the desired outcome. The question will be formulated as *'May you tell us what to do and how to do it for the baby to become a nurse? The table below shows an example how it can be done in plenary by the participants.'*

Example of the visioning process

Vision statement	<i>By the year 2027 The baby is a qualified registered nurse</i>		
Goals	1. <i>The baby grows well in good health, peaceful and obedient</i> 2. <i>The baby achieves good passes at school and college</i>		
Strategies	<i>Example for goal 2:</i>	<i>Own strategies</i>	<i>Join a specific study group for all subjects that are hard</i>
		<i>Parents strategies</i>	<i>Raise income to pay The baby's fees</i>
		<i>Community strategies</i>	<i>Resourcing the community centre with reading material</i>
		<i>Outsiders or support organisations</i>	<i>Resourcing the school with reading material or furniture</i>
Activities or Projects	<i>Example for strategy 2</i>	<i>1. Grow small grains and keep indigenous poultry to raise income and pay the baby's fees.</i>	

From this point it was clear to every participant that every parent has a vision for his or her children. The participants listed the key steps that the parents, the child, the community and external people should take in order to achieve the stated vision. The responses focused on 85% effort or contribution from the parents and child while 10% was from community contribution and 5% was from external help.

The final discussion focused on challenges and not necessarily problems that are likely to be faced to achieve vision. For example 'What challenges the baby, her parents and the rest of the community are likely to face in trying to achieve the vision? The challenges are supposed to be beyond the capability of the baby, his parents and the community. They should not be just opposite of the preceding question on key steps. The challenges included;

- Own challenges: The baby may not be interested to pursue nursing course wanting to become a teacher

- Local support challenges: Both parents may die before the baby completes her education.
- External challenges: Change in government policy or career opportunities making it difficult to make the baby interested in taking up a nursing career.
- Legal challenges.
- Hazards

Participants will be divided into their socio-economic groups to discuss the three important visioning questions.

- What is your vision of the current initiative you are involved in five years or so time?
- Tell us what to do and how to do it to make you reach this vision?
- What challenges are you and your community likely to face in trying to achieve this vision?

The facilitator will encourage each group to start their vision statement that best describes what all the groups are trying to achieve using the words. **By 20.. all members of Group in ward are**

From the vision statement the socio-economic groups identify goals and key strategies that are emerging and have an impact on the members.

Developing Objectives Strategies, projects and coping strategies for disasters Activities Matrix to assess alternatives.

Having developed a vision and some goals, smaller community groups now need to look at the 'what' (strategies/objectives) and the 'how' (projects/activities) to achieve the vision and goals. Technical staff can be brought in at this stage as resource persons, but make sure they are appraising and adding value to the ideas of the community rather than inserting their own objectives.

The community has to make presentations on the vision, the goals and the strategies that they are going to use to achieve their vision as SEGs. During the presentations they have to take note of the key areas for consolidation in their ward plan. After all the presentations they have to discuss in plenary to come up with the ward vision, goals, strategies, and projects that take into consideration all the key areas noted during the presentations.

Prioritising or Ranking

This is the way of placing in order of priority what needs doing and when. This is an important aspect of all decision making and often needs to be done as a group activity if the results are to be generally agreed on. This is worked out using the brainstorming, survey or other methods.

A graphic format is selected to allow the prioritisation of options to be simply and visually displayed.

1	2	3	4	5	6	7	8	9
1	1	1	1	1	1	1	1	1
2		2	4	2	6	2	8	2
3			4	3	6	7	8	4
4				4	4	7	4	9
5					5	7	8	9
6						6	8	9
7							8	7
8								9
9								

The above number in bold (one to nine) shows the projects that the communities will have identified and this will now be a way of comparing the importance or which project needs to be carried out first. The one which will score more appearances will have the first priority. Like in the case above project 1 has nine appearances so it will be ranked first. It is important to note that in visioning, the community must be clear on what resources they can mobilise on their own and what needs to come from outside for support.

The other method will be the use of a wheel of fortune.

This can be used if the projects identified are less than 20 competing priorities.

Process and methodology

- A larger circle is drawn on a sheet of paper and divided into as many slices as there are options. Each slice is labelled.
- Each Socio economic group can be given a different colour of paper to stick on the labelled slices.
- Participants vote by placing their papers on the slices that they wish needs to be done first.
- The votes are counted and the one with the highest number of cards is the one that they feel should be done first and the rest will follow according to the number of votes that they will have obtained

Hazards are also estimated according to their effects (by matching hazards analysis with vulnerability assessment) the community then has to identify their priorities through consultation

and SEG group assignments. They then collectively decide on the preferred risk reduction (mitigation) measures. They will have to put their decisions and wait for the plan writing.

The process is interactive and communities with assistance from the development agencies and stakeholders working in the area will assist in the ranking process. The risk reduction measures identified will be incorporated in the community Action Plan.

Developing an Action Plan

The extract below is a reproduction of a section of the Gungwe Ward Community Based Plan (Gwanda District), illustrating community visioning in planning. The plan was produced in November 2007. The DRR project then took up the paravets, fodder and small livestock pass initiatives. Some of these initiatives were also prioritized in Mangwe District where they were also being implemented.

3. THE COMMUNITY PLAN

3.1. THE WARD VISION

By the year 2013 Gungwe Ward 12 community in Gwanda District will be food secure with access to adequate clean water, reduced effects of HIV and AIDS backed up by improved communication facilities and services leading to heightened standards of living including improved education, transport and health delivery systems through self help initiatives, improved marketing and proper utilization of natural resources.

3.2 GOALS

1. Improved food security
2. Improving opportunities for household income generation - sustainable livelihoods
3. Mitigating effects and impacts of HIV and AIDS
4. Improving health delivery in the ward
5. Improved education

3.3.2. GOAL 2: Improving opportunities for household income generation (sustainable livelihoods)

STRATEGY	PROJECTS
1 Improved small livestock management and marketing	1. Master Farmer Training in small livestock management and marketing
	2. Provision of better livestock nutrition through home based fodder production and preservation
	3. Small livestock pass on for vulnerable households
	4. Training of Para Vets and promoting farmer to farmer veterinary extension support
2 Improved natural resources utilization and conservation	1. Marula oil processing and marketing
	2. Improve amacimbi harvesting, processing and marketing
	3. Art and craft e.g. carving and basketry
Improve access to self help skills and initiatives	1. Mobilize interest groups and resources for self help skills development e.g. welding, soap making, carpentry
	2. Identify and link with capacity building institutions
	3. Fundraising initiatives such as proposals for banking with support institutions, donors or the RBZ

After that the community has to use the Core Facilitation team to compile all the information that they will have gathered in the 5 days of the planning process. After compiling the plan, the CFT then convenes a feedback meeting with the community to verify the plan. After the verification process, a copy of the plan is submitted to the RDC and the community keeps its own. The plan is then ready for implementation.

NOTE: The Development and DRR Plan for Buvuma Ward 18 in Gwanda District is appended.

DISASTER PROOFING COMMUNITY BASED PLANS

Disaster proofing as conceived of in this project involves an analysis of the community development plans produced from the CBP process with respect to their vulnerability to the

identified local hazards. Projects which directly tackle identified hazards may be selected to be worked on. (For example where assets are threatened by increasing erosion, gully reclamation may be prioritised as a project). In general, activities which mitigate risk will be chosen on the basis of the hazard profile of the area. Where livelihoods are at risk, mitigation activities might focus on activities that strengthen or diversify livelihood strategies. Communities may choose to adopt new technologies (water harvesting to counter the impacts of drought, nutrition gardens to supplement poor diets, the planting of drought resistant crops (small grains), planting woodlots to lessen fuel scarcity and the resultant deforestation, or improved livestock husbandry, including pasture management, supplementary feeding and disease control). While communities must be facilitated to suggest strategies based on their analyses of the existing and future hazard profile of their area, technical support and innovation should be available from project staff, partners and local service providers. Community Based Plans developed before December 2007 are being retrospectively “disaster proofed” in this way. Plans developed at a later date have included disaster risk reduction as a core component of the process.

Participatory Program Planning

This stage covers determination of disaster risks, ranking of disaster risks and deciding on acceptable levels of risk. At this stage, the community now has a list of all the hazards and have an idea of the risks they face in terms of their livestock, infrastructure, crops, roads, social networks, health, education, etc. Perhaps the most critical process here will be to rank the disaster risks according to criteria selected by the community and other relevant players. Such criteria could for example be based on:

- Impact on crops
- Impact on people
- Impact on livelihoods
- Numbers affected
- Geographical coverage
- Cost of response mechanisms
- Level of skill required to deal with the hazard

For example, during the ranking of hazards for Mangwe District Disaster Management planning (November 2009), participants agreed on a simple four- factor hazard ranking criterion that is reproduced below:

Hazard type	Impact on people	Impact on Crops	Impact on infrastructure	Impact on Livestock	Total
Deforestation	3	2	3	3	11
Drought	5	5	2	5	17
Veldt fires	3	2	4	5	14
Pests on crops	4	5	0	3	12
Concatenated hazards	3	1	0	3	7
Problem animals	4	5	1	4	14
Soil erosion	4	4	3	4	15
Floods	3	4	4	3	14
Human	5	4	2	4	15

diseases					
Animal disease	4	3	2	5	14
Zoonotics	3	4	3	5	15
Traffic accidents	4	1	3	2	10
Out migration	3	3	3	2	11
Storms & winds	3	3	3	3	12
High failure rate in education	4	4	4	4	16

In this case, they all agreed that each factor be assigned a numerical value, ranging from 1 to 5, with 1 denoting the least impact while 5 denoted the greatest impact. At the end, adding up the totals for each of the hazards along these indices would then yield a more objective rank of hazard risks for the District. In this case, drought emerged as the most serious hazard requiring priority attention.

