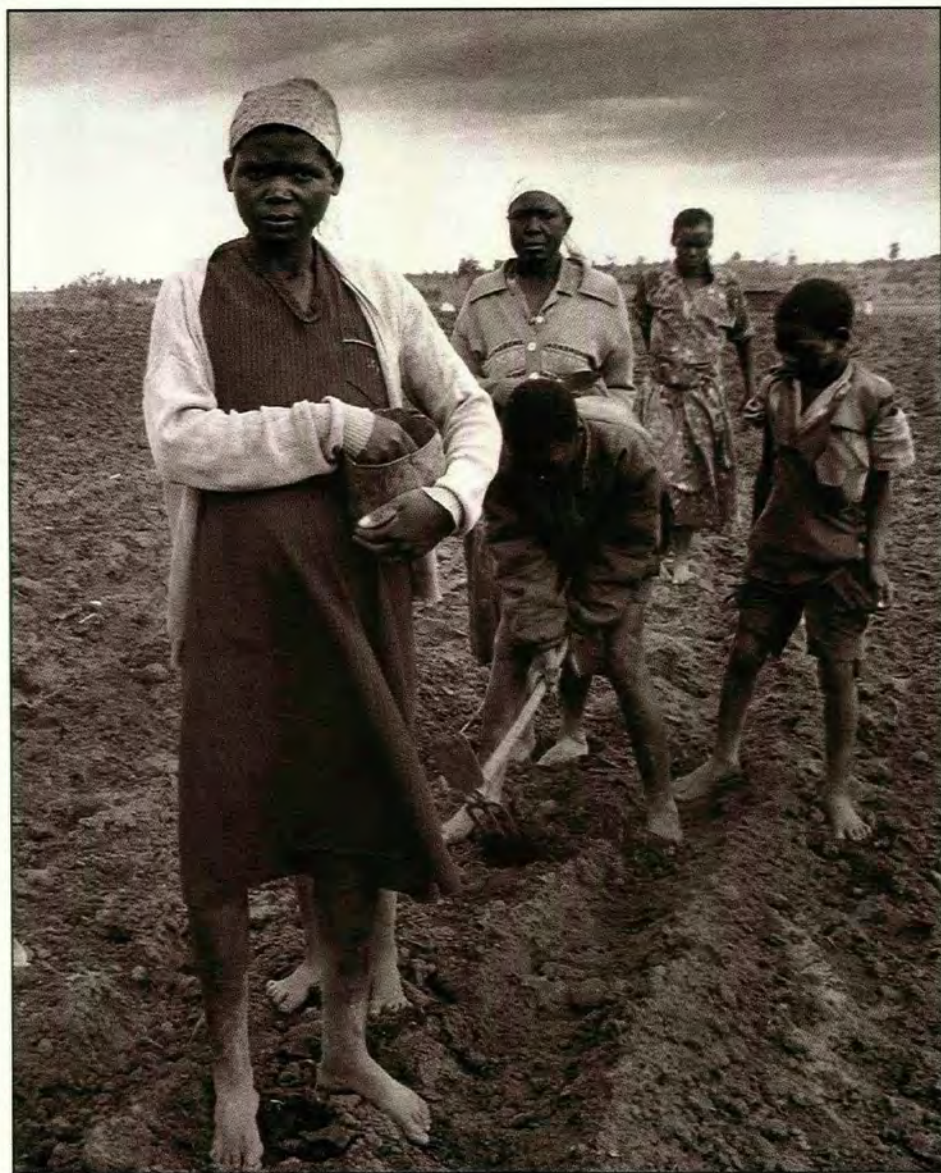


SAVE OUR SOILS

Evaluation of Support to Soil Conservation in Africa



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RSCU PROGRAMME COUNTRIES





**Women engaged
in soil conserva-
tion work.
Digging terraces
is probably the
best solution here
in the semi-arid
Machakos District
of Kenya**

PHOTO: CHARLOTTE
THEGE

EXECUTIVE SUMMARY

THE REGIONAL SOIL CONSERVATION UNIT (RSCU) was established in 1982 as a special project under SIDA's current Natural Resources Division with finance from the Special Environment Fund. The rationale was to facilitate diffusion to neighbouring countries of the experiences of the SIDA funded Kenyan National Soil and Water Conservation Project (NSWCP). The NSWCP has built up an efficient soil conservation extension service to farmers in medium/high potential areas based on mobile, specialised front-line staff, a comprehensive training programme for staff at all levels on technical subject matters and participatory methods, and backstopping/supervision by qualified specialists. The initial co-operating countries were Kenya, Ethiopia and Tanzania; Zambia was included some years later and Uganda became a beneficiary in 1990.

The RSCU provides support to manpower development (mainly through finance for formal training, study visits and fellowships), subject matter information exchange and dissemination (primarily through technical reports and manuals and personal backstopping) and to the operations of pilot soil conservation extension projects (in Zambia, Tanzania and Uganda). It has currently four professional (Swedish) staff and five administrative staff, is equipped with a budget of SEK 9.5 mill. (1992/93), and is housed within the SIDA DCO/Swedish Embassy premises in Nairobi. SIDA is solely responsible for the implementation of the RSCU project but the Unit also benefits from a Regional Advisory Committee (RAC), comprising two SIDA appointed members from each of the five co-operating countries.

Purpose of Evaluation

The findings of this evaluation mission are expected to be inputs into the imminent planning for a new three year RSCU implementation phase (1993/94-1995/96). There have been no preceding independent evaluations but internal SIDA reviews were carried out in 1987 and 1989. This evaluation in principle covers the whole implementation period, although the focus is on the 1989/90-1991/92 period. It has three purposes: to assess the past performance of the RSCU; to review its long term role; and to make recommendations on the future organisational status of the Unit, particularly in light of its double roles as regional support unit on soil conservation and supervisor of the SIDA projects in the agricultural sector in Kenya.

RSCU Mandate and Objectives

Since 1989, the RSCU has operated within a well defined technical mandate; however, it lacks an institutional mandate with objectives defining its specific tasks as a resident support unit as well as a defined geographical mandate. This has prevented the Unit developing a clear strategy for its operations, resulting in dissipation of efforts and uncertainty about its impact on soil conservation in the region in the long term.

Performance and Impact

Despite these shortcomings, the RSCU has accomplished some impressive achievements as outlined below. It has also been able to generate good relationships with most of its co-operating institutions and the Unit has been highly responsive to emerging needs in the soil conservation sector in the region.

Support to Manpower Development

Achievements include **seminar training** in soil conservation and agroforestry of more than 330 staff members during 1987-1992 (of whom about half from Kenya) and financing of local/regional **study tours** for more than 800 participants (1989-91). These have served to enhance the efficiency of the extension staff in all five countries although some important subject matters have not been extensively covered. However, the emphasis has been on staff training rather than on curriculum development (except on agroforestry), production of training materials or training of trainers, thus making the long term institutional impact in the five countries less certain. In addition, the Unit has contributed to the development of local subject matter capacity, particularly in Kenya, by awarding a number of consultancy assignments and fellowships.

Methodology Expansion

The RSCU has been successful in establishing good collaboration on production and distribution of technical documents which will help the future devolution of this responsibility from the Unit. It has also been a valuable think tank for SIDA on technical subject matters. However, relatively little effort has been spent on methodology advancement through **monitoring and co-ordination of research** while the technical subject matter balance has, until recently, been skewed in favour of agroforestry at the expense of land husbandry and livestock management, and farmer-staff interactive methods (e.g. the Kenya developed Participatory Rural Appraisal, PRA). **Professional backstopping** on technical subjects has been poorly programmed with relatively less attention paid to Zambia and Uganda while Tanzania, Ethiopia and Uganda have been lacking adequate advice on extension management matters which may have retarded the development of their national extension services. Surprisingly, no formal counterparts to the RSCU subject matter specialists have been appointed to contribute to institutional permanence.

Support to Organisational Development

The Unit has been successful in supporting the design and operations of **pilot extension projects** in Zambia and Tanzania, which display good adoption rates of low cost interventions without special material incentives to farmers; a similar project is being established in Uganda with positive co-operation from the local Government staff. However, the Unit has been less prominent at **collaboration at the national Government level** by creating awareness of soil conservation or by advising on extension service design and operations; this has been seen by the RSCU staff as being outside their mandate, particularly if SIDA, as in Tanzania and Uganda, is not supporting the agricultural sector. As a result, national soil conservation programmes in Tanzania and Uganda are further from fruition than they could have been.

Cost-effectiveness

While acknowledging the successes of the RSCU it is clear that the Unit is incurring high operating costs due to its location within the Swedish Embassy in the centre of Nairobi. Perhaps more detrimental to the cost-effectiveness have been the effects of the lack of a support strategy which has resulted in dissipated efforts and deferred development opportunities as mentioned above.

Institutional Arrangements

Policy and Technical Guidance

SIDA, as the implementing agency, has favoured institutional flexibility on the part of the Unit. Skeletal annual plans have been largely drawn up by the RSCU staff and there has been only marginal technical supervision/review of the subject matter specialist functions. Recently, however, the RAC has provided some informal guidance on technical matters and country priorities.

Organisational Status and Responsibilities

Until 1992, the RSCU professional staff benefited from diplomatic status which, together with the facilities available within the Swedish Embassy, helped to maintain institutional efficiency at a high level albeit at considerable expense. However, this administrative arrangement has also been detrimental to regional institution building by offering easy solutions to systemic problems instead of encouraging attacks on their root causes. Another drawback of this arrangement has been the obligation of the Unit to perform the agricultural programme supervisory function in Kenya for DCO which has markedly detracted from the regional work. In addition, the Unit has not been able to employ other nationals than Swedish or Kenyan.

Staffing

The previous imbalance among subject matter specialities is being partly corrected with the recent appointment of a livestock specialist. The administrative staff has a good record on procurement, disbursement and accounting.

Management and Administrative Procedures

While undergoing some current improvements, the planning, budgeting, monitoring and reporting procedures generally suffer from poorly structured formats and insufficient detail which limit their operational usefulness, and the flow of information.

Recommendations

RSCU Mandate and Roles

Since the original, relevant Kenyan experience has been largely transferred to the other four countries, **the technical mandate of the Unit should be congruent with improvement of land husbandry** through soil conservation and fertility management. This is increasingly becoming an important national concern throughout the region in pace with declining area yields. The mission does not recommend, however, that the technical mandate be widened to encompass environmental issues, as has been discussed, for three reasons: all five countries are still in the process of defining priorities and formulating national environmental/conservation strategies; several other international agencies are already active in this field in the region; and an expanded engagement by the RSCU in the environmental sector would require a long and costly build-up of technical and managerial expertise.

The **institutional mandate** needs to be clearly articulated. In defining this mandate, it must be recognised that the expenditure for running a national (or semi-national) soil conservation extension service (i.e. costs for field operations and recurrent staff training) must be financed not by RSCU but by the co-operating country with the help of external donors (not necessarily SIDA). One role of the Unit should be to offer "default funding", i.e. finance for expenditure that *no other institution/agency can fund* during the preparatory period leading up to the launching of a national programme without creating more than temporary dependence on the Unit. This would encompass, in the typical sequence, conservation education among national decision-makers and resident donor agencies, extension planning advice, initial manpower "priming", methodological and managerial backstopping, and operational support to pilot extension projects for a limited period of time. The other role of the RSCU should be to take advantage of *economies of scale* by helping to build up a sustainable regional network on important methods and techniques that would continue to function after the Unit's support has been withdrawn: i.e. technical farm interventions (improved land husbandry) and communication techniques, from PRA to publishing, operated through a newsletter, correspondence, faxes and personal communication.

The minimum condition for incorporating **new countries** in the support programme should be the existence of a SIDA co-operation office to facilitate disbursement of funds, to supervise support activities and to help secure work permits for expatriate personnel. If Eritrea fulfils the above conditions, the staffing and financial capacity of RSCU in relation to the expected support load would remain important considerations.

Objectives

The two main objectives of the Regional Soil Conservation Unit might be: to assist the Governments in the region to **launch effective, demand-oriented extension service on soil and water conservation/land husbandry** to small farmers on a national (or semi-national) basis; and to assist Governments and other institutions in the region to **establish regional networks** on development of methodologies and techniques crucial to soil conservation extension: i.e. technical farm interventions with emphasis on improved land husbandry, including impact assessment techniques; communication techniques for extension-field staff interaction and effective workshop training, including methods for following-up on effectiveness; and techniques for common management procedures such as programming and monitoring of extension activities.

Proposed Support by RSCU

The support by the Unit should comprise the same categories as hitherto, supplemented by effective extension management backstopping at the national level. It might be consolidated into three programmes to make into a complete conceptual framework.

- (i) The **Organisational Development** programme, particularly in Tanzania, Ethiopia and Uganda should provide inputs for institutional reviews, education/awareness campaigns, planning of the strategy for soil conservation extension (geographical locations; institutions) and design of the future extension service.
- (ii) The **Manpower Development** programme should give emphasis to needs assessments, curriculum development (for subject matters other than agroforestry alone), training in PRA techniques and follow-up of training impact.
- (iii) The **Methodology Expansion** programme should, among other things, improve research links and co-ordination on key subject matters; bring in representatives of other countries in southern and western Africa as resource persons; and appoint subject matter counterparts in all five countries. Subsequently, regional networks should be developed by appointing lead countries/institutions with comparative advantage on each subject matter; properly equipping the institutions for monitoring and communication tasks; and possibly arrange for subsequent annual operational funding through the DCOs in respective countries.

Support Period

The RSCU should remain in place until financing has been secured for the future national soil conservation extension programmes in at least Tanzania and Uganda. This may take less than three years to accomplish in Tanzania and probably not longer than five years in Uganda. In any case, by 1998/99 the Unit should wind up its operations. The task of establishing a network on soil conservation/land husbandry related subject matters should be completed in less than three years.

Steering/Policy Guidance

SIDA should formulate clear policies, particularly on manpower and methodological development together with a coherent support strategy for the period 1993/94 – 1998/99, including individual country strategies, before preparing the Plan of Operation for the upcoming 1993/94 – 1995/96 phase. Annual technical reviews of the subject matter functions should be introduced from 1993/94, drawing upon expertise from outside Sweden, if required. It would be desirable to expand the role of the Regional Advisory Committee into formal co-operation with SIDA but this development would require that individual protocols between SIDA and all co-operating institutions be established so as to define and assign regional spending accountability and that funds be earmarked per country in the annual RSCU budget. This step may not be warranted in view of the expected relatively short remaining life of the Unit.

RSCU Responsibilities

The mission recommends that the Unit retains **core responsibility and professional competence** in the following subject matters: major technical farm interventions, including techniques for impact assessment; communication techniques (PRA, staff training); and extension service planning (which should not be left solely to consultants). This would require assignment of new responsibilities among the subject matter specialists and supplemental staff training in some cases. Further, it is recommended that the methodological responsibilities for design and production of printed and audio-visual material be increasingly **sub-contracted** to private sector organisation(s); and that specialist knowledge on land tenure and gender issues be sought among regional consultants who may also be contracted to conduct selected training courses, studies and surveys of regional interest.

