



**An investigation into the factors that contributed to the failure of the cassava production, processing and marketing project. A Case of Marondera District cassava project in Zimbabwe, 2005 to 2009.**

**A research project submitted to Van Hall Larenstein University of Applied Sciences in partial fulfilment of the requirements for the Master in Management of Development specialising in Social Inclusion, Gender and Rural Livelihoods.**

**BY**

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I Tonnie, Mike, Tichareva Zibani, do hereby declare that this report is the result of my own research except to the extent indicated in the acknowledgements, references and by acknowledged sources in the body of the report and that it has been submitted in part or full for any other degree to any other University.

## **DEDICATION**

I dedicate this report to my mother, my wife, my son and my brothers. "Knowledge and wisdom make us profound".

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## **ABBREVIATIONS**

AGRIBANK	Agricultural bank
AGRITEX	Agricultural, Technical and Rural Extension
ARDA	Agricultural rural Development Authority
CDO	Community Development Officer
CSF	Critical Success Factors
DDF	District Development Fund
DST	District
FAO	Food and Agricultural Organisation
FGD	Focus Group Discussion
GDP	Gross Domestic Product Per Capita
Ha	Hectare
HO	Head Office
IFAD	International Fund for Agriculture
MOA	Ministry of Agriculture
MT	Metric Tonnes
MWAGCD	Ministry of Women Affairs, Gender and Community Development
NCT	National Cassava Taskforce
NGO	Non Governmental Organisation
PDO	Provincial Development Officer
PESTEC	Political, Economic, Social, Technological, Ecological, Cultural
PRO	Province
UZ-DTC	University of Zimbabwe Development Technology Centre
WADCO	Ward Development Committee
ZIMVAC	Zimbabwe Vulnerability Assessment Committee

## **ABSTRACT**

As a response to successive droughts experienced in Zimbabwe and the resulting food insecurity, the Ministry of Women Affairs, Gender and Community Development initiated the cassava production, processing and marketing project, targeting 50 women in Marondera district in Zimbabwe. The objective of the project was to ensure food security at household level. However observations on the ground show that very few women are growing cassava and the targeted wards still experience the worst food insecurity in the district. This study investigates the reasons that led to the failure of the cassava project so as to improve the future implementation of projects.

This paper reviews theory on cassava, food security, projects critical success factors and the reasons attributed to projects failure. Interviews were held with staff from the Ministry of Women Affairs, Gender and Community Development, staff from cassava project, project partners and the women beneficiaries in wards 10, 12 up to 18. A focus group discussion was also held with the women beneficiaries in wards 21 and 22. The study found out that the major reasons that contributed to the failure of the cassava project were poor participation of the women beneficiaries throughout the project stages from the identification of their needs, poor and inadequate project management tools, poor planning and unrealistic objectives, inadequate financial resources to finance the project and limited expertise within the organisation spearheading the cassava project. The study also identified that cassava was not common in Zimbabwe and the women beneficiaries also held negative beliefs about cassava, which resulted in fears among the beneficiaries and potential consumers. The absence of a well developed market and absence of a ready market for cassava also frustrated the women's efforts, commitment towards the crop. The study also found out that the environment was not conducive for the smooth implementation of the project as a result of political, economic, socio cultural, technological and ecological challenges emanating from the environment.

**Key Words:** Food Security, Cassava, project success and failure

## **CHAPTER 1 INTRODUCTION**

This study investigates the reasons that led to the failure of the cassava production, processing and marketing project, introduced by the Ministry of Women Affairs, Gender and Community Development (MWAGCD). Specific reference is made to the cassava project implemented in wards 10, 12, 13, 14, 15, 16, 17, 18, 21 and 22 in Marondera District from July 2005 to December 2009. Marondera District is located in Mashonaland East Province in Zimbabwe. Despite the good intention and the significant input of human, financial, natural and other resources invested in the project, the cassava project's intended objective was not met and project expectations were not realised.

The Ministry of Women Affairs, Gender and Community Development, formed in April 2005, whose mandate is to promote; food security at household level; empowerment of women and rural communities, gender equality and equity, has implemented a variety of projects to improve the situation of rural communities namely oil pressing, peanut butter making, bread making, candle making, crafts making, primarily aimed at improving the income of rural households. To ensure food security at household level and reduce the effects of drought, the Ministry, through its community development department introduced the cassava production, processing and marketing project in all the 10 provinces of the country.