Planners can then zero in on each of the hazards to formulate practical strategies to address them. The example below is taken from the Marula Ward Disaster Management planning process conducted in Mangwe District, November 25, 2009:

OVERALL WARD DISASTER RISK REDUCTION PLAN

HAZARD	WHO/WHAT IS AFFECTED?	ACTION TO BE TAKEN	RESPONSIBILITY AND PARTNERSHIP
Drought	-Community -Crops	-Community -Harvest stock feeds	-AGRITEX -Knowledge workers -Village head -Councilor
Fires	-Crops -Livestock -Houses -People	-Community to prepare fire guards -Community to alert Police (but does not react) and National Parks people	-Community -Police -EMA
Wild animals	-People -Crops -Livestock -Nearby game sanctuaries -Small livestock – goats, sheep, calves	-Community to alert National Parks to spray birds or destroy eggs -Community to work with National Parks to destroy habitats of wild animals, e.g. hyenas -RDC to source for hunters to track down problem animals -CAMPFIRE	-National Parks -Community -Councilor -Local leadership
Road accidents	-Livestock -People -Passengers and motorists	-Community to erect road side fence (have already started the process) to keep animals away from the roads -Police to conduct awareness campaigns amongst the people -Road users to adhere to safety regulations e.g. removing boulders or objects off roads -Road Dept and Police to erect warning road signs on all black and dangerous spots on the roads	-Community -Police
Lack of schools	-Children -Female gender	-Community to provide labour and bricks for building school blocks -Ministry of Education to assist with roofing and equipping schools with human resource -Local leadership to assist in development of curriculum that is relevant to their areas, e.g. having a heavy bias towards livestock	-Community -Ministry of Education -Local leadership -Youth
Human diseases	-People -	-Ministry of Health to conduct awareness campaigns and to provide medication -Individual to take preventative action on health matters. Also to provide labour for building clinics	-Vet -Community -Local leadership

		<ul style="list-style-type: none"> -Community to contribute and mobilize resources towards building of clinic or health centre -Community and development agencies to promote use of traditional medicine 	
Animal diseases	<ul style="list-style-type: none"> -Livestock -People 	<ul style="list-style-type: none"> -Individuals to promote and make use of traditional herbs in dosing and tick control -Veterinary Services to conduct training and awareness campaigns, to provide chemicals -Community to rehabilitate dip tank and community leaders to utilize expertise in traditional -Paravets to make use of knowledge in animal disease control 	<ul style="list-style-type: none"> -Veterinary -Community -Local leadership
Storms and Strong winds	<ul style="list-style-type: none"> -Homes -Crops -People 	<ul style="list-style-type: none"> -Farmers to plant trees to create wind breakers/barriers (both exotic and indigenous) -EMA to enforce laws and conduct surveillance 	<ul style="list-style-type: none"> -farmers -experts -Community
Pests on Crops	<ul style="list-style-type: none"> -Crops -People 	<ul style="list-style-type: none"> -Farmers to undergo training and use traditional practices of pest control -Farmers to grow pest-resistant crops e.g. Tsholotsho grain (sorghum variety) -AGRITEX to conduct training and awareness; help in spraying of crops -Community to plant same type of small grains on large scale. -Mutual community field vigils particularly in the early hours and in the evening 	<ul style="list-style-type: none"> -Agritex -Local leadership
Lack of vaccines	<ul style="list-style-type: none"> -Livestock -People 	<ul style="list-style-type: none"> -Veterinary to provide vaccines and train people on how to administer vaccines -Community to resort to traditional vaccines and training the young generation on vaccination. 	<ul style="list-style-type: none"> -Vet -Community -Local leadership

Implementation of the CBDRM Plan

The result of the participatory planning process will be a Disaster Risk Management Plan. In some cases it may include only a few small-scale activities. In other communities it may take the form of a comprehensive disaster risk management program or project. The Community Disaster Risk Management Committee should assume overall responsibility for the implementation of the risk reduction measures as per the plan. The effective operating of such an organization will ensure that planned activities are implemented on time and within the given resources. This includes a number of tasks and processes; e.g. tasking, mobilizing community resources, capacity building, monitoring and review, and making adjustments.

Establishment of DRR Committees

To effectively undertake risk reduction measures, it is best to have an organization within the community that will deal with disaster risk management. The form of organization can vary depending upon the situation in a particular community. A disaster risk management committee can be a component of an existing organization, or if no suitable organisation exists a Community Disaster Risk Management Organization (CDRMO) can be newly initiated. The

objective of the Community Disaster Risk Management Organization (CDRMO) is to enable communities to become better prepared for impending disasters and to become disaster resilient in the long term. Through the CDRMO, communities will be able to implement the activities outlined in the Disaster Risk Management Plan.

The key functions of CDRMOs fall into three main categories:

Risk Reduction/Preparedness functions

- Share community Disaster Risk Management Plan with all community members
- Mobilize community members to implement the planned disaster risk reduction measures
- Mobilize resources that the community can not produce or access on its own
- Conduct disaster preparedness training with community members
- Raise community awareness on what to do before, during, and after a disaster
- Monitor disaster threats, conduct drills, and draw lessons to improve the plan
- Network and coordinate with government disaster management committees or councils, NGOs, other communities, etc.
- Engage in advocacy and lobby work regarding disaster management and development-related issues to support local and community disaster risk management
- Expand membership and involvement in disaster risk management committees and activities.

Emergency Functions

- Issue warning
- Manage evacuation
- Organize search and rescue with community participation
- Provide first aid and arrange subsequent medical assistance
- Conduct Damage Needs Capacity Assessment and report damages and needs to government and disaster management agencies for assistance
- Coordinate, plan, and implement relief delivery operations with aid agencies.

Recovery Functions

- Facilitate social, economic and physical rehabilitation of community; e.g. livelihoods, trauma counseling, reconstruction of houses and infrastructure
- Coordinate with government and aid agencies to receive assistance in rehabilitation
- Ensure that risk reduction measures are integrated during the reconstruction and rehabilitation phase
- Evaluate the performance in terms of CDRMO capacity and effectiveness to promote community safety and identify strategies for future improvements.

Emergency preparedness and response

Rapid onset disasters such as flash floods and cyclones, by definition, give little advance notice of their arrival. Communities which are aware of and prepared are better able to withstand and recover from these damaging events. Secure and sustainable livelihoods (protected assets), coupled with effective early warning systems and rehearsed preparedness and contingency plans increases the resilience of communities, enabling them to ride out and recover (“bounce back”) from disastrous events.

Preparedness and contingency plans are therefore another component of disaster management which can increase the resilience of exposed communities. A functional Early Warning System can provide information in advance of an impending hazardous event, allowing pre-planned preparations such as evacuation, moving livestock to high ground, pre-positioning food, water or fodder or securing assets which may be damaged or lost. Telephone links to the meteorological office may provide advance warning of a cyclone. Radio news can report heavy rainfall and warn of possible flooding. The important feature of any early warning system is that the information should always reach the people exposed to the imminent hazard and they should know how to react to that news (what to do).

The Famine and Early Warning System Network (FEWSNET) is a good example of a regional initiative aimed at monitoring vulnerability. FEWSNET covers 17 countries in Sub-Saharan Africa, as well as Afghanistan. The network offers a range of information products, tools and services to provide decision-makers with the up-to-date information necessary to avert or mitigate the impact of food security shocks. The challenge is to ensure that early warnings result in prompt responses by governments and potentially the international community. It also requires that information is effectively disseminated down to the end user in an accessible form.

Preparedness plans specify what needs to be done in advance of the impact of the hazard and how to deal with the situation as it unfolds. Flooding usually necessitates the moving of possessions and people out of the reach of the flood waters. Evacuation is sometimes the best option. People need to know what to move, where to move to and by what route. While their community is engulfed, people need to know how to sustain themselves. Community members trained in First Aid come into their own as inevitably injuries will have been sustained. Search and rescue skills may be needed to rescue people who were unable to evacuate in time. Once the hazard has run its course (and the flood waters recede) the community will need to assess the damage done and decide whether they are able to cope on their own. A disaster is usually defined as a hazardous event which overwhelms the capacity of a community to cope using their own resources. In such an event, the community need to know where to go for help; who can provide support such as emergency food, materials to refurbish damaged infrastructure and other essentials to reduce suffering and save lives. Knowing where to go for humanitarian assistance can speed up the delivery of aid.