It is recommended that the Unit **discontinues** its support to projects outside the soil conservation/land husbandry sector, pending the acceptance of the proposed amended technical mandate. It is further recommended that the Unit be relieved from its programme supervision responsibility for the following reasons: it represents a core SIDA responsibility that should not be delegated to project contract staff; it is in principle wrong to use finance from the Special Environment Funds for this purpose; the present arrangement creates a conflict between the interests of Kenya and those of the other four countries; and it blurs the demarcation of the roles of the appointed supervisory staff in

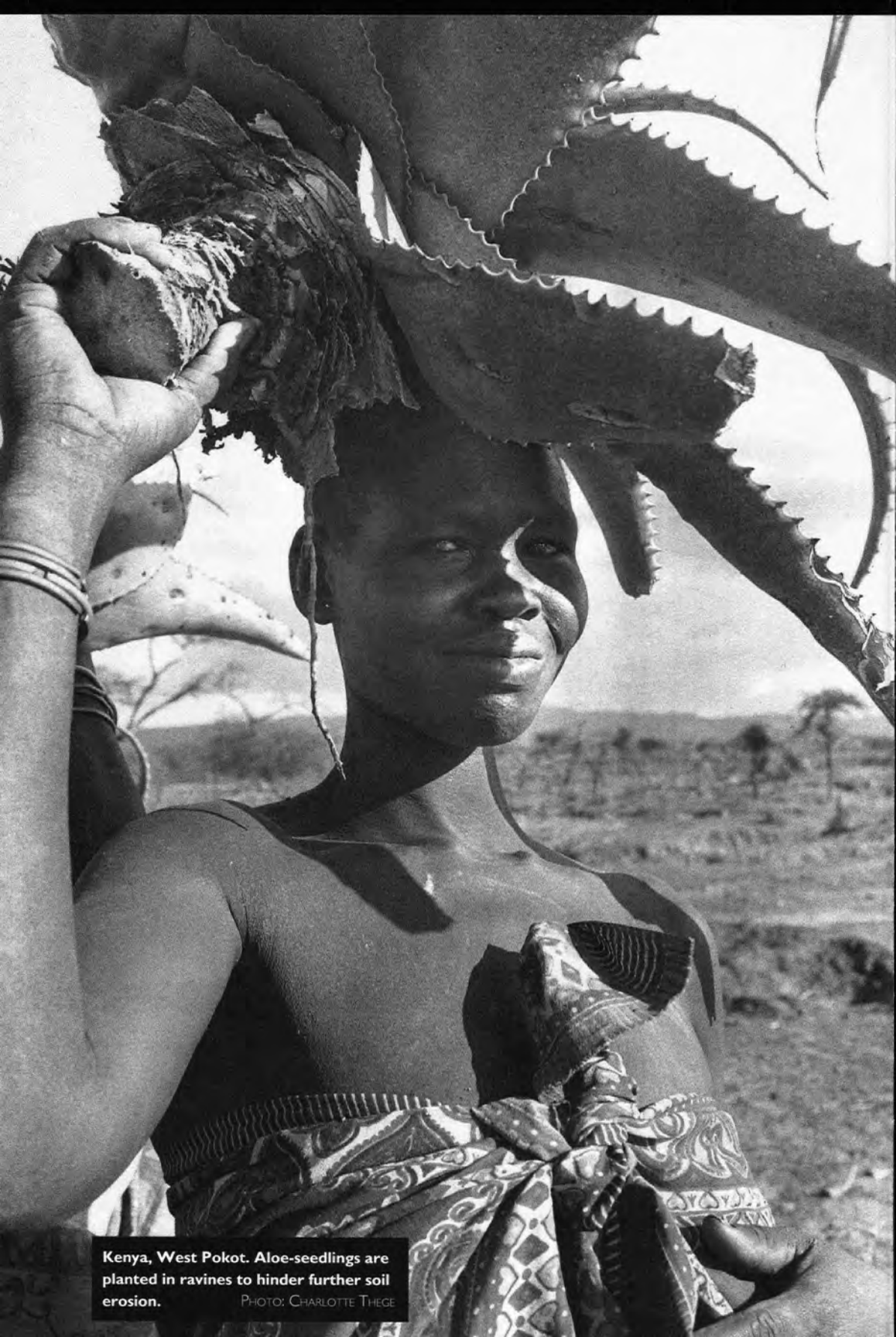
the RSCU. It is proposed that this issue may be resolved by the DCO reinstating the Agricultural Programme Officer post, possibly to be manned by locally recruited staff to save on costs, or alternatively to be combined with another programme officer function. It is also proposed that the Unit be relieved from its responsibility for Swedish manpower development; this task should be allocated to a separate programme in Sweden with the RSCU being reimbursed for any services rendered.

Office and Staffing

Although the present office location is expensive, it may not be possible for the Unit to function as a regional SIDA project in Kenya outside the DCO premises. Furthermore, moving out of the DCO and becoming affiliated to a Kenyan institution may make it impractical to hire subject matter staff from other countries in the region since such personnel cannot readily obtain work permits in Kenya. However, this problem might be overcome by integration into an international host organisation such as FAO or UNDP or by moving the RSCU office to another country with a more liberal policy to employment of foreign nationals. However, engaging of other nationals to work within the core team within Kenya (or elsewhere) is not seen a priority goal since good soil conservation officers staff are still much required in their own countries (with the exception of Kenya where there are a number of qualified staff outside the Ministry of Agriculture). A better arrangement may be to appoint local nationals in their respective countries as RSCU officers responsible for technical subject matter network functions, say from 1995/96. These posts could be supplemented with further positions on manpower and organisational development, largely working in their own countries and thus relieving RSCU core staff from some of the responsibility.

Managerial and Administrative Procedures

It is strongly recommended that the standards of the following procedures/documents be improved from the 1993/94 fiscal year: work programmes (amended structure, introduction of quantified targets), budgeting (introduction of breakdown per programme and country), staff time accounting (individually for each programme and country), and monitoring/reporting (substance, structure, analysis and follow-up of decisions already made). In addition, incentives for staff to save on costs should be devised, if and where possible.



Kenya, West Pokot. Aloe-seedlings are planted in ravines to hinder further soil erosion.

PHOTO: CHARLOTTE THEGE

BACKGROUND INFORMATION

1.1. THE REGIONAL SOIL CONSERVATION UNIT

Origin

The Regional Soil Conservation Unit (RSCU) was created in 1982 as a special project under SIDA's Agricultural Division (now the Natural Resources Division) and has, since its inception, been financed through the Special Environment Fund. The RSCU functions as a part of the SIDA Development Co-operation Office (DCO) in Nairobi, Kenya which is answerable to the Regional Department for Eastern and Western Africa (REWA) at headquarters. The Unit is based in Nairobi and, apart from a short period when it was located within the Ministry of Agriculture, it has been housed within the Development Co-operation Office.

Establishment Rationale

The rationale for establishing the RSCU was to facilitate diffusion of the experiences of the Kenyan National Soil and Water Conservation Project (NSWCP) to neighbouring countries. The NSWCP had been funded and technically supported by SIDA since its inception in 1974, and had justifiably developed the reputation of being one of the most successful national soil and water conservation programmes in sub-Saharan Africa. The Unit's perceived purpose was to export the Kenyan experience elsewhere within the Region. Simultaneously, the Unit was expected to provide additional technical support to the NSWCP, particularly in the development of the staff training programme. The initial co-operating countries were Ethiopia and Tanzania. Zambia was included some years later and Uganda was the final country to benefit, in 1990.

Mandate and Objectives

The RSCU's mandate and objectives have evolved over time. A review of the RSCU held in 1989 (see Ch.3 A, below) defined the technical mandate in broad terms and this was subsequently used as a basis for formulating nine specific objectives. The technical mandate, as defined at that seminar, is:

"To promote soil conservation, broadly defined as activities and techniques of

environmentally sound production of food, wood, and other commodities based on a sustainable use of land, species and ecosystems."

Main Activities

Manpower Development

The core activity of the RSCU has always been manpower development through training and exchange visits among staff in the co-operating institutions. The cornerstone of the training has been achieved through sponsoring nationals of the co-operating countries to attend the regular seminars held by the Ministry of Agriculture in Kenya. Other main activities include:

- Organisation of exchange visits and study tours within the region;
- Sponsoring fellowships for regional officials;
- Supervising Minor Field Studies (financed by SIDA); and
- Development of curricula at training institutes.

Methodology Expansion

These activities comprise procurement, publication and dissemination of publications and establishment of a soil conservation library within the RSCU office. The Unit also facilitates regional meetings and conferences and the development of formal and informal contacts with various regional and national institutions.

Support to Organisational Development

The Unit has been instrumental in establishing pilot soil conservation projects in Zambia, Tanzania and Uganda and in assisting the establishment of a national soil conservation programme in Zambia.

Organisation and Management

Regional Guidance

The 1989 review recommended the establishment of a Regional Advisory Committee (RAC), composed of appointed professionals from the participating countries. This committee, as its name suggests, acts purely in an advisory capacity. The RAC has been convened twice – in Ethiopia during 1991 and in Uganda during 1992.

Staffing

Over the years, the RSCU has built up its in-house Swedish professional staff from two, to a level of five which has been the usual complement since 1988. Over the eleven years of its existence, there have been 10 Swedish staff employed by the Unit, including three different Co-ordinators. Similarly, the locally employed administrative and support staff have increased from one, to the current level of seven.

The Unit is characterised by its flexibility, and its ability to respond quickly to requests from the region. This capability results from the freedom with which the Unit is allowed to operate within a broad workplan, and the ease with which the budget can be reallocated between items. Furthermore, the status of the Unit within the DCO/Swedish Embassy ensures the minimum of "red tape" and facilitates movement of personnel and funds within the region.

Future Issues

The Regional Soil Conservation Unit has been in existence for eleven years, and has achieved much of what it originally planned to accomplish. The stage has been reached now when its future role is in need of clearer definition. The current evaluation – the first external evaluation of the RSCU – was commissioned to review past activities, and to help develop revised objectives and an operational strategy towards increased effectiveness in the future.

1.2. SOIL CONSERVATION IN CO-OPERATING COUNTRIES

The five countries linked together by the RSCU have similarities, but also many differences with respect to land degradation, soil conservation histories and current programmes. The following section takes each country in turn and gives a general background, together with a brief on current RSCU assistance and outstanding needs. The review begins with Kenya: the main "resource" country for the dissemination of soil conservation concepts and practices.

Kenya

Past Conservation Efforts

In common with several other countries in sub-Saharan Africa, Kenya was subjected to a colonial soil conservation policy which did much to create a negative attitude to resource conservation after independence. The bitterness engendered by coercive soil conservation programmes, often based on the enforced construction of earth terraces, was one of the driving forces in the struggle for independence. It was therefore no surprise that soil conservation received a low priority in the decade or so after Kenya gained independence.

Recent Achievements

However, Kenya was unique amongst East African countries in gradually but positively turning around from resentment to enthusiasm for soil conservation. This reorientation was centred in the densely populated highlands, where diminishing plot size and increasing erosion meant that the conservation of soil and moisture was a prerequisite for maintaining agricultural productivity and farm incomes. There were several other

contributory factors in the development of what has turned out to be a remarkably successful national soil and water conservation programme. One was the strong official policy towards conservation. Another was the relatively well developed government extension infrastructure and the existence of appropriate and effective technologies – most notably the “fanya-juu” terrace. A further factor was the local importance of self-help groups which have been very effective as terrace construction teams. The rapid development of the National Soil and Water Conservation Project within the Soil Conservation Branch of the Ministry of Agriculture would not have been possible without the funding and technical support from SIDA, which began in 1974 and continues to the present.

Support by the RSCU

It was a logical step for SIDA to attempt to “export” the main elements of this Kenyan success story to neighbouring countries in East Africa. This was the rationale for the genesis of the RSCU in 1982, and has largely been accomplished – although the recent development of a innovative participatory “catchment” (or “community”) approach to conservation planning has considerable potential for implementation across the region. Training was the cornerstone of the early activities of the RSCU: staff from the other countries were sponsored to attend the regular seminars organised under the national programme in Kenya. The RSCU has contributed to the further development of the Kenyan programme in various ways, not least through supplementary technical assistance in the field of training, and its role as Programme Officer for the NSWCP.

Future Priorities

Because Kenya has built up such a wealth of experience and expertise, it has been given a role as the principle “resource country” in the RSCU’s activities. Nevertheless Kenya still has a widespread problem of land degradation. Not the least is the problem of the very extensive semi-arid areas where the national programme has failed, so far, to make a significant impact. A further outstanding issue is the problem of maintaining and improving soil fertility: even where soil has been conserved through appropriate structures, there is a widespread concern that crop yields are not being maintained. These are challenges to the national programme in Kenya – and relevant to the other countries in the region also.

Tanzania

Past Efforts

Within the RSCU’s country portfolio, Tanzania is the country with the clearest potential to benefit from Kenya’s experience. There are obvious similarities in terms of climate, agriculture and the widespread problem of soil degradation. Tanzania has high potential highlands as well as extensive areas with marginal rainfall. There is a parallel also in history. The colonial policy towards soil and water conservation was, once again,

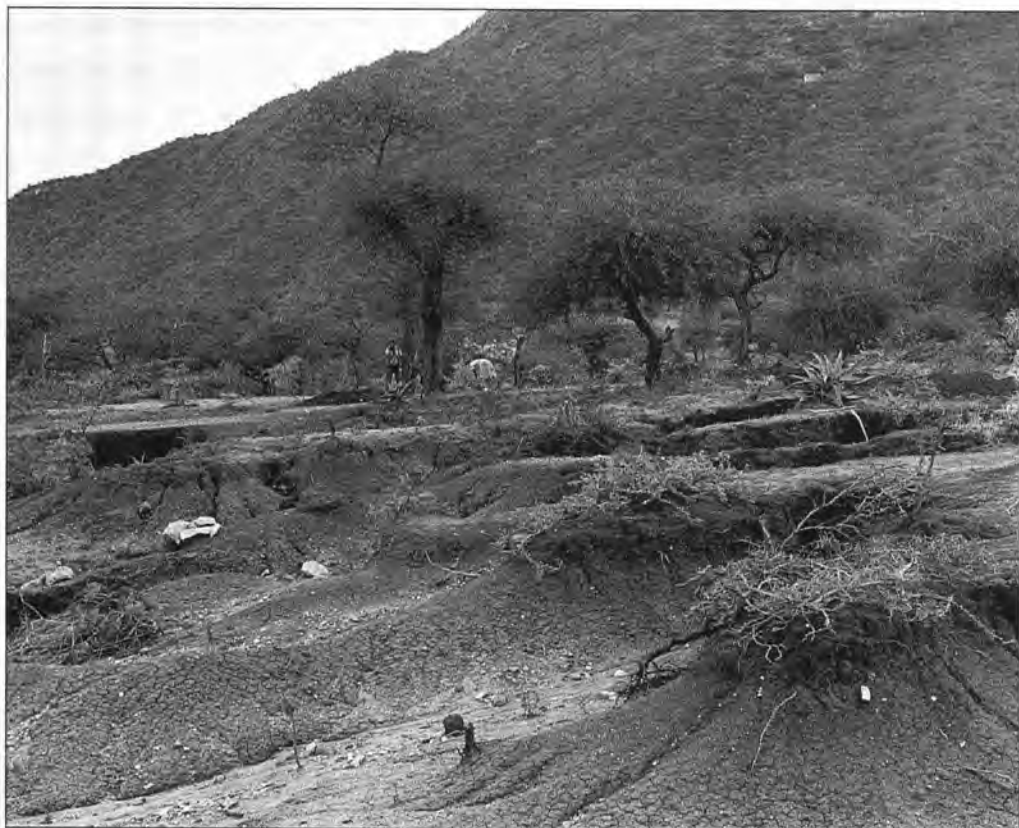


PHOTO: CHARLOTTE TIEGE

Soil degradation due to overgrazing in West Pokot, Kenya.

one of coercion and interference with traditional land use and production systems. The colonial efforts to conserve the soil were largely unsuccessful, and became a focal point for civil disturbance and political opposition.