### **1.1 The cassava project**

The cassava project was introduced as a response to the successive droughts encountered in the country since 1992, with the objective of improving household food security. The cassava project concedes that rural communities have suffered persistent food insecurity as a result of their tendency to rely heavily and solely on maize, which requires moderate rainfall against an ecological background of low potential for rain fed agriculture. Cassava was identified as an alternative due to its ability to withstand drought, grow in marginal areas, its low production costs, easy association with other crops, and availability all year round for harvest.

The cassava project targeted 7500 women peasant farmers in all the rural wards in the county's 10 provinces. The Ministry of Women Affairs, Gender and Community Development was responsible for the selection of the women beneficiaries to benefit from the project. In Marondera District, the project targeted 50 women in 10 wards (indicated above), regarded as food insecure (see figure 2). The selection criterion was based on the women's willingness to participate in the project. The identified women beneficiaries were expected to receive cassava planting material sourced by MWAGCD and grow 0,5ha of cassava on their pieces of land. The women beneficiaries were expected to be sources of cassava planting material (at the end of the project), for the other women within the district willing to grow cassava.

The project adopted a strategy to promote cassava both from a food security and commercial point of view and was divided into three components namely cassava production, processing and marketing. The production component focussed on sourcing cassava planting material, distributing it to the selected women beneficiaries, growing cassava and promoting the consumption of cassava leaves and tubers to satisfy the household's food requirements. Processing aimed at training women in the processing of cassava into flour and starch and other products for consumption and income generation and the provision of appropriate cassava processing technology to the rural households. The marketing component focussed on establishing markets for cassava both locally and outside the country and linking the women beneficiaries with the markets.

The project also had a women empowerment component demonstrated through targeting women for the cassava project and assisting women beneficiaries who required inputs such as fertilizers and chemicals to access loans from Agribank.

A National Taskforce on Cassava, (NTC) consisting of different governmental ministries and departments and nongovernmental organisations (NGOs) was formed to support MWAGCD and the project with, planting material, expertise as well as technical and institutional support. The organisations in the NTC and their responsibilities in the cassava project are outlined in table 1a below

**Table 1 a NTC and responsibilities**

<b>Organisation</b>	<b>Responsibility</b>
MWAGCD	Community mobilisation, selection of beneficiaries, sourcing and distribution of cassava planting material to the beneficiaries.
District Development Fund (DDF)	Land preparation
Ministry of Agriculture (MOA)	Technical assistance, expertise.
Agricultural, Technical and Extension Services (AGRITEX)	Provision of extension services.
University of Zimbabwe Development Technology Centre (UZ-DTC)	Supplying disease free cassava planting material and providing training on cassava processing.
Agribiotech	Supplying disease free cassava planting material and training in cassava production.
Agrifoods	Marketing of cassava, identification and linking women beneficiaries with the identified markets.

The cassava project was intended to run for 4 years from July 2005 up to December 2009, and the following the planned activities, expected outputs and responsible organisations are presented in table 1b below

**Table 1b Planned activities, expected output and responsible organisations**

<b>Activities</b>	<b>Expected outputs</b>	<b>Responsibility</b>
Selection of Beneficiaries	50 women selected in Marondera District.	MWAGCD
Community mobilisation	50 women mobilised for cassava growing	MWAGCD
Land preparation	0,5 ha of land prepared per woman in the district.	DDF
Training in cassava production	50 women trained in cassava planting, pests, disease and weed management.	UZ-DTC, Agribiotech, MOA, AGRITEX
Sourcing Distribution of cassava planting material	Cassava planting material sourced and distributed to women beneficiaries.	Agribiotech MWAGCD
Planting	0,5 ha of cassava planted by each of the 50 selected woman beneficiaries.	Women beneficiaries
Training in processing	50 women trained in cassava processing.	UZ-DTC and Agribiotech
Establish cassava processing plant	1 cassava processing plant established per province.	NTC
Establishing marketing linkages	Markets established and linkages created between the women beneficiaries and manufacturing organisations.	MWAGCD and Agrifoods
Monitoring	Project monitored monthly.	NTC

Adapted from the National Cassava Production, Processing and Marketing Project Document, 2005

The cassava project emphasised the need to take a consultative, participatory and collaborative approach to ensure synergies between development agents in the country and the women beneficiaries. Other identified stakeholders were to be incorporated into the project as the project expands.