Community based preparedness and contingency plans are best developed by a smaller group representative of the community, the CDRMO.

There is though a difference when it comes to emergency response in regards to rapid onset disasters. In such a case, the emphasis is on development of separate emergency response plans, which will either have to be appended to the ward development plans or to stand alone and form the basis of District Disaster Preparedness and Response Plans, which will in turn feed into the Provincial Disaster Preparedness and Response Plan. The Provincial plan is due for revision.. Development of emergency response plans is not going to be the responsibility of Practical Action alone, but with other agencies like World Vision and CPU who have capacity in dealing with response and relief issues. Disaster proofing of community development plans will be more valuable if done before the revision of the provincial plan so that the Ward and District Plans can feed into the Provincial Plan.

Monitoring and evaluation

Monitoring and evaluation (M&E) is an essential element of the project or programme cycle in order to assess the effectiveness of the actions taken. M&E is the vehicle for tracking progress towards the attainment of the ultimate objectives of a plan or project.

The following are some basic elements of any M&E system:

- Identify indicators of success based around the different activities to be undertaken, the outcomes to be achieved, and the impacts in terms of achieving the desired end result
- Decide tools or methods to use for monitoring and evaluation, ensuring that they are suitable in terms of complexity and time required for information collection
- Collect appropriate baseline data, based on the indicators, so that changes over time can be compared to the initial situation.
- Allocate responsibilities and time frames for monitoring and evaluation so that reflection and learning occurs on a regular basis, not only at the end of the project.

M&E systems should be simple and based on a limited number of indicators clearly linked to the desired outcomes and impact. Base line information, which describes the situation existing before the implementation of the project, should be relevant to what is going to be measured. For example, if a project aims to increase crop yields through the introduction of improved seeds and methods of cultivation, the base line data would include information on current farming practices, seed varieties, areas planted and yields. Participatory tools are recommended as a means of directly involving community members in M&E, drawing on their local knowledge and perceptions. What is most important in any M&E system is to ensure an on-going process of critical reflection in order to continually improve practice.



Various tools are used to evaluate the plan. Above is a map showing a community map before the plan was formulated, during the implementation process, after the process (current state) and finally, the vision of the community.

Conclusions

Experience has shown that in order to reduce the vulnerability of people living in fragile environments it is first necessary to create awareness of the issues and concepts regarding hazards, shocks and stresses and how lives and livelihoods are influenced by forces over which people often have little or no control. Natural hazards are frequently regarded as “facts of life”, events that just happen, and which have to be borne and then got over. Community based DRR builds on the notion that once people are made aware of the nature of the hazards they face and how these hazards impact on specific aspects of their lives, they can develop strategies that actually mitigate or lessen the effects of these hazards. If certain components of their livelihoods are extremely vulnerable to prevailing hazards, can they be protected in some way or should they be abandoned in favour of more suitable or resilient strategies? Facilitating the debate around these issues raises awareness and leads to actions which ultimately increase the ability of people to survive and bounce back from what were previously disastrous events.

DRR awareness raising and education are thus critical for people to appreciate the intricate relationship between their everyday actions, the hazards they are exposed to and their

livelihoods. A major awareness raising initiative was the conducting of ward level DRR schools competitions in art, drama, music and poetry. Creating awareness amongst youth, who often discuss their newly acquired knowledge at home with parents and siblings, increases access to information to a wider audience in a sustainable way. As more and more people come to understand the importance of achieving community resilience to disasters, they are becoming involved in risk reduction initiatives.

While the project has been able to demonstrate that community based disaster risk reduction and planning can contribute to both food security and poverty reduction through the identification and implementation of appropriate development activities, the impact is by definition on a very limited scale. An important objective of the project is to influence key stakeholders and other development practitioners to adopt the livelihood centred approach, but more importantly to demonstrate to Government Institutions at all levels that community based DRR is a cost effective approach to development which both increases resilience, food security and reduces the cost of recovery in the event of a disaster.

Some suggested priority areas based on experience include:

- Drought mitigation strategies – sand abstraction, rain water harvesting techniques, small grains and drought resistant varieties
- HIV and AIDS – herbal and nutrition gardens, community home based care programmes
- Small livestock diseases – Training of Para Vets, livestock breeding programmes
- Invest in technologies that utilize local knowledge and resources

Appendices

- 1. Record sheets**
- 2. Development plan for Buvuma Ward 18, Gwanda District**

RECORD SHEET FOR LIVELIHOOD ANALYSIS OF GROUPS²

Meeting with group		Where	
Date		Facilitators	

Names of members of group (and ring whether male or female)					
1	m/f	2	m/f	3	m/f
4	m/f	5	m/f	6	m/f
7	m/f	8	m/f	9	m/f
10	m/f	11	m/f	12	m/f

Item	Respondent no											
	1	2	3	4	5	6	7	8	9	10	11	12
Human												
Age												
Nos child												
Nos/hh												
Standard of education												
Can read/write?												
Skills – have												
Skills - need												
Disease issues – inc HIV extent and seasonality (can do seasonality diagram)												
Nutrition issues – how many meals a day and seasonality of intake												

² Table taken from CBP Manual written by Douglas Gumbo, Rural Development Management Co-ordinator, 2007.

Physical	1	2	3	4	5	6	7	8	9	10	11	12
Housing												
-mud/brick												
-shack												
Domestic water												
W/b sanitation												
Electricity												
Energy/cooking												
Transport												
-car/bakkie												
-tractor												
-cart												
-bicycle												
Livestock												
Cattle												
Sheep/goats												
Horses												
Donkeys												
Pigs												
Equipment												
Agricultural												
Tools												
Machines												
Telephone												
Radio												
TV												
Other												

	1	2	3	4	5	6	7	8	9	10	11	12
Public infra												
Roads												
Other												

Does infrastructure contribute to quality of life and avoid harmful impact on the environment? For example, sanitation systems inappropriate to environmental conditions would include VIP toilets in areas with high water tables, or soakaways in areas with high clay content in the soils?

	1	2	3	4	5	6	7	8	9	10	11	12
Natural (what <u>access</u> to natural resources do they have including land (specify units), irrig water, forest/trees, wildlife, communal land eg for grazing)												
Land (units)												
Irrig water												
Trees, eg fruit trees												
Access to green space												
Pollution problems												
Other env issues												
Other												

Ask questions about the quality of land and water, not just quantity/access. For example, is land degraded/eroded? What kind of soils do you have in this area? Do not assume that the presence of an irrigation scheme is good, but ask about its reliability, cost, accessibility to poorer farmers, impact on the soil.

	1	2	3	4	5	6	7	8	9	10	11	12
Financial (what are their sources of income, and what access to financial institutions do they have)												
Social grant eg pension												
Remittance (from who)												
Employment (what)												
Business (what)												
Income-gen projects												
Loans												

Social	1	2	3	4	5	6	7	8	9	10	11	12
Groups they are part of.												
Traditional structures												
Traditional roles in the household												
Roles they play in community/ other												

Threats/Vulnerabilities (these are the EXTERNAL threats the group faces, NOT problems)
Organisations working with this group (what organisations provide services, CBOs, government, NGOs – note can also do a Venn if useful)
Desired outcomes (what are the outcomes they are looking for, the benefits for people, eg education, income, protection from HIV, not infrastructure, or services)
Strategies to reach outcomes (what livelihood strategies are they using now to achieve those outcomes – eg husband working on mines....). Financial and other strategies – financial may be covered under finance page.
Main constraints on strategies (what are the main things which limit their strategies)

Opportunities they perceive (and how does this relate to possible projects for the plan – these will be explored another time)
What livelihood strategies may be possible for them, bearing in mind opportunities – what projects would help

Appendix 2.

DEVELOPMENT PLAN FOR BUVUMA WARD 18

GWANDA RURAL DISTRICT COUNCIL

PLAN DEVELOPED OVER PERIOD FROM 19/11/07 TO 22/11/07

SIGNED AS BEING AN APPROVED PLAN PRODUCED BY BUVUMA WARD 18.

COUNCILLOR'S NAME: MRS. SONIA NDOU SIGNATURE.....

GWANDA RDC

CEO.....SIGNATURE.....

ENGINEER.....SIGNATURE.....

DATE.....

COMMUNITY DEVELOPMENT PLAN

SECTION 1

1. THE PLANNING PROCESS

1.1. PREPLANNING

Three preplanning meetings were held at 3 different venues between the 12th and 16th of November 2007, where members of the community from 2 adjacent villages were debriefed in each preplanning meeting. The different socio-economic groups in the ward were identified and each selected a representative per village to represent them at intensive planning.

1.2. INTENSIVE PLANNING

The Ward 18 development Plan was developed by the 53 representatives of the 14 different socio-economic groups that are in the 6 villages of the ward. The planning workshop was conducted at Buvuma Clinic from the 19th of November to the 22nd of November 2007.

1.3. FACILITATION

Mrs. Sonia Ndou - Councillor

Mrs. Litha Malungisa - Respected Person in the Ward

Mr. Joseph Sibanda - Logistics

Mr. Christopher Ncube - E.H.T.