In the late 1960s, conservation began to be rehabilitated into the official policy of the independent Government, but despite numerous resource surveys and land use planning exercises, little actual implementation took place. Conversely the villagisation exercise caused increased degradation by concentrating the exploitation of natural resources around the new settlements.

Recent Achievements

The SIDA funded HADO project, launched in 1973, is the best known of the post-independence soil conservation interventions. The project took a significant step in 1979 when it was decided to completely destock the Kondoa "Eroded Area". There was a remarkable and spectacular rehabilitation of natural vegetation in this area, which had been renowned since the early part of the century for its eroded landscape. However, complete destocking is an extreme measure, with very limited replicability potential elsewhere: the expelled livestock must have somewhere to go. The HADO

project is implemented through the Ministry of Natural Resources and Tourism (MNRT), which is the focal Ministry for SIDA support in the field of environment, rather than the Ministry of Agriculture which holds the national mandate for soil conservation.

SIDA also funds the recently established Land Management Programme "LAMP" based at Babati, through the MNRT. LAMP aims at improving land management through small scale projects in the fields of afforestation, soil conservation, livestock development, fisheries and wildlife. There are several other project initiatives in soil conservation within Tanzania – on a regional or district basis – funded by a variety of donors. These include the Danish funded HIMA project in Iringa, the German funded SECAB project in Lushoto, the NORAD funded HASAI project in Shinyanga, several small EEC funded interventions and various NGO projects.

Support by the RSCU

Apart from the training of Tanzanian officials through soil conservation seminars in Kenya, the RSCU assists the Forest Training Institute at Olmotonyi, and gives assistance to the National Village Forestry Project. The RSCU helps the National Environment Management Council through technical backstopping. The RSCU also gives professional assistance to LAMP, and was involved in the project planning exercise and has carried out consultancies focusing specifically on land use and livestock improvement. The HADO project has benefited from the RSCU's support in the development of a five year plan and through the training of HADO staff in Kenya. However the major RSCU involvement in Tanzania is through the pilot project established in Arameru District in 1989 – SCAPA, the Soil Conservation and Agroforestry Programme Arusha. SCAPA is implemented through the Ministry of Agriculture, with THE RSCU responsible for channelling of funds and simultaneously acting as the technical counterpart through a consultant.

Institutional Issues

The establishment of a national programme of soil and water conservation in Tanzania would be a positive and logical development. However the Ministerial structure is weak, and the extension service is still in the early stages of rehabilitation through World Bank support. A further complicating factor is that the Zambian model (see following section) could not simply be replicated as there is no current programme of SIDA support to the Ministry of Agriculture. In the immediate term there clearly is an urgent need for, and much to be gained by, improved co-ordination of the various projects which are under way at present.

Zambia

Past Conservation Efforts

In the colonial era, Zambia, known then as Northern Rhodesia, had the familiar history of coercive and largely unsuccessful soil conservation programmes. Post-independent policies focused strongly on the development of mineral resources, and there was little investment in agriculture generally. Soil conservation was not treated as a priority, and indeed was largely ignored until recently.

Degradation Problems

The low population density and relatively flat landscape has not created the conditions for the same visible erosion problems as in Kenya or Ethiopia for example. The RSCU has had a central role in highlighting the need for soil conservation on small scale farmland. Although the rainfall is adequate to ensure a fair harvest in most years, there is a widespread problem with moisture loss due to rainfall runoff, and pernicious erosion has led to the impoverishment of soils, without necessarily causing the formation of gullies.

Support by the RSCU

Zambia was gradually incorporated into the RSCU's activities in the mid 1980s when a link was developed with the Ministry of Agriculture, Food and Fisheries (MAFF). Zambia also belongs to the soil conservation network of SADCC – though the SADCC link is through a different ministry. Once again the RSCU's interventions began with training of agricultural field officers. Other activities include assistance with the development of curricula at forestry and agricultural institutes. The RSCU has been involved with the joint Zambian/ICRAF agroforestry station at Msekera in Eastern province which is partially funded by SAREC.

Current Soil Conservation Programme

The main contribution of the Unit has been the funding and technical support to the pilot project SCAFE (Soil Conservation and Agroforestry Extension Programme) in Eastern Province. In 1987 the project was integrated into the SIDA support to the Agricultural Sector Support Programme (ASSP) within the country frame, and the project became a national programme, under the Soil Conservation Section of the Ministry of Agriculture, Food and Fisheries. SCAFE continues to require backstopping: in this context the development of expertise in participatory planning techniques is especially needed. The RSCU maintains a modest level of technical support, but has contributed mainly through training of staff, much of which takes place in Kenya.

Ethiopia

Degradation Problems

Ethiopia presents a special situation from the soil conservation perspective for two main reasons. First, the problem of land degradation and deforestation in the heavily populated highlands is more severe than in any of the other countries in the region. In some areas the top soil has long since been washed away, after centuries of cultivation accompanied by a burgeoning population. It is a matter of current debate whether it is worthwhile carrying out conservation programmes – other than tree planting – in certain areas where only subsoil remains and bedrock is exposed.

Past Conservation Efforts

Second, Ethiopia's historical experience with soil conservation programmes is unique. The droughts and famines of the 1970s helped to topple the political regime, and the Revolutionary Government brought soil and water conservation to the forefront of national policy. Government programmes included the wholesale building of terraces, the closure and protection of hillsides, the planting of trees and the relocation of people. The World Food Programme and the EEC provided rations for food-for-work and the peasants were mobilised in labour intensive employment schemes. However, once again the enforcement of conservation activities and the authoritarian approach was resented, and the fall of the Revolutionary Government has left a legacy of antipathy towards soil conservation.

Institutional Issues

The situation is further complicated by the confusion surrounding the reorganisation of the Ministries under the Provisional Government. The responsibility for soil conservation has been transferred from the Ministry of Agriculture to the Ministry of Natural Resource Development and Environmental Protection. It is not clear, as yet, whether any extension staff will be transferred from the Ministry of Agriculture.

Support by the RSCU

Support from the RSCU to Ethiopia has inevitably been limited, and has concentrated on training of soil conservation and forestry officials. It has not been possible to initiate a pilot project on the lines of the initiatives taken in Zambia or Tanzania. Other support from the RSCU has included assistance with the formulation of the National Soil Conservation Strategy. More recently the RSCU has financed various consultancy studies, and has been involved in the SIDA-supported Forestry Sector Support programme. It is evident that significant expansion of the RSCU's programme in Ethiopia will not be possible until the permanent Government has been established and clear ministerial responsibilities defined.

Uganda

Degradation Problems

Uganda is the most recent addition to the RSCU portfolio of countries, joining in 1990. Uganda differs from the other countries in two distinct ways. The first is that land degradation is essentially a localised, rather than a widespread problem. There are about a dozen districts which are designated priority areas for soil conservation. These are situated particularly in the south-west and the east of the country. Rather than visible erosion, it is the incipient loss of soil fertility and the increasing cultivation of hillsides in relatively humid areas which presents the problem. The most appropriate remedies in Uganda are likely to be improved methods of land husbandry rather than terraces or other structural techniques. Although the Government has signalled its concern for soil conservation by the establishment of a Soil and Water Conservation Section within the Ministry of Agriculture, Animal Industries and Fisheries, there is effectively no recurrent budget for operations.

Institutional Issues

The second unique characteristic is the absence of a SIDA Development Co-operation Office: although Uganda is a SIDA mandated country for development co-operation, the programme is administered from the DCO in Kenya. This presents practical problems with respect to liaison between the RSCU headquarters in Nairobi and Government officials in Kampala.

Support by the RSCU

The RSCU has concentrated initially on training of Ugandan staff in Kenya. This programme has been quite comprehensive and already a significant proportion of middle level staff have received training. In addition a study tour was organised for senior Ugandan officials to visit Kenya. However as in other countries, the bottleneck to tangible developments in soil conservation has been the lack of an operational programme. This resulted in the recent decision to establish an RSCU pilot project as a first step towards the possible establishment of a programme based at National level. "USCAPP" – the Uganda Soil Conservation and Agroforestry Pilot Project – is situated in Mbarara District in Western Uganda. A planning workshop combined with a participatory appraisal exercise was held in Mbarara in late 1992, prior to the anticipated initiation of activities in 1993.



Members of a KENGO (Kenya Energy and Environment Organization) Women's Tree Planting Group in Kitui, Kenya. The RSCU co-operates with a number of groups such as these and other non governmental organisations in the soil conservation field.

PHOTO: CHARLOTTE THEGE

THE EVALUATION ASSIGNMENT

Scope

SIDA will formulate plans for the future of the RSCU in 1993. As a background to this decision, SIDA has commissioned an independent evaluation team⁽¹⁾ to study the achievements of the RSCU since it started its activities in 1982 with special reference to the years 1990-1992. The evaluation team was asked to assess the outputs as well as the impacts of the RSCU activities in relation to its objectives and the inputs granted by SIDA. The Terms of Reference for the evaluation assignment are attached as Appendix 1.

Focus

The evaluation focuses on two main themes. The first theme is the relevance of the mandate of RSCU as it has developed from disseminating the experience of the Kenyan National Soil Conservation Programme to other countries in the region into a broader and more complex task of promoting soil conservation/land husbandry over the region. The second theme is the organisational framework and the management of the RSCU.

Methodology

The present exercise is the first independent evaluation of the RSCU, although internal reviews have been performed on two occasions in the past. The evaluation was commissioned by the Natural Resources Division of SIDA in September 1992.

The following methods have been used in the evaluation study:

- reviews of relevant documents.
- interviews in Sweden and each of the co-operating countries concerned.
- field visits to the main soil conservation sites.

The documents studied by the team are presented in Appendix 3. The list contains

¹⁾ The team members were: Messrs. Jan Erikson, Economist/Team Leader and William Critchley, Soil Conservation Specialist from the Free University, Amsterdam and Mrs Elisabeth Michanek, Evaluation Analyst from the Evaluation Unit of SIDA.

Annual Reports and reviews of the RSCU, general background reading, reports on training and reports on the countries concerned.

The persons interviewed by the team are listed in Appendix 2. They include all current staff of the RSCU as well as former staff, key SIDA officials, officials in relevant ministries in the co-operating countries, members of the Regional Advisory Committee, representatives of organisations with links to the RSCU, and field staff.

Work Sequence

The team started its work with interviews in Stockholm during October 1992. The field work began in **Kenya** on 23 November when the team met the RSCU staff as well as representatives of the SIDA/DCO in Nairobi. Several organisations with links to the RSCU, or of general interest for the evaluation, were visited when the team was in Kenya. Separate interviews were held with representatives of the Ministry of Agriculture.

Ethiopia was visited on 26-28 November. The visit included discussions at the ministerial level in Addis Ababa, interviews at SIDA/DCO and a field visit to Debre Berhan.

In **Zambia** (30 November-2 December), the team split up to optimise the time available. One member of the team visited the SCAFE project in the Southern Province while the other team members worked at ministerial/SIDA level in Lusaka.

In **Uganda** (7-9 December), the team had discussions at central level in Kampala and made field visits to Masaka and Mbarara.

On 11-13 December, a field visit was made to the SCAPA project in Arusha in **Tanzania**. The SIDA Programme Officer in Dar Es Salaam came to meet the team in Nairobi but time did not allow meetings with Tanzanian officials at policy level in Dar Es Salaam.

FINDINGS AND CONCLUSIONS

3.1. MANDATE, OBJECTIVES AND STRATEGY

Mandate

The mandate vested with the RSCU by SIDA defines the boundaries within which the Unit is expected to operate and beyond which it should not expand. It may be broken down into three categories: technical, institutional and geographical.

Technical Mandate

The specifically technical mandate defined during the 1989 Review Seminar was intended to underline the Unit's more holistic interpretation of soil conservation. "**Land husbandry**" effectively replaced the narrow concept of "soil conservation as practised in Kenya".

When defining the technical mandate, the 1989 Review took the view that the RSCU should not attempt to cover "all types of environmental issues" but instead expand its activities more effectively into the area of better land husbandry. The mandate developed by that review points towards an emphasis on the link between production and conservation. However it is clear that the debate was not settled at that review, and the RSCU has recently shown a degree of interest (and some involvement) in broader environmental issues such as biodiversity and the wildlife/human settlement interface. This current evaluation takes the view that there is a danger, in the words of the 1989 review report, of "spreading the activities too thinly". A tight focus on maintaining and improving land productivity through better land husbandry at the farmer-level is where comparative competence has been developed, and where the Unit can continue to be most effective.

Institutional Mandate

An institutional mandate, that is the definition of which institutions and organisations in the region that the RSCU should co-operate with, concerning which activities, has largely been left unformulated. There is no stated policy governing which organisations RSCU should support, neither within the Government sphere nor among NGOs, except in the case of Kenya where the Unit is expected to supervise and backstop the

Regional Advisory Committee. For example, in Kenya the RSCU has assisted the NSWCP to initiate a socio-economic study in Muranga District; in Uganda the RSCU responded to the request to initiate a pilot project and in Zambia the production of agroforestry manuals for two provinces was assisted. Nevertheless, the current evaluation concludes that this focus has not been clear enough to date.

Support to Manpower Development

Report from Review Seminar:

"RSCU should concentrate on improving technical competence of the staff in the national programmes through training and inter-country exchange visits."

This recommendation did not introduce a new concept; merely a concentration of emphasis. Almost 900 participants benefited from the various modules between July 1989 and December 1992. There was an associated decrease in the direct role of RSCU staff as trainers. Curriculum development, however, has been relatively limited in scope, and has focused strongly on forestry and agroforestry.

"The training of extension workers and farmers should be the responsibility of the national programmes."

Training of extension workers and farmers is carried out by the national programme in Kenya, with some support from RSCU. In Tanzania, RSCU has initiated a national training programme as an off-shoot of SCAPA. A training of trainers course was held in Uganda during late 1991 when RSCU also provided resource persons for training courses in Zambia.

"There should be an exchange of working visits between countries for periods of one to two months."

The co-ordinator of the newly established pilot programme in Uganda, USCAPP, has recently spent an extended period with the SCAPA programme in Tanzania to gain an insight into the organisational framework and technical interventions of that project. A total of 10 fellowships have been completed during 1991-1992.

Methodology Expansion

Report from Review Seminar:

"The Unit should be prepared to initiate necessary action... in order to develop national data banks on soil conservation."

There is no evidence that this recommendation has been followed up.

"...it is felt that the Unit should support research activities."

Little tangible progress in terms of support to, or co-ordination of, research has resulted from this resolution.

Support to Organisational Development

Report from Review Seminar:

"RSCU should shed some of the administrative service to national programmes." This has been effected in Kenya and Zambia, though not yet in Tanzania and Uganda.

Policy and Technical Guidance

Report from Review Seminar:

"It was proposed that an informal technical advisory committee representing the soil conservation programmes in the respective countries should be established." This objective has been achieved with the formation of the Regional Advisory Committee.