Ellah Mugombwi - AREX

1.4. COMPILATION

Core Facilitation Team,

Mr. Elias Masendeke,

Mr. Miclas Ndlovu,

Mr. Ben C. Mbaura

SECTION II

2. COMMUNITY BACKGROUND

2.1. LOCATION

Ward 18 is one of the 19 communal wards under the jurisdiction of the Gwanda Rural District Council in Matabeleland South Province. It is located within the Dibilashava Communal Lands, approximately 80km south of Gwanda Town.

2.2. POPULATION

2.2.1. HUMAN

Village	Households	Population
Major	168	1225
Ndibe	141	925
Majiya	152	916
Buvuma	234	1675
Sukwe	291	1775
Tshanyaugwe	211	1471
Total	1197	7987

2.2.2. LIVESTOCK

Livestock	Population
Cattle	3467
Goats	6585
Sheep	760
Donkeys	1622

Source: Department of Veterinary Services Gwanda

2.1 BIO PHYSICAL CONDITIONS

2.1.1. RAINFALL

Ward 18 falls under Agro-ecological Region v which is characterised by low altitude <800m, low and erratic rainfall usually <450mm with high summer temperatures and high possibility of severe droughts.

2.1.2. TEMPERATURE

Mean Maximum Annual temperature is 28°C - 30°C while the winter mean is 13°C. Highest maximum summer temperatures can soar to more than 35°C, frosts are not common though they may occur in some areas during late July and August.

2.1.3. SOILS

Soils are predominantly sands of granite origin and are generally shallow. Some heavier textured soils do occur along natural drainage lines.

2.1.4. VEGETATION

The dominant tree species are Mopane and Acacia thorn bushes; Baobab occurs sparsely in the valleys especially where soil depth is limiting. Dominant grass species are *Aristida* and *Heteropogon Contortus* in the valleys.

2.2 SOCIO ECONOMIC GROUPS AND LIVELIHOODS

Table 1: Community Livelihoods

Socio-Economic Group	Livelihood Analysis		
	Main activities/Key assets	Vulnerabilities	Opportunities
Health Support Groups	Home Based Care Giving Support Midwifery	Infections due to shortage of support materials e.g. gloves. Inadequate supply of drugs Few clinics	Training Linking activities with existing local health delivery systems - clinics
ZINATHA	Treatment of the sick Ukubethela imizi Culture protection and maintenance	Loss of knowledge due to limited documentation Herb extinction	Registration and certification Complimentary activities with clinics and hospitals Selling of remedies
Orphans	Piece meal jobs Engagement in donor projects	Harsh economic conditions leading to school drop outs	Community social safety nets Government and donor support
Unemployed youths	Unemployment figures are rising at an alarming rate. This group now extends to youths	Harsh economic environment	Self help skills development from Government and NGO programmes e.g. LDS and Hlekweni

	<p>with the minimum O'Level requirements. Most spend their time loitering, which has seen an upsurge in criminal activities. A good number of them are living on boarder jumping into neighbouring South Africa and Botswana where they work mainly on farms.</p>		
The employed	<p>There is a number of working people both residents within and outside of the ward. The main group of working people in the ward is civil servants comprising of teachers, extension staff and nurses. Local business people also employ people though these are mainly relatives. These like everyone else are vulnerable to the prevailing economic hardships, the HIV/AIDS pandemic and drought.</p>	Low remuneration	
Gold panners	<p>Gold panning is one of the most prevalent sources of income. The panners do most of their panning outside the ward, as there are no major river cutting</p>	Government policy shifts	

	<p>through the ward. This labour intensive work, which with luck is highly rewarding. However this remains one of the poorest groups in the ward mainly because of extravagant spending habits on alcohol. The group is also highly prone to the Sexually Transmitted Infections (STI) including HIV since they usually camp in makeshift homes along the rivers.</p>		
Widows and widowers	<p>There has been an increase in the number of youthful widow and widowers due to the HIV and AIDS pandemic.</p>	<p>Social assistance being offered to the group by the government is not benefiting the able-bodied widows since they are deemed fit to work. This is an anomaly though since a large number of them are terminally ill. The widows are also an easy target for criminals.</p>	Skills development
Traditional leaders	<p>Settling disputes Culture maintenance Land allocation Community representation Stock clearance</p>		Recognition by the government

2.5. SOCIO ECONOMIC GROUPS WEALTH STATUS

ASSETS	VERY POOR	POOR	MEDIUM	COMFORTABLE	RICH
Cattle	0	1-5	6-14	15-40	>41
Goats	0-5	6-10	11-30	31-100	>100
Donkeys	0-2	3-4	5-10	11-12	>12
Agricultural yields	0-3bags	4-6bags	9-24bags	25-72bags	>72
Burial	blanket	-Blanket - Home made coffin - transported in a cart	-Hired car - cheap coffin	-funeral policy - Funeral Parlour - moderate coffin	-Exclusive funeral parlours - expensive casket
Transport	No own transport	bicycle	-cart - bicycle	-bicycle -cart - car - wheelbarrow	- car(s)
Farming equipment	hoe	Plough, oxen, donkeys	Plough, oxen, donkeys, cultivator, planter	-hires tractor, plough, oxen, donkeys, cultivator, planter and harrow	Own tractor, planter, cultivator, irrigates
House	0	1 roomed	2-4 roomed	5-7 roomed	>7 roomed
Huts	1	2	3	6	>6
Fencing	No fence	Plain wire Tree branches	Barbed wire and droppers	Barbed wire and net wire	Durawall and net wire
Type of energy	firewood	Firewood and paraffin	Firewood, solar, paraffin and candles	Electricity, solar, firewood stove	Own generator
Health facilities	clinic	clinic	Clinic, hospital, pharmacy	Private doctor, hospital	Private doctor and private hospital
Level of education for children	No education or up to Grade 3	Up to Grade 7	Ordinary level attain professional qualification	Advanced level up to college/ university	Private boarding schools university
Occupation	unemployed	Domestic and farm labourers	Self employed and low level civil servants	Top civil servants and business people	Directors

Water and sanitation facilities	River beds	Community source	Community source and toilet	Personal borehole	Personal borehole, engine, toilet and bathroom
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Table 2: Socio-economic groups wealth ranking.

Socio-economic group	Wealth Ranking		
	Poor	Average	Rich
Farmer clubs		❖	
Widows and widowers		❖	
War Veterans		❖	
Conservation Committees		❖	
Orphans	❖		
Traditional leaders		❖	
Religious groups		❖	
Health support groups		❖	
Employed		❖	
Self help cooperatives		❖	
ZINATHA		❖	
Gold Panners	❖		
Business Community			❖
Unemployed Youth	❖		

2.6. Service Provider ACTIVITIES AND RANKING

Service Provider Activities

Service Provider	Activities (Services offered)
Hlekweni	Nutritional and Herbal Gardening Drip irrigation Gully reclamation Clothing technology Small livestock production/breeding Seed multiplication Now with Practical Action: <ul style="list-style-type: none"> - Sustainable food production and agricultural innovation - Small livestock production, management and marketing - Natural resources management and opportunities for value addition - HIV and AIDS and Gender Mainstreaming - Community Based Planning and Development - Disaster Risk Reduction - Documentation and Policy Influence
LDS	Gully reclamation Shallow well and dip wells development Construction of toilets Nutritional gardening Orphan school fees support Skills development for youth Relief aid and food for work Facilitating HIV and AIDS awareness, food and water security workshops Tree planting and material support Restocking Conservation Farming SACCO - money saving and strengthening income generating groups
Red Cross	Small livestock production Nutrition gardening Borehole rehabilitation Providing utensils
AGRITEX	Agricultural extension services Pegging resettlement areas Seed distribution Promoting Farmer Field Schools
RDC	Link between community and service support institutions Approving development project Local infrastructural development - construction of roads, clinics and schools
Thusanang	School fees support for orphans Training home based care givers HIV and AIDS awareness

	Skills development
World Vision	Free food aid Material support for dip tank rehabilitation Training and rehabilitation of boreholes Conservation farming Cattle dip chemicals/remedies for tick-borne diseases Supplementary feeding for school children
Pro Africa	Small irrigation schemes development Training in agricultural production Materials support for irrigation canals rehabilitation Seed support
Church - Pentecostal Assembly	Food relief Psychosocial support

List the common activities in the community

1. Gardening
2. Dry land cropping
3. Animal husbandry
4. Mopane harvesting and marketing
5. Infield rainwater harvesting
6. Gully reclamation
7. Rehabilitation of infrastructure e.g. Buvuma Irrigation Scheme, roads and boreholes

Table 3: Service provider rating according to individual socio-economic groups.

Service Providers	Socio-Economic Groups															
	Farmers		Bus.Comm.		Orphans		Elderly		Dev.Comm.		War Vets.		Disabled		Trad. Ldrs.	
	Imp.	Acc.	Imp.	Acc.	Imp.	Acc.	Imp.	Acc.	Imp.	Acc.	Imp.	Acc.	Imp.	Acc.	Imp.	Acc.
LDS	3	3	1	1	3	3	1	1	3	3	1	1	1	1	1	1
AGRITEX	3	3	1	1	1	1	1	1	3	2	1	1	1	1	1	1
Pro Africa	3	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1
Hlekweni	3	3	1	1	2	2	1	1	3	3	1	1	1	1	1	1
Red Cross	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
World Vision	3	3	1	1	3	3	3	3	3	3	1	1	1	1	1	1
RDC	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Thusanang	1	1	1	1	3	3	2	2	3	3	1	1	1	1	1	1
SACCO	3	3	3	2	1	1	1	1	1	1	1	1	1	1	1	1

Key: For Importance: 3 - very important 2 - average importance 3 - not important

For Accessibility: 3 - very accessible 2 - average accessibility 3 - not accessible

2.7. KEY PAST EVENTS

YEAR	EVENT	IMPACT (+/-)
1947-1968	Drought Land Apportionment Unilateral Declaration Of Independence (UDI) Bird swarms that destroyed crops Relocation of natives into Tribal Trust Lands Beginning of 2 nd Chimurenga War One hospital at Manama	
1969-1978	Intensification of the liberation war Release of Joshua Nkomo from prison Geneva Conference Protected areas Change of the Rhodesian Currency Measles epidemic causing high infant mortality	
1979 - 1988	Lancaster House Conference Independence BP Shell bombing in Harare Eligibility for ID registration by women and the emergency of gender equity movements Matabeleland and Midlands Unrest and subsequent curfews , Emergency of the killer disease AIDS Severe drought in 1982 Expansion and growth of small businesses in rural areas due to decentralisation Introduction of VIDCOs Legal Age of Majority Act	
1989 - 2007	Registration of ZINATHA Drought in 1992 and 2002, 2005, 2006 Legalization of gold panning in early 2000 and then banning in 2007 Emergence of many religious groups ESAP Increase of number of orphans because of the AIDS pandemic Cyclone Eline Death of Joshua Nkomo Fast track land redistribution Price increases and price controls Mzingwane disaster where children were swept by the river Formation of the War Veterans Association	

	Increase in under age marriages Social support to the aged Food relief from World Vision	
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2.8. INFRASTRUCTURAL RESOURCES

2.8.1. Schools

Buvuma Primary School, Buvuma secondary School, Sukwe Primary School, Tshanyaugwe Primary and Secondary Schools, Mpaya Primary School.

2.8.2. Roads

Guyu- Nhwali (Ministry of Transport), Buvuma- Selonga (DDF), Buvuma- Sukwe (Community), Buvuma-Thibeli (Community), Matayi (Community), Ntepe-Zezani (RDC), Tshanyaugwe-Nhwali (RDC), Lote-Mpaya (Community), Lote-Mfute (Community), Buvuma-Bengo (Community)

2.8.3. Business Centres

- Sukwe Business Centre (Grinding Mill/General Dealer/Bottle Store),
- Tshanyaugwe Business Centre (General Dealer/Butchery/Grinding Mill),
- Buvuma Business Centre (Grinding Mill/General Dealer/Bottle Store/Butchery/Beerhall),
- Lote Business Centre

2.8.4. Dams

There are 3 major dams Buvuma, Sukwe and Sinai.

2.8.5. Health Centres

The ward has one clinic at Buvuma Business Centre, a second has been approved at Tshanyaugwe

2.8.6. Dip tanks

2.8.7. Bridges

The rivers have no proper bridges with only culverts across the main rivers.

2.8.8. Church buildings

A number of religious groups have built Churches in the ward viz. Lutheran and Pentecostal (Sukwe), St Johns (Meja), Lutheran (Tshanyaugwe).

2.8.9. Feeding points

Each village line has its own feeding point these however have no proper structures.

2.8.10 Boreholes

There are a several boreholes and deepwells in the ward, however several of them are not functioning mainly due to collapsed piping and seasonality/low water table respectively.

2.9. NATURAL RESOURCES

2.9.1. Forests

The dominant trees species are mopane and accarcia thorn bushes. Trees have been randomly cut down for fencing and firewood. The forest has also been eroded by the growing demand for agricultural land.

2.9.2. Fauna

2.9.3. River and streams

There are 3 major rivers, Sukwe, Tshanyaugwe and Makongwa and these are all darned. A network of streams criss-cross the ward. Several gullies cut through homesteads and roads, soil erosion is also evident in the grazing area.

2.9.4. Hills/mountains

- Malemana and Lamngwanda (Buvuma);
- Mfute, Samapholisa, Madingate (Tshanyaugwe);
- Zwabahali, Sampankani, Diki, Mavonyongodze, Samaganyana (Sukwe);
- Buvuma, Zamadube, Shelekete, Mashaba, Felani, Dwaleni (Majiya);
- Lote, Nkupe, IMtabayotshani, Ntabayamagogo, Ntabende (Meja);
- Zempisi, Dibilashava, Sinai (INIdibe).

2.9.5. Mineral resources

2.9.6. Natural pools

Natural pools occur like Majoni, Dibilashava (the origin of the name for the communal area), Dwaleni and Thabulo are both silted.

2.9.7. Wildlife

2.10. COMMUNITY ANALYSIS

2.10.1.

STRENGTHS

- Farmers have adequate draught power.
- Most farmers have adequate farming land.
- War veterans receive support (income) from the government and a strong representation, which enables their grievances to be forwarded quickly.
- Most business premises are properly licensed.
- People generally feel obliged to assist orphans
- Widows and widowers have their own homes and families
- Traditional leaders are committed to serve their communities and they are able to preside over community courts. They also receives some allowances from the government.
- Most unemployed youths have a basic education, they also have the energy to work.
- Health support groups are able to help members of their community who are terminally ill.
- School Development Committees take a lead role in developing schools giving the communities a sense of ownership and responsibility.
- The communities are partaking in conservation through conservation committees.
- Religious groups generally have respect and good morals.
- Most self-help groups are made up of people with a keen interest and commitment to generating income for themselves.

2.10.2.

WEAKNESSES

- Business people lack business and financial management skills. Most of them in the ward do not have their own transport and there are no wholesalers.
- War veterans are normally hard-liners, which tends to undermine their credibility.

- Orphans are not getting enough assistance especially now because of the drought and harsh economic conditions.
- Communal farmers have little capital to buy farming inputs and implements.
- Most widows and widows are not benefiting from government assistance since they are deemed to be able-bodied and able to fend for their families.
- Widows are generally easy targets for criminals.
- Traditional leaders have limited powers and their authority is normally undermined. The allowances they receive from government are paltry.
- There are no proper record keeping and financial management skills among most self-help groups.

2.10.3.

OPPORTUNITIES

- Livestock prices have improved in recent years and there is no longer a monopoly in buying cattle. The market has expanded with the coming in of private buyers as well as butcheries that have mushroomed throughout the communal areas.
- Farmers affiliated to support organisations like the ZFU for example can buy agricultural inputs tax free from leading shops.
- The government has a deliberate policy that seeks to develop communal areas. The government at no expense to the community deploys extension staff.
- With proper representation from the community orphans can receive support from both the government and the private sector for example in the form of support in foster parents.
- Widows and widowers can actively partake in initiatives to raise their livelihoods since they can make decisions without the need to consult further.
- The National Youth Service has opened a channel to a career into the civil service for youths.
- There is an increased awareness of the AIDS scourge amongst both sexes and all age groups, which can help Health Support Groups in their work.
- The increased involvement of SDCs in the day to day affairs of schools has given communities a sense of responsibility towards management and upkeep of the institutions.
- Religious groups can take a leading role in promoting morality amongst both the old and youths in the community.

2.10.4.

THREATS

- The major threat has been the inconsistent rainfall patterns to inform agricultural planning.
- Sporadic outbreaks of such livestock diseases like black leg and foot and mouth.
- Businesses have been impeded by price controls on basic commodities that make up a large percentage of their sales especially in the rural areas.
- War veterans have earned themselves a social misfit tag and a change of government may reduce their recognition in the higher levels of government.
- Harsh economic environment has seen a reduction in assistance to orphans and other vulnerable groups.
- There is an increase in child headed families most of whom have no sustainable source of income. Relatives misuse the wealth left behind for the orphans since most parents live no wills. They also abuse the children themselves.

- With the incidence of AIDS related deaths, most widows and widowers are living with the disease, which tends to undermine their ability to support their families.
- There is a growing loss of confidence in religious groups because of loss of morals within the churches themselves. The erosion of cultural values has drastically eroded the church's impact at moral education.
- Poaching, deliberate veld fires and population growth undermine local development.
- There are no hard and fast rules governing the management of common areas which has reduced them to free-for-all areas.
- The AIDS pandemic has undermined the ability of health support groups to cope with the demand for their services.
- There are no binding constitutions for most self-help initiatives.
- Droughts have been perennial threats to most self-help initiatives as most are engaged in agricultural related activities.
- The economic decline the country is experiencing has also affected the communities it has become increasingly difficult to access essential commodities and services.