Staffing

Report from Review Seminar:

"..in addition the Unit should ... recruit additional staff... among them a livestock specialist."

A livestock specialist had, at the time of the current evaluation mission (December 1992) been recruited, though he was not yet in post.

"It is suggested that the Unit should now start including some local professional staff to promote sustainability..."

This has not been accomplished, principally due to the constraints on recruitment imposed by the institutional status of the Unit within the Embassy.

Resource Allocation

Report from the Review Seminar:

"It was suggested that the Unit's budget be increased."

The Unit's annual budget was indeed increased from SEK 8.0 mill. in 1989/90 to SEK 9.5 mill. in 1992/93.

Conclusions

There is evidence that a number of these recommendations and "suggestions" have indeed been accommodated in the RSCU's subsequent workplans. Nevertheless several, including some which are the subject of recommendation by the current evaluation, have not been adequately addressed, detracting from the Unit's overall effectiveness.

3.3. ACTIVITIES AND OUTPUTS

Support to Manpower Development

Training

The RSCU has provided broad and comprehensive training to soil conservation extension staff since its inception, although the training activities have rarely been guided by explicit, scheduled targets.

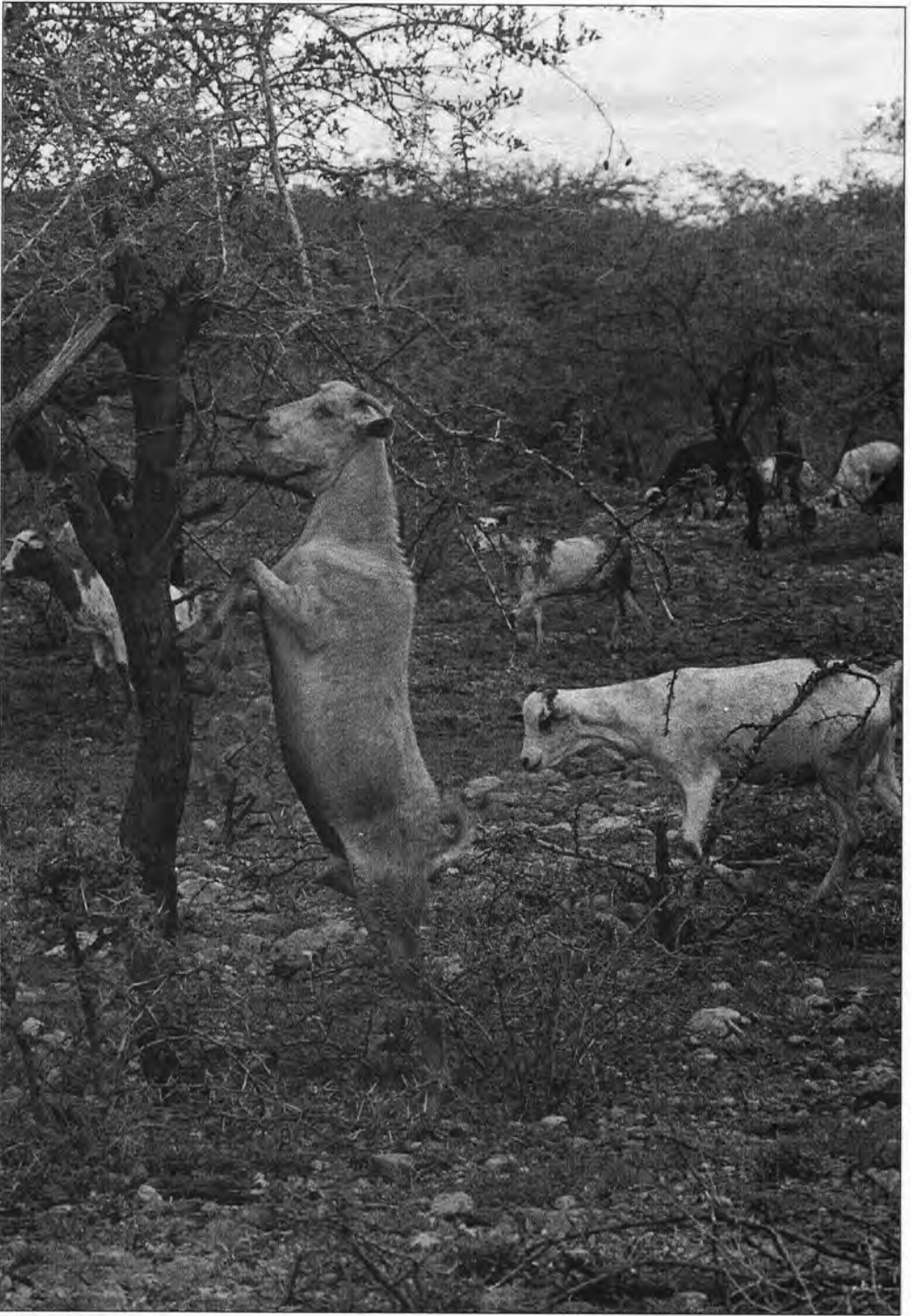
Training has consistently been a cornerstone of the RSCU's policy and operations. This activity has been allocated considerable staff time. Although there is no specific post of "training specialist" it is apparent that all staff members contribute. Recently it has been the lead activity of the Soil Conservation Advisor. It is understood that the agroforestry advisor will assume this mantle when he joins the team in March 1993.

Among the five main training activities, relatively little time has been allocated to **needs assessment** since most participants have had little experience of soil conservation prior to attending their first RSCU sponsored seminar. More surprisingly, **curriculum development** has not been a very prominent activity, being mainly confined to agroforestry subject matters. One complete training manual has been designed and produced on agroforestry for use in the Kenyan extension service (Annex, Table 1) while a number of nationally-orientated manuals have been distributed with RSCU support (3,700 on soil conservation and 20,300 on agroforestry during 1989/90-1991/92). The Unit has also collaborated productively with ICRAF in the preparation of support training materials (including a slide sequence) for the ICRAF publication "Agroforestry in Dryland Africa". Further, the Unit has acted as a distribution point for training videos, prepared by other agencies (e.g. the Oxfam/IIED video "Looking After Our Land").

Unfortunately, there are little data on **training of trainers**; it appears that this has not been a particularly prominent RSCU activity in comparison with direct **staff training**. Although no data are available on the involvement of RSCU subject matter specialists in this training, RSCU directly supported training of 86 participants on soil conservation between February 1987 and April 1989 (Annex, Table 2). During 1989/90-1991/92, the Unit supported training of 76 participants, including 9 Swedish staff, together with 175 Kenyans on training in soil conservation and agroforestry (Annex, Table 4).

Facilitation of Exchange Visits

Between July 1989 and June 1992, the Unit sponsored more than 800 exchange and study visits for staff from the five co-operating countries within and outside the region as well as in Sweden, presumably with worthwhile purposes (Annex, Table 3).



The goat is one of the worst causes of soil degradation and should be kept in enclosures.

PHOTO: CHARLOTTE THEGE

between quality and both speed and cost of output. It is argued here that by concentrating on production of less "glossy" products, there would be more time and money to share between an increased number of more "operational" publications. A case in point is the RSCU Annual Report, which is currently, and perhaps unnecessarily, produced to the standard of a brochure. The standard of presentation is not matched by the content – which is composed largely of a series of lists and is short of discussion about important issues. A further consideration pertaining to cost-effectiveness is the balance between distribution of existing publications from outside sources (relatively cheap) and the production of in-house publications (relatively costly).

It is also apparent that the Unit lacks a clear *dissemination policy* for documents. Some documents are distributed in bulk, others are distributed by mail on demand. The mission were not provided with a breakdown of which documents had been sent to whom, in what numbers, and on what basis. In some instances there is a demand from the field which has not yet been met.

There should be benefits from a better defined policy on *networking*. The RSCU is in a uniquely strong position to disseminate factual information and to encourage the exchange of views. A mailing list of about 600 persons exists already, but there is no regular contact. In this context, the omission from the information portfolio of any form of *newsletter* is surprising. This, apparently, is by deliberate policy: the RSCU is concerned that the region is already inundated by newsletters, and furthermore it is argued that the time spent in production would detract from other more useful work. The possibility of incorporating RSCU news into an existing newsletter of another organisation has been discussed internally, but with no action taken as yet. This contrasts sharply with the philosophy of other soil conservation networks: both SADCC in Southern Africa, and the ASOCON network in Asia have high profile, widely distributed newsletters/magazines ("SPLASH" and "CONTOUR" respectively). RSCU's argument for avoiding a similar publication may have some justification, but it appears that an opportunity for information dissemination and the consolidation of the Unit's "networking" activities is being passed up.

It is commendable that the Unit has made exploratory steps towards the *devolution* of the information and documentation component to an independent body. This is a non-governmental organisation (Initiatives Ltd.) which specialises in publishing and the distribution of literature over a broad spectrum of scientific and development policy topics. Initiatives has been sub-contracted to edit a number of manuscripts and prepare these for printing. If this relationship can be built up, Initiatives could potentially handle the whole process from editing to printing and distribution. A further advantage is that certain texts could be channelled through commercial outlets, offering the possibility of pay-back.

Despite these criticisms, the documentation and publications section of RSCU has undoubtedly had a significant, and unrivalled, impact assisting in the development of soil conservation competence in the participating countries. While sometimes lacking a clear direction, it has proved imaginative and responsive to the needs of the region,



PHOTO: CHARLOTTE THEDGE

A smallholder growing coffee. 75 % of Kenyas agricultural products come from small-scale farms. The resulting intensive utilisation of the fertile land leads to erosion risks in sensitive areas such as steep slopes.

and there are grounds to be optimistic that during the transition phase it can be tightened up and streamlined while simultaneously being devolved away from the core of the Unit.

Professional Backstopping

Because the team is relatively small, the performance of the Unit is closely influenced by the professional balance. Individual components can be particularly strong, or relatively weak, depending on the representation and competence at senior staff level. For example, the sub-component of agroforestry has been especially prominent in recent years, due to the presence of a staff member who has been associated exclusively with this discipline. Other sub-components, for example livestock integration and soil fertility management, have taken a backseat due to lack of expertise and staff time. Different disciplines are examined in detail in the following.

While the RSCU is a soil conservation unit by name and nature, **soil conservation/land husbandry** as a discipline has not been strongly represented in recent years. The staff member nominally responsible for soil conservation has been saddled with the task of organising and supporting training programmes: practically a full-time activity in itself. The particular function which has especially suffered is keeping abreast of research and development in conservation technology. Operationally the RSCU has

problem of erosion is much less dramatic than that of Uganda's neighbours, but there is undoubtedly a need to take action to arrest declining yields and nutrient loss before the situation deteriorates further. Preparations for the project began in April 1992, and a participatory planning exercise was carried out, under the guidance of (ex-RSCU) consultants, as recently as November 1992. When the current mission visited the project area, activities had not yet started, therefore it is difficult to comment on the appropriateness or otherwise of the interventions. The planning workshop produced an extensive menu of possible technical solutions: it is to be hoped that these will be narrowed down, and particular emphasis accorded to biological techniques – especially improved land husbandry based on soil fertility management. Prior to the planning workshop, the co-ordinator of USCAPP was given the opportunity to visit SCAPA in Tanzania, and learn, first-hand, from that project's experience. As the RSCU correctly points out, the Unit is in a unique position within the region to facilitate such exchange.

With the exception of Ethiopia – where it has not been possible to make progress beyond the planning phase – the pilot programmes initiated through the RSCU have permitted the trained personnel in each country to put into practice the knowledge and skills they have gained. It is evident that the Unit has begun to foster a participatory approach to planning, and has in all cases encouraged the promotion of low cost and appropriate technologies. However, particularly in Tanzania, the pilot projects risk becoming alienated from the mainstream of government activities if efficiency of operation consistently takes precedence over institutional integration. It can be argued that the main role of the pilot project component should be to act, as it has in Zambia, **as a stepping stone towards the development of a national programme** of soil and water conservation and agroforestry. If so, some short-term efficiency may have to be sacrificed in order to achieve the longer term goal.

Other Tasks

Swedish Manpower Development

One of the Unit's objectives is to assist in manpower development in Sweden through arranging study tours and seminars, assisting in initiating Minor Field Studies (MFS), and training and supervising bilateral associate experts and volunteers. RSCU has also invited Swedish Associate Experts and volunteers working in the region to take part in the Kenyan soil conservation seminars and in other training courses.

A number of study tours and seminars have been arranged for Swedish personnel over the years and Swedes have also participated in the Kenyan soil conservation courses.

RSCU has administratively supported and sometimes supervised a substantial number of students undertaking **Minor Field Studies**. Statistics covering the whole evaluation period are not available but some examples can be given. Between 1987 and 1989, nine Minor Field Studies were carried out under supervision by the Unit. Three

studies were undertaken on comparisons between terraced and non-terraced land, four studies dealt with soil conservation guidelines for small dams and two studies assessed the on-farm effects of soil conservation measures. In 1991 and 1992, the RSCU promoted 11 Minor Field Studies (6 on soil conservation, 3 on agroforestry and 2 on general environmental topics). RSCU has assigned competent local counterpart to the MFS students and the local counterparts have subsequently been given professional/academic credit for their contribution.

The effect of this manpower development is not easy to assess. The objective is modest in stating that the Unit shall "assist in the development of Swedish manpower in the field of soil conservation". Follow-up on how the Swedish personnel have used the knowledge acquired through the RSCU is needed to make a proper judgement on the effect of the efforts although it is known that several MFS students have come back to work as Associate Experts or in other capacities within development co-operation programmes.

The fact that Swedish personnel have been employed by the RSCU for ten years may be the most important contribution made by the Unit for enlarging Swedish knowledge and experience in this field.

Administrative Services

The Unit performs some procurement and shipping services to a few institutions that do not regard themselves as being in position to undertake these tasks themselves.

Project Supervision on Behalf of DCO

The RSCU has performed the Programme Officer (supervisory) function for the Kenyan Soil and Water Conservation Project on behalf of the DCO. This task has gradually been enlarged to encompass all SIDA financed projects in the agricultural sector in Kenya, even those outside the soil conservation subsector *in lieu* of an Agricultural Programme Officer at the DCO (e.g. Artificial Insemination, Rural Development Fund and the Gene Bank). It is estimated that more than half a man-year is allocated by the RSCU for programme supervision for the DCO. In addition, other RSCU officers provide certain irregular professional services for the DCO. Despite the fact that these tasks are taking time away from the regular work of the RSCU, the Unit is not reimbursed by the DCO for these services. It was very clear to the evaluation mission that representatives of the recipient countries, particularly Kenya and Uganda, found it difficult to distinguish between SIDA/DCO and the RSCU and their different roles and mandate.

3.4. IMPACT ON CO-OPERATING INSTITUTIONS

National Institutions

The RSCU has been instrumental in establishing a soil conservation extension service in the Department of Agriculture in Zambia that currently caters for smallholders in two provinces with scheduled expansion into a third province. The support to manpower development has significantly increased the effectiveness of the field staff and enhanced the subject matter capability at provincial and headquarters levels. In Uganda, the Unit has upgraded the technical and managerial competence among district and headquarters staff in the Department of Agriculture through comprehensive introductory training; it has also assisted in increasing the effectiveness of the national training institutes through support to development of agroforestry curricula. In all five countries, the Unit has assisted in upgrading management staff capabilities on soil conservation extension and has generally been successful in establishing good relations with all co-operating organisations.