SECTION III

3. THE COMMUNITY PLAN

3.1. THE WARD VISION

By 2012 Ward 18 will have improved infrastructural facilities that serve the basic needs of a united, peaceful, empowered and adequately fed community with viable self help initiatives that generate income from sustainable use of locally available natural resources.

3.2 GOALS

- a. Food security - food is readily available and accessible through own production and presence on the local market for all community members including vulnerable socio economic groups to meet their dietary/nutritional requirements.
- b. Sustainable Livelihoods - local people have secure stable means of survival and be in charge of self sustainable income generating initiatives from the proper utilization of locally and externally available resources to sustainably improve standards of living without undermining the natural resource base thereby promoting intra- and inter-generational equity.
- c. Improving infrastructural facilities in the ward

3.3. STRATEGIES

3.3.1. GOAL 1: Food Security

STRATEGY	PROJECTS
1. Soil and water conservation	1. Maintenance and development of in-field rainwater harvesting including improved storage and utilization using dead level contours, infiltration pits and improved rainwater storage facilities.
	2. Winter ploughing
	3. Integrating other conservation farming techniques especially on minimum tillage: basins, pot-holing, tide ridging, ripping
2. Seed multiplication	1. Developing effective local seed extension support mechanisms
	2. Strengthening local seed production, preservation and community seed banking techniques
	3. Seed fairs and local distribution mechanisms
	4. Seed improvements and experiments
	5. Influencing other support organisations to promote appropriate seed varieties in their initiatives e.g. World Vision, Hlekweni
3. Water source development	1. Rehabilitation and upgrading of water points
	2. Training of pump minders
	3. Sinking boreholes and protecting wells
	4. Local dam/weir reconstruction and promoting gravitated irrigation
4. Promote farmer-to-farmer learning and sharing	1. Training of Trainers and facilitation of subsequent dissemination workshops
	2. Promoting farmer led events such as Field Days, Seed Fairs
	3. Promotion of Community Based Documentation and Sharing
	4. Promoting field interactive initiatives such as farmer field schools and exchange visits.
	5. Promoting community based information and technology resource centres

Table 4: Prioritised strategies and projects for goal 1.

3.3.2. GOAL 2: Sustainable Livelihoods

STRATEGY	PROJECTS
1. Improve small livestock production, management and marketing	1. Community based improvement of goat breeding schemes
	2. Home grown feeds from crops and silage making from crop residues
	3. Training of Para Vets and promoting farmer-to-farmer veterinary extension support
	4. Pasture and veld reinforcement
	5. Pilot small livestock fairs and exchange/pass on schemes for vulnerable households e.g. HIV and AIDS affected households
	6. Participatory Market Chain Analysis for small livestock and their by products
2. Improve natural resource utilization and conservation	1. More organized harvesting, processing and marketing of amacimbi
	2. Marula oil processing and marketing
3. Promote Horticultural Market Gardening	1. Establishment of nutritional gardens for growing, processing and marketing green and other vegetables to improve household nutrition and incomes.
	2. Seed (seedling) production and marketing schemes
	3. Increase production and marketing of high value crops such as potatoes, carrots, wheat at irrigation schemes.
	4. Establish group and household orchards for citrus fruits
	5. Skills development and value added processing of locally produced and recommended herbal products
4. Improve and facilitate markets for processed and non-processed agricultural products	1. Vegetable drying
	2. Setting a scheme to access agro-processing equipment
	3. Participatory Market Chain Analysis and Market Development for raw and value added agricultural products
	4. Learning and Exchange Visits to community based agro - processing centres
	5. Conducting marketing fairs within the ward for processed and non-processed agricultural products

Table 5: Prioritised strategies and projects for goal 2.

GOAL 3: Improving infrastructural facilities in the ward

STRATEGY	PROJECTS
Improving infrastruct ural Facilities in the ward	1. Constructing accommodation and classrooms in schools
	2. Rehabilitating non-functional boreholes and deepwells
	3. Rehabilitate silted weirs
	4. Construction of Tshanyaugwe Clinic

Table 6: Prioritised strategies and projects for goal 3.

SECTION IV

4. IMPLEMENTING THE PLAN

4.1. PRIORITY PROJECTS

PROJECTS	COMMUNITY ACTIVITIES	LOCAL AUTHORITY ACTIVITIES	ACTIVITIES BY OTHER STAKEHOLDERS	WHEN
Rehabilitating non functional boreholes and dip-wells	Pump-minders carry out an evaluation of the state and rehabilitation requirements on all non functional boreholes and dip-wells	Network with other service support institutions to raise resources	Work with LDS and DDF on rehabilitation	29/02/08
Rehabilitate silted weirs	<ul style="list-style-type: none"> - Assess weirs that can be rehabilitated by the community. - Scooping silt using shovels and wheel barrows from RWH initiative. - Mending the earth walls and repair concrete walls where necessary 	<ul style="list-style-type: none"> - Technical expertise - Heavy equipment support - Supporting community access to cement 	- Work with Pro Africa and Watermark Consultancy on development strategies	
Construction of Tshanyaugwe Clinic	<ul style="list-style-type: none"> - Pursue construction and funding of Tshanyaugwe Clinic with the RDC. - Provide manual labour in construction of two-roomed house and toilet. 	Funding and fundraising for construction of clinic.		
Marula oil pressing	<ul style="list-style-type: none"> - Collecting Marula kernels - Pressing oil - Marketing the oil 	- Market linkages	<ul style="list-style-type: none"> - Participatory Market Chain Analysis - Developing the value market chain - Training and marketing 	
Strengthening Amacimbi Enterprises	<ul style="list-style-type: none"> - Harvesting amacimbi - Processing amacimbi 	<ul style="list-style-type: none"> - Market linkages - Strengthening local by-laws 	<ul style="list-style-type: none"> - Participatory Market Chain Analysis - Developing 	

	- Marketing amacimbi		the value market chain - Training and marketing	
Fodder banks and stock feeds	- Production, collection and processing of products and by-products for stock feeds		- Training	
Woodlots	- Growing, management and sustainable utilization of woodlots.	- Networking for fundraising	- Sourcing seedlings and technical expertise	
Construction of toilets at Buvuma Primary School	- Brick moulding and building	- Networking for fundraising and improving access to/efficiency PSIP funds	- Funding	
Construction of F14 house at Tshanyaugwe	- Brick moulding and building	- Networking for fundraising and improving access to/efficiency PSIP funds	- Funding	
2 Blocks Sukwi Primary	- Brick moulding and building	- Networking for fundraising and improving access to/efficiency of PSIP funds	- Funding	
1 A-level Block Buvuma High	- Brick moulding and building	- Networking for fundraising and improving access to/efficiency of PSIP funds	- Funding	
On going project 486 toilets in the ward	- Brick moulding and building	- Networking for fundraising and improving access to/efficiency of PSIP funds	- Funding	
Seed multiplication	- Sourcing seeds - Land preparation, planting and crop management - Practising seed multiplication techniques	- Networking for fundraising	- Technical expertise	
Small livestock production, management and marketing	- Selecting and breeding small livestock - Farmer to farmer training and extension	- Networking for fundraising and development of marketing infrastructure	- Technical expertise	

	support - Home grown rich supplementary feeding			
Intensifying horticultural nutritional and herbal gardening	- Establishment of integrated herbal and nutritional gardens - Food processing - Produce marketing	-	- Health education - Participatory Market Chain Analysis	
Electrification of Tshanyaugwe business centre, Secondary and Primary schools	- Labour support	- Networking with REA and with other agencies for fundraising and improving access to PSIP funds	- Funding	

Table 7: Community, Local Authority and Stakeholder activities.

4.2. SUMMARY OF IMMEDIATE TASKS.

What we need to do in the next 3 months	Who will do it?	When?
1. Feedback draft plan to the community at large.	CBP CFT	Mid December 2007
2. Costing all proposed projects.	RDC	Mid January 2008
3. Approaching RDC for available funds for the ward.	Councillor	End of January 2008
4. Assessing construction requirements in schools.	SDC	End of January 2008
5. Select a committee to assess and make recommendations on silted weirs.	Community at Village level.	End of January 2008
6. Follow up on funding status of Tshanyaugwe Clinic with RDC.	Councillor	End of January 2008
7. Drawing up of provisional construction schedule for the schools.	SDC	End of January 2008
8. Find-out expansion plans/possibilities from ZESA and Tel-One.	Councillor	End of January 2008
9. Identifying potential sites of boreholes in Sithuli, Mavabaza, Siphuma, Thabulo and Lubengo.	Kraalheads	End of January 2008
10. Inventorying available expertise in the ward.	Ward Co-ordinator	End of January 2008
11. Producer groups identification and capacity building plan development for Marula, Amacimbi, Seed Multiplication and Small Livestock Development.	Village contact farmers	End of January 2008
12. Facilitate experience and information sharing with other communities and organizations	Councillor/RDC	
13. Wider sharing of community development plan with other service support institutions	Councillor/RDC	End of January 2008

Table 8: Immediate task to kick start the plan.

Annexes

1. Project Profiles

Project/activity name	NUTRITIONAL AND HERBAL GARDENING				
Objective(s) (impact on clients)	Promoting propagation, processing and marketing of nutritional and herbal plants in household and irrigation scheme gardens to improve household nutrition, health and incomes.				
Location	In the 6 villages of Buvuma Ward 18 in Gwanda District				
Time to complete project or activity	August 2009				
How was the project identified and by whom?	The Project was identified through Community Based Planning by all the socio economic groups.				
Who will benefit? How many people will benefit?	7987 people in Buvuma Ward 18 of Gwanda District.				
What has to be done to achieve the project/activity?	<ul style="list-style-type: none"> Establishment and resuscitation of nutritional gardens, Training of Contact Farmers and dissemination of training to individual and group gardeners. Plant (vegetable, herbs, fruits) propagation, harvesting, processing and marketing of products Nutritional Education and training in food processing. 				
Stakeholders Completed works will belong to	Individual and Group Gardeners				
Activities will be implemented by what group	Individual and Group Gardeners				
Completed works will be inspected by	Individual and Group Gardeners and DTT				
Completed works will be operated by	Individual and Group Gardeners				
Completed works will be maintained by	Individual and Group Gardeners				
Inputs required:	Own Other	Local governme nt	Othe r	Other	Total
Money					
Labour					
Materials					
Transport					
In kind resources					
Total					
What are operating costs? (and source of funds)					
What are maintenance costs? (and source of funds)					

Project Profiles

Project/activity name	REHABILITATION AND UPGRADING OF WATER POINTS				
Objective(s) (impact on clients)	<ul style="list-style-type: none"> • Increase availability and accessibility to hygienic, safe and clean water for domestic, nutritional gardens and animal use. • Improve living conditions of local communities through provision of clean water, hygiene education and reduce food shortages due to drought • Improve water supply for communities affected by HIV and AIDS 				
Location	In the 6 villages of Buvuma Ward 18 in Gwanda District				
Time to complete project or activity	August 2009				
How was the project identified and by whom?	The Project was identified through Community Based Planning by all the socio economic groups.				
Who will benefit? How many people will benefit?	7987 people in Buvuma Ward 18 of Gwanda District.				
What has to be done to achieve the project/activity?	<ul style="list-style-type: none"> • Train Pump Minders and Water Point Committees in operations, maintenance and management of boreholes • Train Environmental Health Technicians and Village Community Workers on Participatory Health and Hygiene Education • Promote sharing of ideas on water resources development and stimulating economic strengthening activities at the water sources through community based management. • Advance effective interactions of service providers such as LDS, DDF, RDC, World Vision, AGRITEX. • Drilling boreholes and also repairing of weirs 				
Stakeholders Completed works will belong to Activities will be implemented by what group Completed works will be inspected by Completed works will be operated by Completed works will be maintained by	The Community				
	Pump Minders, the community and DTT.				
	The Community and DTT				
	The Community				
	The Community				
Inputs required: Money Labour Materials Transport In kind resources Total	Own Other	Local governme nt	Othe r	Other	Total
What are operating costs? (and source of funds)					
What are maintenance costs? (and source of funds)					

Project Profiles

Project/activity name	SMALL LIVESTOCK DEVELOPMENT PROJECT				
Objective(s) (impact on clients)	Establish self sustainable income generating initiatives building mainly on locally available resources for HIV and AIDS infected and affected groups - indigenous poultry, goat and sheep breeding				
Location	In the 6 villages of Buvuma Ward 18 in Gwanda District				
Time to complete project or activity	August 2010				
How was the project identified and by whom?	The Project was identified through Community Based Planning by all the socio economic groups.				
Who will benefit? How many people will benefit?	7987 people in Buvuma Ward 18 of Gwanda District.				
What has to be done to achieve the project/activity?	<ul style="list-style-type: none"> • Selection of Village level individuals (Contact Farmers) for training in small livestock production, management and marketing • Identifying other small livestock income generating opportunities that can be self-sustainable using more locally available resources. • Local resources mobilization • Small stock shelter improvement and improved management practices • Training of Para Vets • Small stock market fairs • Participatory Market Chain Analysis • Institutional framework development to effectively facilitate research, extension and training and input supply. • Development of equitable beneficiary targeting frameworks • Developing internal and external support models to enhance impact and sustainability. 				
Stakeholders	Individual and Group Small Livestock Entrepreneurs				
Completed works will belong to	Individual and Group Small Livestock Entrepreneurs				
Activities will be implemented by what group	Individual and Group Small Livestock Entrepreneurs				
Completed works will be inspected by	Individual and Group Small Livestock Entrepreneurs and DTT				
Completed works will be operated by	Individual and Group Small Livestock Entrepreneurs				
Completed works will be maintained by	Individual and Group Small Livestock Entrepreneurs				
Inputs required:	Own Other	Local governme nt	Othe r	Other	Total
Money					
Labour					
Materials					
Transport					
In kind resources					

Total					
What are operating costs? (and source of funds)					
What are maintenance costs? (and source of funds)					

Project Profiles

Project/activity name	LOCAL SEED MULTIPLICATION AND PASS ON
Objective(s) (impact on clients)	<ul style="list-style-type: none"> Increased promotion and uptake of appropriate seed varieties; Strengthening local seed multiplication and preservation techniques; Developing effective local seed extension mechanisms and; Influencing other support organisations to promote appropriate seed varieties in their initiatives.
Location	Buvuma Ward 18, Gwanda District
Time to complete project or activity	August 2009
How was the project identified and by whom?	The Project was identified through Community Based Planning by all the socio economic groups.
Who will benefit? How many people will benefit?	7987 people in Buvuma Ward 18 of Gwanda District.
What has to be done to achieve the project/activity?	<ul style="list-style-type: none"> Participatory beneficiary profiling and targeting; Seed variety selection and training; Procurement of seed packs; Seed distribution to identified beneficiaries; Identification of seed multiplication households; Training in seed multiplication; Training in seed preservation techniques; Establishment of community seed banks; Exposure visits to existing seed banks; Facilitation of community seed fairs; Identification of seed resource farmers; Training in seed extension services; Facilitation of pilot training by community based seed extension workers; Reflection and planning workshops with local support organisations; Training partner and other field staff in community based seed selection and multiplication; Field preparations Designing participatory scale up and pass on models
Stakeholders	Individual and group seed multipliers
Completed works will belong to	
Activities will be implemented by what group	Individual and group seed multipliers

Completed works will be inspected by	Individual and group seed multipliers and the DTT				
Completed works will be operated by	Individual and group seed multipliers				
Completed works will be maintained by	Individual and group seed multipliers				
Inputs required:	Own Other	Local governme nt	Othe r	Other	Total
Money					
Labour					
Materials					
Transport					
In kind resources					
Total					
What are operating costs? (and source of funds)					
What are maintenance costs? (and source of funds)					

Project/activity name	Construction of Classroom blocks and Staff Cottages.				
Objective(s)	Improve quality of education Staff retention				
Location	Sukwe Primary School, Tshanyaugwe Primary School and Buvuma Primary School				
Time to complete project or activity	December 2009				
How was the project identified and by whom?	The project was identified through a visioning process by representatives of different socio- economic groups at the Ward 18 Community Based Planning workshop				
Who will benefit? How many people will benefit?	Communities in the three villages.				
What has to be done to achieve the project/activity?	The community will provide labour to mould bricks, dig foundations, carry river and pit sand, gravel, and stones. They will also provide Building Assistants. They will appeal to the RDC for assistance with cement, door and window frames, doors, windowpanes and the roof.				
Stakeholders Completed works will belong to Activities will be implemented by what group Completed works will be inspected by Completed works will be operated by Completed works will be maintained by	The community				
	SDC in conjunction with the community				
	RDC				
	Respective schools				
	School children and the community				
Inputs required:	Own Other	Local govt	Other	Other	Total
Money					
Labour					
Materials					
Transport					
In kind resources					
Total					

What are operating costs? (and source

What are maintenance costs? (and source of funds)	School Building funds. .
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Project/activity name	Improved management and utilization of Natural Resources				
Objective(s) (impact on clients)	Local Economic Development - food and income improvement.				
Location	Buvuma Ward 18				
Time to complete project or activity	2010				
How was the project identified and by whom?	CBP				
Who will benefit? How many people will benefit?	The Community 7987 local people and many outsiders will benefit				
What has to be done to achieve the project/activity?	<ul style="list-style-type: none"> Capacity building for management, value addition and marketing of Marula, baobab, amacimbi and other products. 				
Stakeholders	Practical Action, Hlekweni, SAFIRE, EMA, Forestry Commission				
Completed works will belong to Activities will be implemented by what group Completed works will be inspected by Completed works will be operated by Completed works will be maintained by	Community				
	Community				
	Community and identified stakeholders				
	Community				
	Community				
Inputs required:	Own	Local government	Other	Other	Total
Money	❖		❖		
Labour	❖				
Materials	❖		❖		
Transport					
In kind resources			❖		
Total					
What are operating costs? (and source of funds)					
What are maintenance costs? (and source of funds)					