Local Institutions

The RSCU has successfully contributed to establishing low cost soil conservation technology within the regional agricultural and forestry departments in the Arusha region without relying on material incentives.

The Farming Community

The direct impact on land productivity through soil and water conservation derives from the national soil conservation extension service (Kenya and Zambia) since it is the extension staff who disseminate knowledge about technical interventions to the recipient farmers. However, the RSCU has indirectly contributed to prevention of soil erosion in Kenya, Zambia and Tanzania through its support to technology improvement and manpower development. In the Arusha region of Tanzania, **the RSCU has demonstrably had a direct impact on farm incomes through achieving high adoption rates of low cost technologies with clear benefits.**

Other Impact

As mentioned above, the Unit has made positive contributions to local manpower development outside the Government sector by engaging a number of consultants from the private sector. It has also served as valuable "think tank" to SIDA on numerous occasions in the past.

3.5. COST-EFFECTIVENESS

Cost-effectiveness is defined as the relationship between the input costs and the achieved impact (cost-efficiency may be defined as the relationship between the input costs and the value of the outputs). It is clearly very difficult to assess the cost-effectiveness of any institution building project which produces mainly training and backstopping services; in the case of RSCU this difficulty is compounded by a lack of budgeting and accounting detail that prevents staff costs and other expenditure to be seen in relation to manpower, methodological and organisational development.

The RSCU funds were used for the following purposes in 1991/92 (SEK):

Staff	3,600 000
Office	1,730 000
Training	2,610 000
Consultants	800 000
Travel	410 000
Info/documentation	270 000
Auxiliary	190 000
Field projects	150 000
Total	9.760 000

Office and staff costs together account for SEK 5,330 000 or 55% of the total RSCU expenditure. **Staff costs** could be reduced if the RSCU was allowed to employ non-Swedish nationals as professional staff. This is currently not possible except for Kenyan staff. The **high costs for office facilities** is due to the fact that the RSCU is, as part of the Swedish Embassy, situated in the centre of Nairobi, where rents are very high.

The training expenditure is higher than it should be, since some costs for information have been booked under training. Similarly, the consultants' costs disguise substantial expenditure on pilot projects.

It has not been possible to establish total RSCU expenditure for the whole implementation period 1982-1992. The budgeted expenditure for the current phase 1989/90 - 1991/92 is SEK 27.0 mill. (Annex, Table 5), equivalent to an average annual expenditure of SEK 9 mill.

Generally, there are **few incentives** for RSCU-staff to improve on cost-effectiveness with respect to training, consultancies, travel or information/documentation. This deficiency is unfortunately part of a greater *malaise* in the Unit where there is generally little awareness of the need to be cost-effective. The budgeting of RSCU activity costs is done at a high level of aggregation and the follow-up of actual expenditure against budgeted costs is practically a perfunctory procedure. Urgent improvements are required in this field.

3.6. RSCU ORGANISATION AND MANAGEMENT

Organisational Status and Responsibilities

The RSCU is formally classified as a project under SIDA's Natural Resources Division (NRD), which is responsible for planning, monitoring and evaluation of the RSCU activities. At the same time, the RSCU is administratively part of the SIDA Development Co-operation Office (DCO) of the Swedish Embassy in Nairobi, by sharing office space, telephone exchange, vehicles and utility space (see Graph 1: Organisation Chart in Annex). The RSCU pays at cost for its share of these facilities.

SIDA's rationale for using the RSCU for programme supervision is both financial and practical. Its staff are technically well qualified to deal with agricultural projects, and they maintain regular contacts with the Ministry of Agriculture as part of their official duties. The fact that the DCO experiences a shortage of programme supervision staff was one of the reasons for SIDA to consider the use of RSCU personnel for general programme supervision, as discussed in the Parliamentary Auditors' Report, 1991 on the Efficiency of the Administration of Swedish Development Co-operation.

Policy and Technical Guidance

SIDA

Decisions regarding budgets, personnel and the content of the work are made by the NRD. Simultaneously, the RSCU, as part of the SIDA DCO and with a programme supervisory function for SIDA, receive policy guidance from the Regional Department for Eastern and Western Africa (REWA), through the Head of the DCO.

The steering of the RSCU from the NRD is weak. There are no formalised annual discussions between the NRD and the RSCU and the whole process suffers from lack of firm guidance from the NRD. Flexibility has been considered more important and most policy decision-making is made at the RSCU itself, with little strategic guidance from outside. The subject matter functions within RSCU have not been subject to formalised and recurrent supervision and reviews by the Natural Resources Division or by external experts.

Regional Advisory Committee

One of the recommendations of the RSCU Review Seminar in 1989 was to establish a Regional Advisory Committee (RAC) to the RSCU. The RAC is composed of two professionals from each of the five countries, selected by the RSCU in their personal capacity. The committee meets annually to give advice on policy and work programmes for the RSCU. The meetings of the RAC give an opportunity for the participants to meet and discuss common issues and for the RSCU to receive feedback information on their activities.

The RAC also facilitates communication among the participating professionals who

transfer knowledge gained from the RSCU back to their own institutions. However, the reporting from the RAC meetings to co-operating institutions is sometimes inadequate since it is not formalised but left to the discretion of the participants.

If the RSCU is to develop into a regional organisation in the true sense, the question of having a more influential regional steering mechanism must be scrutinised further. One obvious issue is the creation of regional accountability for budgetary expenditure. However, this is complicated by the lack of SIDA agreements with institutions within the agricultural sector in Tanzania and Uganda. An associated organisational issue is the difficulty of giving residential status to nationals from the region working for a project financed by Sweden, in Kenya.

Staffing

At present the RSCU has four Swedish professional staff, five administrative staff and three support staff. The professional staff lack formal counterparts in the co-operating institutions (i.e. the Departments of Agriculture and Forestry in the five countries). The Swedish staff is composed of a Head of the Unit, an Economist (to be replaced in April by a Livestock Expert to broaden the subject matter focus), an Information Adviser and a Soil Conservation Adviser (also dealing with Training). The professional staff will be increased to five pending the posting of an Agroforestry Advisor who is also expected to serve as a training specialist. The intention has been to maintain a small and manageable team, representing the most important sub-disciplines.

Policy development and extension systems, including methods for staff-farmer interaction and other socio-culturally determined approaches, are important areas of concern which are not represented by the allocation of specific responsibility at senior staff level. Policy guidance for the development of national programmes and the related issue of extension systems for disseminating soil conservation advice to farmers is increasingly necessary. The RSCU is inevitably becoming more involved as a support Unit for national programmes of soil and water conservation, and should build up improved in-house capability to supply the guidance required.

Since inception, the following Swedish professional staff have worked at the RSCU:

Mr. Dag Skoog, Agronomist/Soil Conservation Adviser, initial Head of Unit, 1982-88

Dr. Lill Lundgren, Soil Conservation Adviser, later Head of the Unit, 1982-90

Mr. Arne Eriksson, Soil Conservation Adviser/Training Adviser, 1985-89

Mr. Bruno Seger, Training Adviser, 1988-90

Mr. Bo Tegnäs, Agroforestry Adviser, 1988-92

Mr. Göran Bergman, Economist/Programme Officer, 1988-1993

Mr. Paul Rimmerfors, Information Adviser, 1989- ongoing

Mr. Åke Lennartsson, Soil Conservation Adviser, 1991- ongoing

Dr. Michael Ståhl, Head of Unit, 1991- ongoing

It is not clear what policies exist with respect to staff development, e.g. attendance

at conferences and participation in study visits and short courses, including training in management and administration, and the mission has not either been able to establish a reliable record on this subject.

In 1986, the Swedish DCO personnel were given formal status as diplomats of the Swedish Embassy. This was part of a new arrangement under which all SIDA Programme Officers were given diplomatic status. The administrative affiliation between the RSCU and SIDA DCO was considered sufficient justification to extend the application of this agreement to encompass also the RSCU experts. However, in 1992 SIDA decided to gradually change the employment conditions of the Swedish RSCU experts who will from now on be recruited in accordance with the general conditions for SIDA technical assistance personnel.

Facilities

The Unit enjoys excellent facilities within the DCO premises, including computers with desk top publishing capability.

Organisational Options

The RSCU was not created with the intention of being sustained as an institution. The Unit was created to enhance the concept and practice of soil conservation in this part of Africa. It should ideally be closed down or transformed into something else, when soil conservation programmes and a functioning extension service, taking care of these aspects, are operating in the countries concerned. The issue of sustainability, therefore, is relevant only to some of the **achievements** of the RSCU. Efficient extension work and enlightened, well-integrated and effective national soil conservation policies are examples of sustainable results of the RSCU inputs.

The terms of reference for the evaluation do not include the task of outlining in detail organisational alternatives to the present framework. However, one serious objection to the present set-up is the insularity of the operation, which appears to be contrary to the policy of all other SIDA projects, which benefit from designated counterparts. This policy is further reinforced through the new SIDA guidelines on the roles of SIDA and co-operating countries.

The following is a general discussion on developing the activities of the RSCU into a more cost-effective operation and ensuring that the necessary sustainability of institutionalising soil conservation programmes in the participating countries and developing regional networks is achieved. Indeed, there are several advantages of the present set-up. The organisation is small with flexibility and quick decision-making procedures. The SIDA funding also facilitates prompt access to foreign exchange.

The problems of regional accountability for funds could be resolved by entering into agreements between the RSCU as a project and counterpart ministries in each of the co-operating countries. By moving the RSCU-office to another country in the

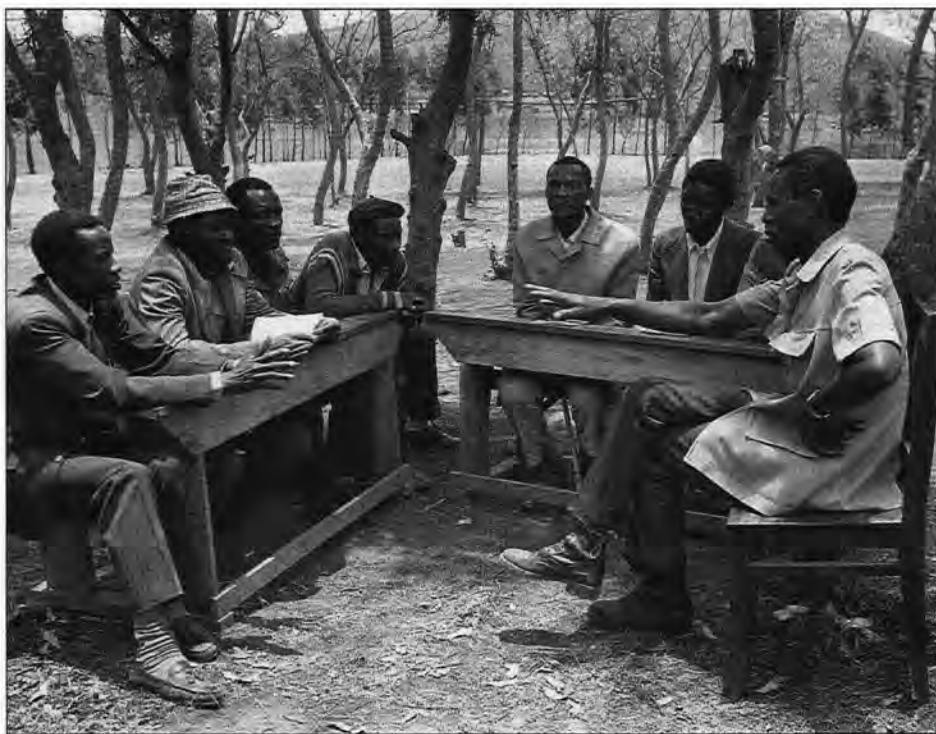


PHOTO: CHARLOTTE THEGE

Tanzania. Soil conservation experts meet with the village council to discuss what is to be done about the soil erosion in the area. The decision taken was to build terraces and plant trees and fodder grass on one of the denuded mountains near the village.

region where the allocation of work permits is less strict, it may also be feasible to recruit professional staff from Ethiopia, Uganda, Tanzania and Zambia.

It may thus be possible to dissociate the RSCU from the DCO both physically and administratively without any detrimental effects on operating efficiency, but with gains in terms of regional integration and cost-effectiveness. It should be realised, however, that this alternative may take some time to realise since formal links with suitable co-operating ministries (Ministries of Agriculture) in Tanzania and Uganda have not been established.

In addition, the physical move may not be effected within a period shorter than one year while any regional recruitment of staff would have to await the departure of the current technical assistance personnel.

Many alternatives to the present organisation have been discussed in the past. These include integrating the RSCU into another regional organisation, e.g. ICRAF or IGADD, into a UN organisation, e.g. UNEP, UNDP, UNSO or FAO or to a Kenyan or international NGO. Another alternative would be to turn the RSCU into a foundation or a consultancy company.

With respect to integrating the RSCU into either a regional or a UN-set-up, it would

be necessary to identify an organisation that could effectively and efficiently take on the tasks planned for the coming period. None of the organisations visited by the mission appeared to be optimal from this point of view. Each has its own profile; none would be entirely satisfactory. It should be noted, however, that the team was not mandated to look into this issue in detail.

Managerial and Administrative Procedures

Planning and Budgeting

The current activities of the RSCU are guided by a three year budget (1990/91-1992/93) and an annual budget for 1992/93, accompanied by a skeletal work programme (the work programme as a management tool was introduced as recently as in 1990/91). The annual budgets and work programmes are drafted by the RSCU staff and approved by the Natural Resources Division. There is no effective mechanism for annual revisions of the annual tranches of the three year budget to accommodate changed priorities and circumstances; this inevitably has created large discrepancies between budgeted and actual expenditure towards the end of the three year periods.

Monitoring and Supervision

Plans and budgets are neither sufficiently detailed nor structured to facilitate effective follow-up and monitoring.

Administrative Procedures

The procedures for procurement, disbursement, accounting and auditing follow the SIDA regulations and appear to be efficient. However, since procurement, disbursement and accounting are handled mainly by locally employed administrative staff the monthly computer lists from Stockholm (in Swedish) require inputs from Swedish personnel for their processing.

Reporting

The standard of reporting on the RSCU activities and outputs has gradually been improved with the introduction of Annual Reports, but these reports are still not sufficiently well structured to give a good picture of what the Unit has achieved, and what constraints are faced. So far, reporting has mainly been a matter of compiling numbers of training activities, fellowships, consultancies and publications.

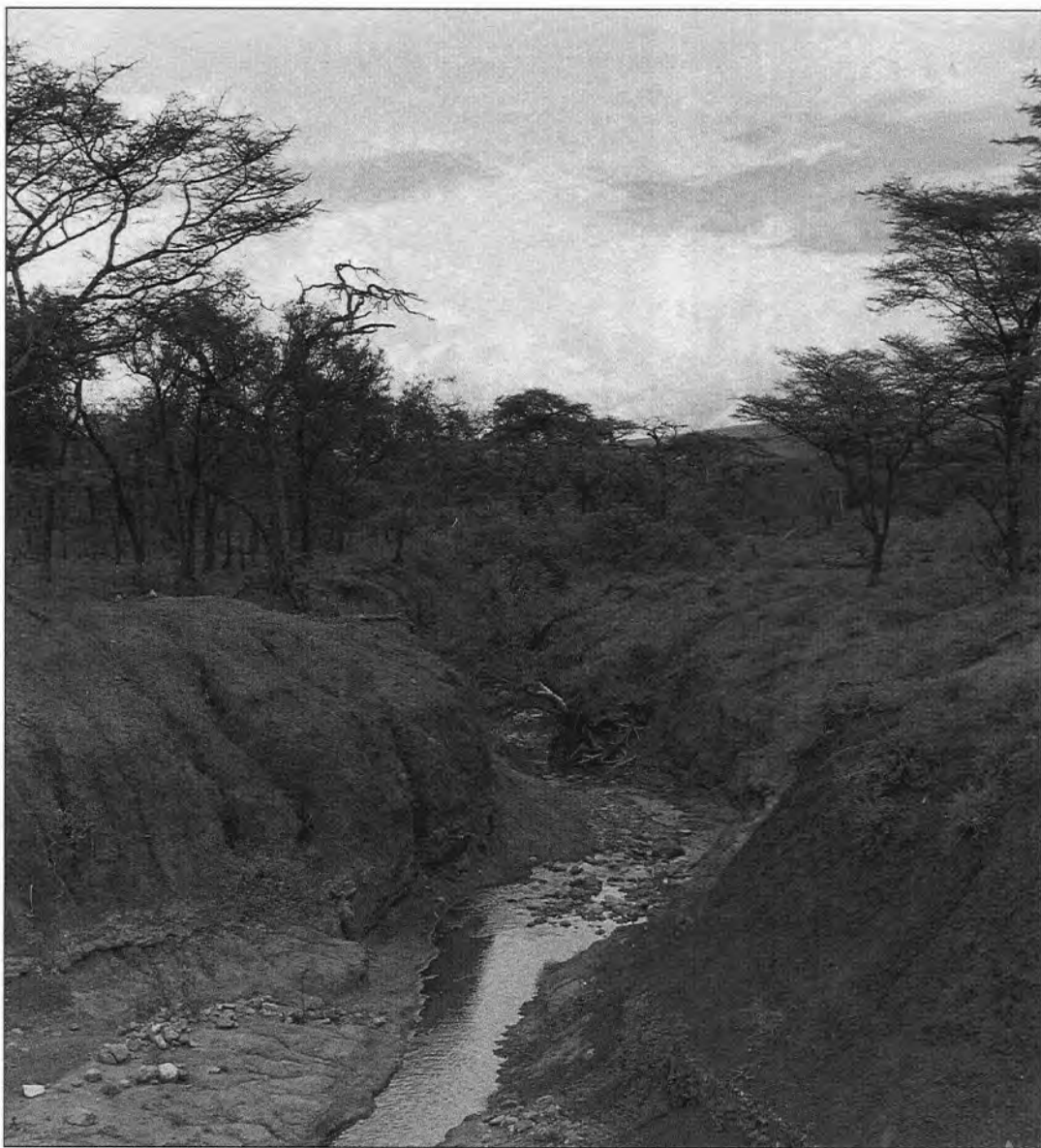
Evaluation

The terms "review" and "evaluation" have been loosely interchanged since the RSCU started its activities. In the proper sense, no independent evaluation of the RSCU has taken place since its inception, which is unusual for a project of this size. Formal review has been limited to production of internal discussion papers in 1987; and in 1989 a



Thorn bush hinders are placed to stop goats and other stock from grazing the area. After a period of protection, the grass is tall enough to be used for animal fodder. West Pokot, Kenya.

review seminar was held with outside consultants invited to participate, and a report prepared with suggestions for future activities.



Seriously eroded landscape in West Pokot, Kenya.

PHOTO: CHARLOTTE THEGE

RECOMMENDATIONS

The recommendations below derive from the findings and conclusions in Ch.3. The three main themes of the recommendations are that the RSCU should:

- concentrate on a few key functions;
- establish clear goals for what it is attempting to achieve; and
- adopt a medium term strategy to guide its operations.

4.1. MANDATE

Technical

With respect to the technical mandate of the RSCU, **the mission recommends** that:

- (1) It should be congruent with improvement of **land husbandry** through conservation farming with its constituent components of soil conservation, agroforestry, integrated livestock production and soil fertility management. Maintenance and improvement of the productive capability of agricultural land is increasingly becoming an important national concern throughout the region in pace with declining yields and growing land degradation.

The mission does not recommend that the technical mandate should be widened to encompass environmental issues, as has been discussed, for three reasons: all five countries are still in the process of defining national priorities and formulating national environmental/conservation strategies with donor assistance; several other international agencies are already active in this field in the region; and an expanded engagement by the RSCU in the environmental sector would require a long and costly build-up of technical and managerial expertise.

Geographical

The current geographical mandate of Kenya, Ethiopia, Uganda, Tanzania and Zambia matches reasonably well with the planned staff capability of the RSCU. Four of these countries (with the exception of Uganda) benefit from DCO presence which facilitates disbursement of funds, supervision of support activities and securing of work permits

for expatriate personnel. Two countries – Uganda and Tanzania – do not benefit from Swedish support to the agricultural sector.

A wider geographical mandate – other than the inclusion of Eritrea – would present a number of problems which would probably outweigh the potential advantages. Countries in southern Africa, particularly Zimbabwe, Malawi and Lesotho, could be useful “resource” partners with their wealth of expertise. But these are already covered by the SADCC soil and water conservation network, and communications would be time consuming and expensive. Neither Sudan nor Somalia can be considered at present due to political turmoil. Other potential partners to the network in Central and West Africa (e.g. Rwanda, Burundi, Niger, Burkina Faso) are francophone, and the linguistic barrier would present a formidable constraint. An alternative avenue may be to explore the possibilities of inviting resource persons from certain countries (especially Malawi, Zimbabwe, Rwanda and Burkina Faso) who could contribute through consultancy studies and participation in training seminars. Select exchange visits to these countries would be another method of sharing expertise and broadening the outlook of the Unit.

In addition to the preceding factors, **the mission recommends that:**

- (2) The following criteria should determine if additional countries are to be included in the co-operation arrangement:
 - (a) Perceived priority to address land degradation through soil conservation/land husbandry extension;
 - (b) Existence of a SIDA office in the country and preferably a co-operation agreement with SIDA; and
 - (c) Available spare support capacity at RSCU.

The mission is not in a position to ascertain whether Eritrea will fulfil the above conditions.

Institutional

The RSCU could co-operate with several institutions in each country, depending on the types of activities that are to be undertaken. Support to organisational development would be directed at the extension service as would much of the manpower development support. However, a large portion of the latter would be intended for training institutions at the graduate, diploma and certificate levels; as support to curriculum development, production of training materials and training of trainers. Assistance to development and dissemination of knowledge on methods and techniques associated with soil conservation/land husbandry may span from research institutions, including universities, in the form of monitoring and co-ordination efforts, to publishing organisations in the form of funding for production and distribution of documents. With regard to soil conservation/land husbandry extension, **the mission recommends that:**

- (3) The chief co-operating **extension institution** in each country must have field service capacity to reach the majority of small farmers with degraded or vulner-

able lands through regular farm visits. The responsibility for extension service on soil conservation should preferably be assumed by the Department of Agriculture as a subject matter speciality along crop husbandry or farm management or, as an exception, become a specialised extension service alongside the general agricultural extension service as in Kenya. The Forest Departments in Tanzania and Ethiopia are less suited as chief co-operating institutions since they do not devote themselves primarily to smallholders, command few field staff and have little subject matter expertise on soil and water conservation other than on agroforestry.

4.2. RSCU ROLES

Although the need to assist small farmers in conserving farm land and water may be recognised by Government decision-makers at the national level, the technical, institutional and financial obstacles to mounting an effective extension service are considerable in countries where the general agricultural extension service may already be operating a low level of efficiency. However, RSCU can never be expected to fund the running costs of a national extension service on soil conservation – i.e. field operations and staff remuneration and training – which must be found from other sources. **The mission recommends that:**

- (4) The role of the RSCU should be dictated by the needs expressed by the co-operating organisations but be limited to:
 - (a) Areas where the national capability for launching an extension service is clearly absent without evident risk of creating more than temporary dependence on the Unit; and/or
 - (b) Areas where the support can clearly be delivered more cost-effectively through a regional unit than through individual national efforts.

4.3. OBJECTIVES

In recognition of the above roles of the RSCU as a regionally based support unit on soil conservation, **the mission suggests that:**

- (5) The two main objectives of the Regional Soil Conservation Unit might be to:
 - (a) Assist the Governments in the region to launch effective, demand-oriented extension service on soil and water conservation to small farmers on a national or (semi-national) basis ("default" role). The inputs for the implementation of the national programme should be provided through national or provincial projects or programmes, supported by SIDA or other donor agencies; and
 - (b) Assist Governments and other institutions in the region to establish a regional network on advancement of methodologies and techniques crucial to soil conservation extension ("economies of scale" role); i.e. technical farm interventions with emphasis on land husbandry, including impact assessment techniques; communication techniques for extension-field staff interaction

and effective workshop training, including methods for following-up on effectiveness; and techniques for common management procedures such as programming and monitoring of extension activities.

4.4. MAIN SUPPORT FUNCTIONS

In principle, the RSCU should continue to undertake the same activities as in the past but with much additional emphasis on programmed support to extension planning and management, particularly to Tanzania and Uganda and Ethiopia but also to Zambia and Kenya. Within the roles outlined above, the **mission recommends that:**

- (6) The following support functions should be performed by RSCU:
 - (a) Education on the importance of soil conservation among decision-makers in Government and the donor community;
 - (b) Professional advice and backstopping on planning and management of soil conservation extension service;
 - (c) Operational support (funds for procurement of equipment, vehicle operating costs and technical assistance) to pilot project operations;
 - (d) Support to formal seminar and workshop training and exchange visits for designated trainers of the extension service at national, provincial and district level;
 - (e) Strengthening of the capability on technical, sociological and managerial subject matters of the co-operating institutions through monitoring, co-ordinating and documenting of regional and international research on methodological advances, provision of advice through personal interaction with counterpart staff, provision of consultancies from within and outside the region and dissemination of written and audio-visual information with a view of establishing sustainable regional networks within those disciplines as early as possible.

4.5. STRUCTURE OF RSCU SUPPORT ACTIVITIES

In order to improve the effectiveness of the RSCU support, its activities could be arranged in a programme structure so as to facilitate planning, follow-up and conceptual discussions. In addition, individual support programmes should be designed for each of the five co-operating countries. **The mission recommends that:**

- (7) The general support programme could consist of three programme categories, incorporating the following activities:
 - (a) **Support to Organisational Development:**
 - (i) Advice and backstopping to extension planning and management;

- (ii) Operational support to pilot projects;
- (b) **Support to Manpower Development:**
 - (ii) Training
 - Needs assessments;
 - Curriculum development;
 - Production of training materials;
 - Training of trainers;
 - Training of field staff;
 - (iv) Facilitation of exchange visits;
- (c) **Support to Methodological Expansion:**
 - (v) Monitoring of technical advances;
 - (vi) Sponsoring and co-ordinating research;
 - (vii) Production and dissemination of information material;
 - (viii) Documentation; and
 - (ix) Professional backstopping.

Subsequent support to established networks may include finance for communications equipment and operational funding.

- (8) The individual country support programmes should take recognition of the following schematic **sequence** for support delivery:
 - (a) Introductory support (largely country-specific), comprising:
 - (i) Studies and surveys;
 - (ii) Awareness campaigns;
 - (iii) Policy analysis/extension strategy formulations;
 - (iv) Planning and implementation of pilot projects;
 - (b) Support to launch a national soil conservation extension service (mixed country specific and regionally applicable support):
 - (v) Dissemination of managerial subject matter knowledge;
 - (vi) Dissemination of technical subject matter knowledge;
 - (c) Support to consolidate and develop key soil conservation techniques and methodologies (largely regional in scope and thus a suitable network responsibility):
 - (vii) Recurrent compilation of existing technical information;
 - (viii) Research monitoring and co-ordination;
 - (ix) Regional adaptation trials/technical reviews;
 - (x) Regular dissemination of data and information.

4.6. REMAINING IMPLEMENTATION PERIOD

The mission has noted that the RSCU project was not intended to be permanent but to be phased out at the appropriate time. The mission projects that national soil conservation extension services in Tanzania and Uganda may be launched within three to six years. For political reasons, the prediction for Ethiopia is more uncertain as are any projections about future development co-operation between Eritrea and Sweden. However, it is possible to state with some certainty that the task of establishing a group of networks for advancing knowledge on soil conservation subject matters should be completed within three years. **The mission thus recommends that:**

- (9) The RSCU project should be terminated when effective soil conservation programmes have been established in Tanzania and Uganda and when the regional networks have been established (after the termination of the RSCU project, any external support to the regional networks may be channelled directly to the individual countries through the local DCOs). Even if all the above conditions have not been fulfilled, the RSCU project should be phased out not later than by 1998/99.

4.7. STEERING/POLICY GUIDANCE

With respect to guidance from Sweden and the region, **the mission recommends that:**

- (10) SIDA should formulate clear policies, particularly on support to manpower development, including post-graduate training in conjunction with SAREC, and on methodology expansion, including guidelines on regional networks, production lead times and distribution of information material.
- (11) SIDA should develop a coherent strategy for RSCU for the period 1993/94 – 1998/99, incorporating individual country strategies, before preparing the Plan of Operations for the upcoming 1993/94 – 1995/96 implementation phase.
- (12) Annual technical reviews of the subject matter functions should be introduced from 1993/94, drawing upon expertise from outside Sweden, if required.
- (13) Although it would be desirable to expand the role of the RAC into formal co-operation with SIDA, such a development would require that formal agreements between SIDA and all co-operating institutions be established to define and assign spending accountability and that country funds be earmarked in the annual RSCU budget. This step may not be warranted in view of the recommended relatively short remaining implementation period.



The ICRAF field station, Machakos, Kenya studies the performance of different types of biological wash barriers as protection against soil erosion, here Guatamala grass.

PHOTO: WILLIAM CRITCHLEY

4.8. DEVOLUTION OF OTHER TASKS

The RSCU should devolve peripheral/ancillary activities and concentrate on fulfilling its main objective to launch national extension services on soil conservation/land husbandry. Thus, **the mission thus recommends that:**

- (14) Ongoing project activities in the environmental sector should be phased out (cf. Recommendation (1), above).
- (15) The design, production and dissemination functions for printed and audio-visual material should be gradually transferred to NGO/private sector contractor(s) in Kenya and/or in other countries.
- (16) The programme supervisory function for the DCO should be excised from the RSCU for the following reasons: it represents a core SIDA responsibility that should not be delegated to project contract staff; it is in principle wrong to use finance from the Special Environment Funds for this purpose; the present

arrangement creates a conflict between the interests of Kenya and those of the other four countries; and it blurs the demarcation of the roles of the appointed supervisory staff in the RSCU. It is proposed that this issue be resolved by DCO reinstating the Agricultural Programme Officer post, possibly to be manned by locally recruited staff to save on costs or alternatively to be combined with another programme officer function.

- (17) The Swedish manpower development function should be consolidated into a separate programme with the RSCU possibly offering services at cost and according to available capacity;
- (18) The RSCU should cease to perform procurement and shipping services to the co-operating countries for reasons of principle and cost savings.