Disaster Preparedness and Response Planning

Hazard	Veld fires			
History	Common during hot dry season			
Frequency / duration	Yearly			
Location	Grazing land			
Causes	Honey mongers Treatment of roofing poles with fire			
Warning signs	Occurrence of frequent and strong whirlwinds in every direction			
Who is most severely affected & how	Livestock farmers			
How many people affected	7987			
Severity / ability to recover	The fires will be consuming and ravaging the veld and at times animals. The veld recovers on its own but lost assets like livestock impoverish the victims and it takes several years to recover if at all.			
Specific activities	Strategy to achieve activity	Timeframe	Who is responsible	Materials / support required
<ul style="list-style-type: none"> • Making fireguards • Growing fire resistant plants e.g. sisal plants • Spacing grass thatched houses 	Community own resources mobilization and maintenance of set up structures.	On going process	Kraal Heads	Fire belt quenchers

Disaster Preparedness and Response Planning

Hazard	Drought				
History	Used to recur after long cyclical periods say 10 years but now occurring after about three years				
Frequency / duration	Every three years				
Location	Matabeleland South Province				
Causes	Deforestation Low and erratic rains				
Warning signs	Movements of stars Mutopi trees will have a lot of fruits Mangwe tree won't sprout even when it rains twice				
Who is most severely affected & how	HIV and AIDS patients; disabled; child headed families; the elderly; widows and widowers				
How many people affected	7987				
Severity / ability to recover	Difficulty to recover due to loss genetic resources such as seeds and pedigrees. Recovery can also be through intensifying gardening				
Specific activities	Strategy to achieve activity	Timeframe	Who is responsible	Materials / support required	
<ul style="list-style-type: none"> • Upholding infield rainwater harvesting • Growing drought tolerant varieties • Seed multiplication • Fodder banks and silage making • Vegetable drying • Preservation of water melons 	<ul style="list-style-type: none"> • Conservation farming • Food processing 	On going	All farmers	Food and seed aid	

Disaster Preparedness and Response Planning

Hazard/Disaster	HIV and AIDS			
History	First incidences reported as far back as 1982			
Frequency / duration	On average 1 in 4 people infected			
Location	Human beings worldwide			
Causes	<ul style="list-style-type: none"> • Unprotected sex with an infected partner • Poverty • Mother to Child Transmission • Cuts and pricks by contaminated instruments • Transfusion of blood with the virus 			
Warning signs	<ul style="list-style-type: none"> • Increased susceptibility to opportunistic infections 			
Who is most severely affected & how	<p>The sexually active</p> <p>Orphans from the loss of parents</p> <p>The poor with limited access to ART and good nutrition</p>			
How many people affected	The whole community			
Severity / ability to recover	<p>Infected/ailing people are capable of re-engaging in productive work when they gain constant access to herbal therapy, ARVs, good nutrition and psychosocial support.</p>			
Specific activities	Strategy to achieve activity	Timeframe	Who is responsible	Materials / support required
<ul style="list-style-type: none"> ❖ Behaviour change education ❖ Voluntary Counselling and Testing ❖ Promoting herbal gardening and use of other traditional immune boosters 	<p>Community awareness raising</p> <p>Increasing access to affordable treatments of opportunistic infections and use of Indigenous Knowledge Systems</p>	Five years	Local leadership and Everyone	<p>Condoms</p> <p>Gloves</p> <p>Home Based Care Kits</p> <p>Books and materials on awareness raising, prevention, management and mitigation of HIV and AIDS</p>

Disaster Preparedness and Response Planning

Hazard	Livestock Disease Outbreaks – such as anthrax, heart water disease, lump-skin, rabies and foot and mouth disease.			
History	Has usually occurred when there is migration of wildlife or livestock			
Frequency / duration	Occasionally			
Location	The Whole Ward			
Causes	Uncontrolled movement of animals, ticks, no dipping			
Warning signs	Rapid breeding of ticks Awkward animal behaviour Death of livestock			
Who is most severely affected & how	Livestock farmers from loss of assets and increased medical costs			
How many people are affected	The whole community			
Severity / ability to recover	Usually outbreaks are at severe and unprecedented rates When assets are lost it takes years to recover larger livestock			
Specific activities	Strategy to achieve activity	Timeframe	Who is responsible	Materials / support required
<ul style="list-style-type: none"> Improving local veterinary services by Training of Para Vets Vaccinations and dosing Use of organic remedies – herbs etc. Dipping Burning and burying carcasses Quarantining 	Linking with Veterinary Department and Livestock Unit under AGRITEX Use of Indigenous knowledge systems		Community and Para Vets	<ul style="list-style-type: none"> Training and reading material Vaccines Vet Kits Exchange Visits and sharing knowledge on livestock management

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Disaster Preparedness and Response Planning

Hazard	Pests – such as armoured crickets, grasshoppers and quelling birds			
History	When crop foliage or fruit is ready for such pests is regular			
Frequency / duration	Once every year			
Location	Every village in the fields			
Causes	Monoculture Poor timing			
Warning signs	Appearance of many butterflies Drastic increase in number of nests Cloud like flocks			
Who is most severely affected & how	Farmers who grow one crop			
How many people affected	The whole community			
Severity / ability to recover				
Specific activities	Strategy to achieve activity	Timeframe	Who is responsible	Materials / support required
<ul style="list-style-type: none"> • Practising crop rotation • Different timing in planting • Intercropping 	Improving farming practices	November - April	Every farmer	Chemicals

2. Participant List

Name	Gender	Socio-economic Group
1. Amon Dube	M	Home Based Care Givers Chairman
2. Baron Sibanda	M	Kraal Head
3. Malakia Dube	M	Senior Kraal Head
4. R. Sihoma	M	Rainwater Harvesting Representative
5. Shadreck Moyo	M	Kraal Head
6. N. Phillip Dube	M	Kraal Head
7. N. Ncube	M	Kraal Head
8. M. Moyo	M	Chairman Grazing
9. D. Maphala	F	V.C.W.
10. K. Ncube	M	Farmer
11. P. Dube		LDS Community Organizer
12. Rev. J. F. Mbizo	M	Buvuma Parish
13. H. Phiri	M	Teacher
14. Matamatisi Moyo Naitony	M	Farmer
15. E. Ndlovu	F	A.E.W.
16. Mirriam Dube	F	Task Force
17. Rosina Sibindi	F	VIDCO
18. Mirriam Ndlovu	F	ZINATHA
19. L. Ndlovu	M	Farmer
20. Nani Sibanda	F	HBC and WAAC
21. Sibonginkosi Ncube	F	Farmer
22. Tebuho Ngulube	F	Kraal Head
23. Evina Mugandani	F	Farmer
24. Mothofela Thou	M	Farmer
25. L. Malungisa	F	Former Councillor
25. C. Ncube	F	Farmer
26. R. Gudo	F	V.H.W.
27. G. Ndlovu	F	C.B.C. Youth
28. T. Dube	F	H.B.C. Giver
29. C. Ncube	M	Senior E.H.T. Buvuma
30. E. Dube	M	Village Secretary
31. N. Dube	M	Pastor
32. Maswimbo Esnath	F	ZINATHA

33. Dube Emelia	F	ZINATHA
34. Daina Moyo	F	Caretaker Borehole
35. Magama Ngulube	M	Kraal Head
36. Michael Sebata	M	Kraal Head
37. Frank Sedange	M	Coordinator
38. Lindiwe Ndlovu	F	Farmer
39. Lerato Ndlovu	F	Youth
40. Matsipi Phida	F	Lay Preacher
41. Magnes Maseko	F	Farmer
42. K. Mathe	F	Zone Coordinator
43. T. Sibanda	F	AIO LDS
44. Kenneth Moyo	M	Farmer
45. Ester Sibanda	F	Village Head
46. Elias Dube	M	VIDCO Chairman
47. Daniel Moyo	M	Farmer
48. James Dube	M	VIDCO
49. J. Moel	M	Kraal Head
50. S. Ndlovu	M	Youth
51. Ndlovu	M	ZINATHA
52. Miclas Ndlovu	M	Hlekweni
53. Elias Masendeke	M	Practical Action
54. Ben C. Mbaura	M	Practical Action

Appendix 3.

APPENDAGE 1: DISTRICT TRAINING TEAMS AND CORE FACILITATION TEAMS

DTT

The District Training Team is a body of people at District level selected from District level heads of Departments, NGOs and other stakeholders to coordinate training innovations in Districts. The DTT was the brainchild of central government's Rural District Councils Capacity Building Programme introduced countrywide in 1995, ending in 2001.

CFT

The Core Facilitation Team is composed of the Ward Councillor, an eminent person (someone respectable in the Ward), and ward-based government extension workers for example Agricultural Research and Extension Services (AGRITEX) and those from the Veterinary services. This community based team is mandated to spearheading development initiatives at ward level.

Both the DTT and CFT take part in Practical Action's development and capacity building initiatives from which they take the lead in community development initiatives. 50 DTT members and 12 CFT members underwent initial training in CBP in April 2007, giving a total of 62.