4.9. OFFICE AFFILIATION AND LOCATION

Even with the agricultural programme supervising link to DCO severed, it may not be possible for the RSCU to move out of the Swedish Embassy to less expensive premises without being affiliated to a Kenyan institution or to an international organisation. Also, the issue of affiliation and location is tied to the possibility of hiring and employing nationals in Kenya from other countries in the region. This would probably only be feasible if the Unit were to be affiliated to a recognised international or regional organisation, in which case it would also be possible to transform the RAC into decision-making body (pending mutual consent to such an arrangement and proper agreements on accountability for funds). If the RSCU activities are to be phased out in the foreseeable future, the hiring of staff from the region is not seen as a major issue, however, since good soil conservation officers staff are still much required in their own countries while employment at RSCU in Nairobi may deplete the national capabilities (with the exception of Kenya where there are a number of qualified staff outside the Ministry of Agriculture). Similarly, more decisive regional influence may be attained by SIDA engaging representative counterpart institutions in the policy and strategy formulation processes outlined above (Recommendations (10) and (11)). **The mission thus recommends that:**

- (19) The RSCU should remain at the present location in spite of the high costs if SIDA finds it difficult to accept a move to external, less expensive premises.
- (20) The Unit should consider appointing local nationals in their respective countries as RSCU officers responsible for technical subject matter network functions, say from 1995/96. These posts could be supplemented with appointees on organisational and manpower development, largely working in their own countries and thus relieving RSCU core staff also from some of these responsibilities.

4.10. SUBJECT MATTER RESPONSIBILITIES

The professional staff of the Unit would be required to assume a number of subject matter functions. **The mission recommends that:**

- (21) The RSCU should establish the following core subject matter capabilities:
- (a) Extension planning and management:
 - (i) Extension service strategy formulation;
 - (ii) Operational design, including training, subject matter backstopping and monitoring functions;
 - (b) Technical farm intervention emphasising improved land husbandry, including impact assessment, particularly on:
 - (iii) Soil conservation/conservation farming/ soil fertility management
 - (iv) Livestock;
 - (v) Agroforestry;
 - (c) Communication techniques:
 - (vi) Techniques for farmers' participation in planning of soil conservation activities, including those of Participatory Rural Appraisal and other methods based on a socio-cultural perspective;
 - (vii) Skills for formal and informal training together with techniques for follow-up of training effectiveness.
- Media production skills are expected to be gradually subcontracted to outside organisations.
- Specialist knowledge on land tenure, gender issues and other socio-cultural matters are expected to be acquired through local consultants.

4.11. MANAGEMENT PROCEDURES

The current managerial and administrative procedures at RSCU are not optional. **The mission recommends that:**

- (22) The work programme format should be amended to reflect the proposed programme structure and that quantified target output achievements should be introduced.
- (23) The budget format should be improved to accommodate cost breakdown per country and programme, including allocation of professional staff time.
- (24) The annual and quarterly reports should be amended with respect to structure, substance and analysis of past performance.
- (25) Incentives, in addition to strict budgeting standards, should be found to help RSCU staff to save on operating costs.
- (26) The computer lists from SIDA headquarters should be printed in English.
- (27) Professional staff should receive training in SIDA EA (Economic and Administrative) procedures.



PHOTO: CHARLOTTE TIEGE

Universal solutions are not possible concerning grazing and erosion. Different solutions are valid for different geographical areas. Experiments with "zero-grazing" – when the fodder is brought to the livestock (see above) show, however, that this method saves land from erosion and provides for the easy collection of manure for recycling as fertiliser.

Appendix 1:

TERMS OF REFERENCE

TERMS OF REFERENCE FOR THE EVALUATION OF THE REGIONAL SOIL CONSERVATION UNIT, RSCU.

1. Background

RSCU was established in 1982 in order to facilitate the dissemination of experiences from the SIDA supported National Soil Conservation Programme in Kenya to neighbouring countries. RSCU initially concentrated on terrace construction techniques, but the field of work has gradually widened to include more of agroforestry and land husbandry. Since 1989 the mandate of RSCU is formulated as "promoting soil conservation, broadly defined as activities and techniques of environmentally sound production of food, wood and other commodities based on a sustainable use of land species and ecosystems".

RSCU is mainly involved in technical support to government institutions, organizations and programmes (not necessarily SIDA funded), dealing with soil conservation. The geographical mandate covers Ethiopia, Kenya, Tanzania, Zambia and Uganda. RSCU also functions as advisor to SIDA regarding programmes related to soil conservation within the bilateral development cooperation between Sweden and Kenya.

RSCU has expanded during the past ten years and now includes five expatriate experts and seven support staff. RSCU has an advisory committee with representatives from the five countries. Meetings are held annually in order to discuss regional issues, review RSCU's activities during the past year and advice RSCU on activities to be included in the workplan for the coming year.

Administratively RSCU is a part of the Development Cooperation Office at the Swedish Embassy in Nairobi. RSCU reports to the Natural Resources Management Division at SIDA headquarters.

RSCU's budget for the period 1990/91-1992/93 is 27 million SEK, out of which 9,5 million SEK is allocated for 1992/93. The present agreement regarding funding of RSCU ends in June 1993. RSCU's performance has earlier been assessed during Review Missions in 1987 and 1989.

2. Purpose of the Evaluation

SIDA is going to take a new decision regarding RSCU, including the nature and scope of its activities, organization and funding, during 1993. In order to do so, information is needed regarding the efficiency of the unit in pursuing its task, the efficiency of and possible alternatives to the present organizational set-up, the relevance of the mandate and the methods of working, a long term strategy for the unit etc. SIDA is also interested in knowing whether the working

model that RSCU represents can be useful in regional support in other fields within the natural resource sector.

3. Main tasks

A. The Performance and Relevance of RSCU

The evaluation team shall;

- (i) describe in brief the RSCU, its development since inception, goals, main activities, organization and achievements
- (ii) assess the performance of RSCU in qualitative and quantitative terms, with special reference to the years 1990-1992, in relation to targets in Plan of Operation
- (iii) assess how the recommendations of the 1989 Review have been followed up
- (iv) assess the relevance of the existing mandate in relation to the present environmental situation in the countries concerned, and in relation to NRMD's priorities
- (v) assess the relevance and quality of the technical content of RSCU activities
- (vi) assess the relevance and impact of RSCU in relation to the man-power resource base and institutional capacity in the countries concerned
- (vii) assess the relevance of RSCU's objectives (as stated in Appendix 1) in relation to the mandate, as well as the relevance and efficiency of the working methods used to achieve these objectives
- (viii) discuss the efficiency of the present staffing of RSCU in relation to mandate and working methods and suggest changes if appropriate
- (ix) assess the impact of RSCU activities in each of the five countries included in the geographical mandate
- (x) discuss the geographical coverage of RSCU activities and give recommendations to the future geographical mandate
- (xi) assess the effectiveness of RSCU in terms of impact in relation to cost

B Long-term Strategy, Organization and Administration

RSCU has now been operating for ten years. Although SIDA has a long-term commitment in supporting soil conservation in the region, there is a need for a long-term strategy as regards RSCU as such and its services. The organizational arrangement is one important aspect of this strategy.

The evaluation team shall;

- (xii) analyse the merits and demerits of the present organizational set-up (as a part of the development co-operation office)
- (xiii) discuss the role of RSCU in relation to SIDA's need for field programme administration of soil conservation and related programmes in Kenya
- (xiv) discuss the future development of the RSCU based on the findings of the evaluation
- (xv) discuss the replicability of the RSCU model for regional support in other regions in Africa and in different technical fields, and give recommendations

The evaluation team shall feel free to address any other issues of relevance to their task.

4. Timing of the Evaluation

The evaluation will take place in Kenya and other countries in the region during four weeks, from 23 November to 19 December 1992. Another two weeks will be allocated to analysis and writing, 11-22 January.

5. The Evaluation Team

The evaluation team will consist of three persons;

- economist
- soil conservation expert
- evaluation analyst

One of the persons shall have a good knowledge of the National Soil Conservation Programme in Kenya, as the experiences from that programme was part of the rationale behind the initiation of RSCU and its technical mandate, one shall have a thorough knowledge of SIDA.

6. Mode of Operation

The team shall start its work at SIDA-S. The main part of the evaluation will take place in Kenya, with visits to some (all) of the countries included in the geographical mandate. The team shall conduct its work through analyzing available information, interviewing RSCU and SIDA-DCO as well as SIDA-S staff and cooperating partners in National Ministries and projects, and through field visits.

7. Reporting

A draft report shall be submitted and presented to RSCU and DCO at a seminar before leaving Kenya. The final report will be compiled in Sweden after receiving comments from involved parties on the draft.

The final report shall be submitted to SIDA not later than 30 January 1993, and presented at a seminar.

The report shall be formulated in accordance with Appendix 2, Reports on SIDA Evaluation Studies – a Standardized Format.

Appendix 2

LIST OF PERSONS MET BY THE EVALUATION TEAM

KENYA

Regional Soil Conservation Unit

Dr. M. Ståhl:	Head RSCU
Mr. G. Bergman:	Economist/ Programme Officer
Mr. A. Lennartson:	Soil Conservation Adviser
Mr. P. Rimmerfors:	Information Advisor
Ms. Y. Kalyan:	Administrative Officer
Ms. C. Ojwang:	Administrative Assistant
Ms. W. Maasho Nordberg:	Administrative Assistant

Swedish Embassy/ Development Co-operation Office

Mr. Nils Gunnar Revelius:	Swedish Ambassador
Mr. C.B. Lostelius:	Head, Development Co-operation Office
Ms. C. Hermansson:	Senior Economist

Permanent Presidential Commission on Soil Conservation and Agroforestry

Mr. H.G. Kimaru:	Chief Executive
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Ministry of Agriculture

Mr. G. Muchiri:	Chief, Agricultural Engineering Division
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MOA - Soil Conservation Branch

Mr. M. Mbegera:	Head, Soil and Water Conservation Branch
Mr. P. M. Ngenga:	Land Use Planning Officer
Mr. F. Mbote:	Agroforestry Co-ordinator
Mr. F. Muhoro:	Monitoring and Evaluation Officer
Mr. J. K. Kiara:	Extension Officer
Mr. K. Lindgren:	Programme Adviser
Ms. K. Fahlstrom:	Agroforestry Adviser
Mr. A. Karlsson:	Soil Conservation Adviser, Training

International Council for Research in Agroforestry (ICRAF)

Mr. B. Scott:	Deputy Director General
Dr. E. Zulberti:	Director, Training and Information
Mr. B. Hansen:	Training Officer

Kenya Forestry Research Institute (KEFRI)

Dr. J.A. Odera:	Director
Dr. N. Karanja:	Staff Member
Dr. P. Konoche:	Staff Member
Ms. D. Mutta:	Staff Member

Kenya Agricultural Research Institute (KARI)

Dr. A.M. Kilewe:	Director, Muguga Research Centre
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African Centre for Technology Studies (ACTS)

Dr. C. Juma
Mr. P. Wandera
Ms. B. Mutere

Initiatives Ltd.

Ms. A. Field-Juma
Ms. E. Obel-Lawson

IUCN - The World Conservation Union

Dr. H. Friederich:	Co-ordinator, E.A. Environmental Planning Programme
African Wildlife Foundation	
Mr. E.G.C. Barrow:	Co-ordinator

Agrisystems (E.A. Ltd.)

Mr. A.G. Eriksson:	Soil and Water Management Consultant
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UGANDA

Ministry of Agriculture

Mr. C. Bucyanayandi:	Director of Agriculture
Mr. F. Ojacor:	Commissioner for Agric. Development
Mr. J.R. Kamugisha:	Head, Soil and Water Conservation Section
Mr. A. Nyakuni:	Co-ordinator, USCAPP
Mr. J. Komayombi:	District Agric. Officer, Kabale
Mr. B. Musinguzi: ag.	District Agric. Officer, Mbarara
Mr. A. Karugaba:	District Soil Conservation Officer, Mbarara
Mr. J. Karahukayo:	Soil Conservation Officer, Mbarara

Ministry of Water, Energy, Minerals and Environmental Protection

Mr. J.R. Kamugisha:	Research Officer, Forest Research Centre
Mr. W. Bigara:	Forest Ranger, Mbarara

V.I. Tree Planting Project, Masaka

Mr. S. Karlson
Mr. P. Ilk

Others

Dr. M. Bekunda:	Soil Science Dept. Makerere University
Mr. P. Ackland:	Field Officer, Voluntary Service Overseas

TANZANIA

Development Co-operation Office, SIDA, Dar-es-Salaam

Mr. B. Lindhe:	Programme Officer
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Soil Conservation and Agroforestry Project, Arusha (SCAPA)

Mr. L.A.J. Mawenya:	Regional Soil Conservation Officer/ SCAPA Project Manager
Mr. M. Mollel:	District Forest Officer
Mr. P. Laizer:	Team Leader, Livestock
Mr. L. Cloudy:	District Land Use Planning Officer
Mr. P. Assmo:	Associate Expert

ETHIOPIA

Development Co-operation Office, SIDA, Addis Abeba

Mr. D. Skoog:	Senior Programme Officer
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Ministry of Natural Res. Dev. and Environmental Protection

Mr. Berhe Wolde-Aragay:	Head, Community Forestry and Soil Conservation Department
Mr. M. Alemeyehu:	Team Leader, Nat. Res. Cons. and Development

Ministry of Agriculture

Mr. L. Assew:	Head, Planning Department
Mr. Kebede Tato:	Head, Soil Conservation Research Project

ZAMBIA

Development Co-operation Office, SIDA, Lusaka

Mr. Kjell Nyström,	Head, Development Cooperation Office
Mr. Kalevi Tikkanen,	Senior Programme Officer

Ministry of Agriculture

Ms. R. Chungu:	Head, Irrigation and Land Husbandry Branch
Dr. M. Grunder:	Head, Soil Conservation Section
Mr. C. Phiri:	Provincial Soil Conservation Office, Southern Province
Mr. J. Mulofwa:	Provincial Forestry Extension Officer
Ms. C. Beckman:	Associate Expert, SCAFE Programme
Mr. M. Malesu:	District Land Use Planning Officer/ SC Officer
Mr. K. Simamvwa:	Extension Agent, Batoka Block
Mr. E. Siwale:	Land Use Planning Officer, Kalomo

ICRAF Station, Chalimbana

Mr. Phillip Chikasa,	National Scientist
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SWEDEN

SIDA

Ms. C. Norberg:	Dir., Reg. Dept. Eastern and Western Africa
Mr. K. Markensten:	Head, Natural Resources Division
Ms. A. Ingevall:	Natural Resources Management Division
Mr. L. Bondesson:	Natural Resources Management Division
Mr. E. Skoglund:	Technical University, Stockholm
Mr. Anders Östman,	Reg. Dept. Eastern and Western Africa
Mr. M. Segnestam:	Environment Adviser, SIDA

Others

Dr. L. Lundgren:	Swedforest
Mr. B. Tengnäs:	Consultant

UNITED KINGDOM

International Institute for Environment and Development (IIED)

Dr. J. Pretty: Director, Sustainable Agriculture Programme

Appendix 3

DOCUMENTS

DOCUMENTS REVIEWED BY THE EVALUATION TEAM

RSCU Reports

Review Report 1989 on Regional Soil Conservation Unit (RSCU)

1 Jan. 1987 - 30 June 1989

by L. Lundgren, G. Bergman & others.

Report from Review Seminar on Regional Soil Conservation Unit (RSCU) in Nyeri, Kenya

5-7 October 1989, by SIDA

Regional Soil Conservation Unit Annual Reports 1989/90, 1990/91, 1991/92

Minutes from the RSCU Regional Advisory Committee

held in Nazareth, Ethiopia, 28 October-2 November 1991.

Annual Report 1990/91

Regional Soil Conservation Unit

by Michael Stahl, Head, RSCU/SIDA

Nairobi, October 1991

Regional Soil Conservation Unit, Discussion Paper

Report up to 31 December 1986 with suggestions for future activities

Soil Conservation Concepts

Soil and Water Conservation in Sub-Saharan Africa

A report prepared for the Int. Fund for Agric. Dev.

by the Centre for Development Cooperation Services

Free University, Amsterdam, January 1992

Terms of Reference for Study on the Problems of Integrating Soil Conservation in Agricultural Extension in the Ministries of Agriculture in Eastern African countries

by RSCU, 25 June 1992

Soil and Water Conservation

A Manual for Extension Workers with Emphasis on Small-Scale Farmers in Zambia

S.J. Gossage, Ministry of Agriculture, Dept. of Agric., Lusaka, Zambia, 1990

Land Husbandry

A Framework for Soil and Water Conservation

by T.F. Shaxson, N.W. Hudson, D.W. Sanders & others

Soil and Water Conservation Society, 7515 Northeast Ankeny Rd., Ankeny, Iowa 50021-9764

Soil Conservation in Eastern Africa

– 20 years perspective and some recent trends

by Lill Lundgren

Agroforestry

Agroforestry in Kenya

Experience of the Kenya Renewable Energy Development Project

by Energy/Dev. Int., Suite 802, 1015 18th St., N.W.

Washington, D.C. 20036

December 1986

Agroforestry Manual for Extension Workers with Emphasis on Small Scale Farmers In Eastern Province, Zambia

by Samuel Simute

Min. of Agric., Food & Fisheries, Zambia, Dept. of Agriculture

Published by SIDA's RSCU, 1992

A Selection of Useful Trees and Shrubs for Kenya

by International Centre for Research in Agroforestry, 1992

United Nations Avenue, Gigiri, POB 30677, Nairobi, Kenya

International Centre for Research in Agroforestry

Annual Report 1991

by ICRAF, POB 30677, Nairobi, Kenya

Training Course on Agroforestry Research for Development

ICRAF, Nairobi, Kenya

12-30 October 1992

Training

National Soil Conservation Seminar

Green Hills Hotel, Nyeri, 26 October to 6th November 1992

National Soil Conservation Seminar

Isaac Walton Hotel Embu, 3rd to 22nd May 1992

Soil and Water Conservation Course

2nd - 22nd May, 1992, Isaac Walton Hotel, Embu, Eastern Province, Kenya

Report on the Soil Conservation Course Held in Embu, Kenya

from 2nd to 16th May 1992

by Felix Kalikiti, Forest Officer,

Siavonga Agric. Office

P.O. Box 97, Siavonga

General Background Reading

Guidelines for Development Agents on Soil Conservation in Ethiopia
by Hans Hurni, Soil Conservation Research Project (SCRP)
Community Forests and Soil Conservation Development Department, Ministry of Agriculture,
Ethiopia

Socio-Economic Evaluation of Eucalyptus Growing on Small-Scale Farms in Vihiga Division,
Kakamega District
Report from a Minor Field Study by Sven Gustavsson and Paul Kimeu
Ministry of Agriculture
Soil and Water Conservation Branch
POB 30028, Nairobi
June-August 1991

Technology and Sustainable Development in Africa
Policy Research, Training and Information Dissemination
by African Centre for Technology Studies - ACTS 1993-1997

African Centre for Technology Studies (ACTS) Annual Report 1990-91
Constitution of the African Centre for Technology Studies, by ACTS

Technology and Sustainable Development In Africa
Policy Research, Training and Information Dissemination
by ACTS, November 1992

Report to the SIDA and the Govt. of Lesotho on
Evaluation of the SIDA-Supported Coordination Programme of the SADCC Soil and Water
Conservation and Land Utilization Subsector
by International Institute for Environment and Development (IIED)
November 1990

IUCN Regional Office Eastern Africa Triennial Report 1988-1990 by Dr. Robert Malpas, IUCN
Regional Representative – Eastern Africa

ICRAF: The Way Ahead
Strategic Plan – April 1992
International Centre for Research in Agroforestry
United Nations Avenue, P.O. Box 30677,
Nairobi, Kenya

Publications

Innovation
A Magazine of Technology and Sustainable Development Vol.2 No.3 September 1992
by African Centre for Technology Studies (ACTS)
POB 45917, Nairobi, Kenya

Ethiopia

The Phase I NCS Report: The Main Issues
by Adrian P. Wood, Consultant to ONCP and IUCN

Soil Conservation Research Project
Plan of Operation for the Socio-Cultural Component
1992/93 and 1993/94

The Soil Conservation Research Project in Ethiopia
Set Up, Operation, and Output
Paper presented on the SCRPP Planning Workshop
Addis Ababa, October 1991

Plans of Operations for SIDA Support to Natural Resources Management, Research and
Education in 1992/93 - 1993/94
Uppsala/Addis Ababa, October 1992

The National Conservation Strategy (NCS) and its Relationship with other Strategies
by Gedion Asfaw, ONCCP

Travel Report, Ethiopia 5-16/10 1992
Bo Tengnäs

Halvårsrapport 1992 10 01
Biståndskontoret, Addis Ababa

Kenya

National Soil and Water Conservation Project
Report by Evaluation Mission appointed by Ministry of Agriculture and SIDA
30 September 1992

Miljöprofil Kenya
Report No. 3
by Lill Lundgren, Head, SIDA's Regional Soil Conservation Unit (RSCU), 1992

Halvårsrapport Kenya 31 October 1992

Uganda

Proceedings
Uganda Soil Conservation and Agroforestry Pilot Project, (USCAPP)
Planning Workshop, Mbarara 2nd-7th November 1992

Min. of Agriculture, Animal Industry and Fisheries
Agric. Dev. Dept., Soil Conservation Section
SIDA, Regional Soil Conservation Unit, Nairobi, Kenya

Tanzania

Evaluation of Soil Conservation and Agroforestry Programme - SCAPA
Arusha, Tanzania
by Ernest Semu, Göran Bergman, Erik Skoglund
August 1992

Soil Conservation and Agroforestry Programme - SCAPA
Arusha, Tanzania, 1990/1991 - 1992/1993

Report on The National Seminar on Training of Trainers
Soil Conservation and Agroforestry held in Moshi on
19 October 1992

Development of RSCU Policy on Production and Distribution of Training Material in the Field
of Soil Conservation

by G.M.M. Matiko, RSCU Fellow, SIDA/Regional Soil Conservation Unit, Nairobi, Kenya,
November 1991

Soil Conservation & Agroforestry Programme Arusha - SCAPA
Information Guide

Halvårsrapport - Tanzania
October 1991 - Mars 1992

Zambia

Proceedings of the Workshop on Holistic Catchment Approach to Soil Conservation and Agro-
Forestry Extension held at Kalomo Farm Training Centre, 8th-12th July 1991,

by C. Backman, Office of the Provincial Agric. Officer,
Department of Agriculture, Republic of Zambia

Soil & Water Conservation Section Action Plan Report
Zambia, December 1992

Proceedings of the Workshop on Holistic Catchment Approach to Soil Conservation and
Agroforestry Held in Monze, 6th to 10th May 1991 by A. Mwale and Dr.M. Grunder, Dept. of
Agric., Soil Conservation Section HQ, Lusaka.

Economic Report 1992

Soil Conservation Section, Irrigation and Land Husbandry Branch Department of Agriculture

Joint GRZ/SIDA Review of the Support to the Agriculture Sector

Annual Review

August/September 1991

Soil Conservation Section

Irrigation & Land Husbandry Branch

Ministry of Agriculture, Food and Fisheries

by Dr. Martin Grunder SSCA

2nd November 1992

Three Years Distribution of Training Material

1 July 1989 – 30 June 1992 (Number of Copies)

Table 1

ANNEX

	Individuals	Ministries/ Project	NGO's	Other Institutions	Training Institutes Technical Levels	Universities & Research Institutions	Total
Agroforestry Training Manuals	1 1185	15 013	1743	226	1 766	400	20 333
Bibliographies	53	239	13	24	22	38	389
Others	488	1 096	278	727	116	48	2 753
Project Reports	123	119	35	8	75	41	401
Research Reports	130	130	35	5	74	35	409
Soil Conservation – Training Manuals	660	2 367	215	38	374	80	3 734
Text Books	404	554	254	35	268	203	1 718
Total	3 043	19 518	2 573	1 063	2 695	845	29 737

RSCU series of publications

1. The Revival of Soil Conservation in Kenya
Carl Gösta Wenner's personal notes
1974-81
ISBN 9966-896-00-7
Report No.1 1992
1 500 ex. Majestic Printing

2. The Wild Lake
The 1990 floods in Babati, Tanzania-
Rehabilitation and prevention
CÅ Gerdén & Co
ISBN 9966-896-01-5
Report No.2 1992
1 500 ex. Majestic Printing

3. Teacher's Manual
James G Ngumy
ISBN 9966-896-02-3
Training Material No. 12 1992
2 000 ex. English Press

4. Curriculum for In-Service Training
in Agroforestry & Related Subjects,
Kenya
Edited by Stachys N Muturi
ISBN 9966-896-03-1
Technical Handbook No.1 1992
1 500 ex. English Press

5. Miljöprofil Kenya
Lill Lundgren
ISBN 9966-896-04-X
Report No.3 1992
1 200 ex. Majestic Printing

6. Lake Babati, Tanzania and its
Immediate Surroundings
Part I – Baseline Information
James Kahurananga
ISBN 9966-896-05-8
Report No.4 1992
1 000 ex. Majestic Printing

7. Lake Babati, Tanzania and its
Immediate Surroundings
Part II – Management & Action Plan
James Kahurananga
ISBN 9966-896-06-6
Report No. 5 1992
1 000 ex. Majestic Printing

8. Agroforestry. A Manual for Extension
Workers with Emphasis on Small Scale
Farmers in Eastern Province, Zambia
Samuel Simute
ISBN 9966-896-07-4
Technical Handbook No. 2 1992
2 000 ex (1/2 with, 1/2 without
RSCU cover), English Press

9. The Catchment Approach to Soil Con-
servation in Kenya
Yeraswarq Admassie
ISBN 9966-896-08-2
Report No. 6 1992
1 500 ex. Majestic Printing

10. Parks & People, Pastoralists and Wildlife
Environmental Degradation in Lake
Mburu National Park, Uganda
ISBN 9966-896-09-0
Report No. 7 1993
Majestic Printing

11. Livestock in Babati District, Tanzania
Production Improvement.
Feasibility study for a livestock compo-
nent at the Babati Land Management
ISBN 9966-896-10-4
Report No. 8 1993
English Press

- | | |
|---|---|
| 12. Guidelines on Agroforestry Extension
Planning in Kenya
Bo Tegnäs | ISBN 9966-896-11-2
Technical Handbook No.3 1993
English Press |
| 13. Soil Conservation in Eastern Africa
20 years perspective
Lill Lundgren | ISBN 9966-896-12-0
Report No.9 1993
Majestic Printing |
| 14. Environmental Education. Report from
a Regional Workshop in Nyeri, Kenya
4-10 October 1992
Goldstick, Lindhe, Muturi, Rimmerfors | ISBN 9966-896-13-9
Report No. 10 1993
500 ex. Majestic Printing |
| 15. Organic Farming
Kenya Institutet of Organic Farming
John Wanjau Njoroge | ISBN 9966-896-14-7
Technical Handbook No.4 1993
English Press |
| 16. A Selection of Useful Trees and Shrubs
for Ethiopia
Bekele, Birnie, Tegnäs | ISBN 9966-896-15-5
Technical Handbook No.5 1993
English Press |
| 17. A Selection of Useful Trees and Shrubs
for Tanzania
Mbuya, Birnie, Tegnäs | ISBN 9966-896-16-3
Technical Handbook No. 6 1993 |
| 18. Management of Natural Resousces and
Environment in Uganda: Policy and
Legislation Landmarks through 100 years
J R Kamugisha | ISBN 9966-896-17-1
Report No. 11 1993 |

Table 2

National Soil Conservation Seminars in Kenya						
Date	ETH	KEN	TANZ	ZAM	SWE	Total
Feb 1987	8					8
Mar 1987			2	1		3
May 1987			10		4	14
Aug 1987		1	10			10
Sept 1987	7			1	5	13
Feb 1988				10		10
May 1988	2					2
Sept 1988	4			1	1	6
Feb 1989	2	2	4		2	10
Apr 1989	7			2		9
Total	30	3	26	15	12	86

Duration 2 weeks + 1 week field work

Participants Sponsored by RSCU

(Two seminars per year on average 1989-92)

Three Years Study Tours and National Seminars

Study Tours

Numbers of Participants 1 July 1989 – 30 June 1992								
Course in	ETH	KEN	TAN	UGA	ZAM	SWE	OTH	TOTAL
Ethiopia	5	40	13	2	8			68
Kenya	75	234	134	55	26	25	5	554
Tanzania		38		2		2		42
Uganda		10		93				103
Zambia	2	2	2	2				8
Sweden	1							1
Outside Region	4	6	8	3	5			26
Total	87	330	157	157	39	27	5	802

National Seminars

YEAR	ETH	KEN	TAN	UGA	ZAM	SWE	OTH	TOTAL
1989/90	7	(60)		4		6	4	21 + (60)
1990/91	7	(60)	8	1	7	5		28 + 60
1991/92	10	(55)	4	4	8			127 + (55)
TOTAL	24	(175)	16	4	8			176 + (175)

Save our Soils

Evaluation of Support to Soil Conservation in Africa

Soil erosion is a serious problem in those countries in Africa which are prone to extended periods of drought followed by heavy rainfall. The population is generally concentrated to the fertile land which is threatened by increasing overgrazing and over cultivation.

During the 70s, SIDA initiated extensive support to a successful soil conservation project in Kenya which assisted in halting erosion and increasing the harvests of the local smallholders.

A regional soil conservation programme – RSCU – was initiated in 1982 with the aim of disseminating the ideas developed in Kenya to other countries in the region.

The most effective components of the soil conservation programme have been training and personnel development. Through regional seminars and study visits, a valuable network for exchange of experience has been built up within the region. The Regional Soil Conservation Unit has also contributed to soil conservation pilot projects in Tanzania, Uganda and Zambia.

During the coming period, a strategy to enable the countries in the region to introduce soil conservation programmes should be established. Other areas such as improved animal husbandry, crop rotation and crop diversification should receive more resources in the continued work of the unit. These are the recommendations of the evaluation team: Jan Erikson, William Critchley and Elisabeth Michanek in this evaluation.

Sweden's bilateral development co-operation, administered by SIDA since 1964, encompasses 19 programme countries: Angola, Bangladesh, Botswana, Cape Verde, Ethiopia, Guinea Bissau, India, Kenya, Laos, Lesotho, Mozambique, Namibia, Nicaragua, Sri Lanka, Tanzania, Uganda, Vietnam, Zambia, and Zimbabwe.

Each year some 30 of SIDA's over 200 projects are evaluated. Copies of this report can be ordered from SIDA, S-105 25 Stockholm, Sweden.