## **1.2 Context and background to the study**

Zimbabwe is an agricultural based economy with about 70% of its population residing in the rural areas. The country has in the past experienced successive droughts which have negatively affected the country's agricultural sector which is the mainstream of the economy contributing about 24, 7% to the Gross Domestic Product (G.D.P). Maize is the main staple cereal in Zimbabwe, other than human consumption, maize is also used in the production of stockfeed and the manufacture of other products such as starch. The national policy has focussed more on maize as the sole food security crop. As a result of the recurrent droughts experienced in the last three decades, communal farming sector yields have remained very low, averaging 0,8 tonnes/ha in the last 10 years and causing food insecurity (Cassava Production, Processing and Marketing Project Document 2005). The communal farmers have experienced low yields against a background of poor agricultural land, reliance on maize as a single crop, rising costs of agricultural inputs especially fertilizers, seed and crop chemicals.

The 2004/05 cropping season was characterized by prolonged dry spells occurring during important crop growing periods in October to November 2004, January to February 2005 and in March 2005 (ZIMVAC 2005). As a result, crop production was below normal with a total of 225,455 MT of maize required to meet household's food deficit for this population (ZIMVAC 2005).

This had a devastating impact on rural households who depend mainly on rain-fed agriculture for food and income. This also had a devastating impact on women who constitute more than 65% of the rural population (Zimbabwe National Gender Policy 2004).

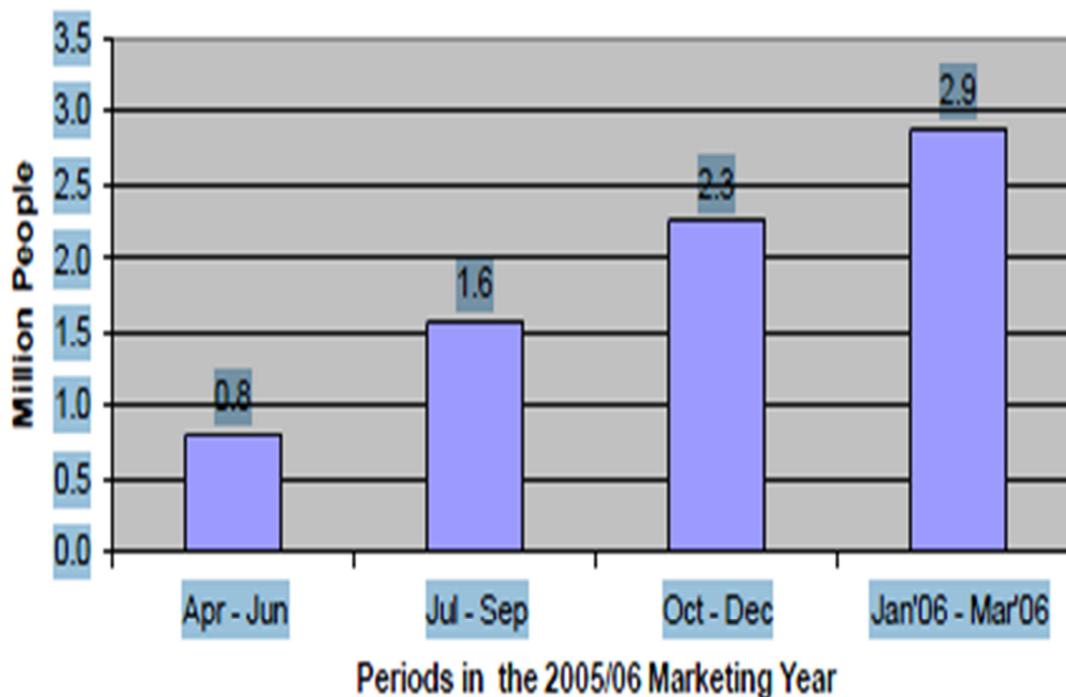
The drought has contributed to household food insecurity through poor harvest and crop losses.

### 1.3 Food security situation in Zimbabwe

According to the Zimbabwe Emergency Food Security and Vulnerability Report (2003), in 2003/04, food security conditions were affected by poor rainfall season resulting in a food gap of over 1 million MT of cereals. According to Zimbabwe Food Security and Vulnerability Assessment Report (2004), more than half, 56% of the rural population was estimated to fall short of their minimum cereal requirements during 2003-04.

A total population of 2.9 million people, which constitutes 36% of the rural population, were not able to meet their household food requirements during the 2005/06 marketing year (Zimbabwe Rural Food Security and Vulnerability Assessment 2005). The breakdown of the different time periods is as follows and the progression of food insecure population is illustrated in figure 1 below.

- 800 000 for the period April to June 2005,
- 1.6 million during July to September 2005
- 2,3 million during October to December 2005
- 2.9 million during the period January to March 2006

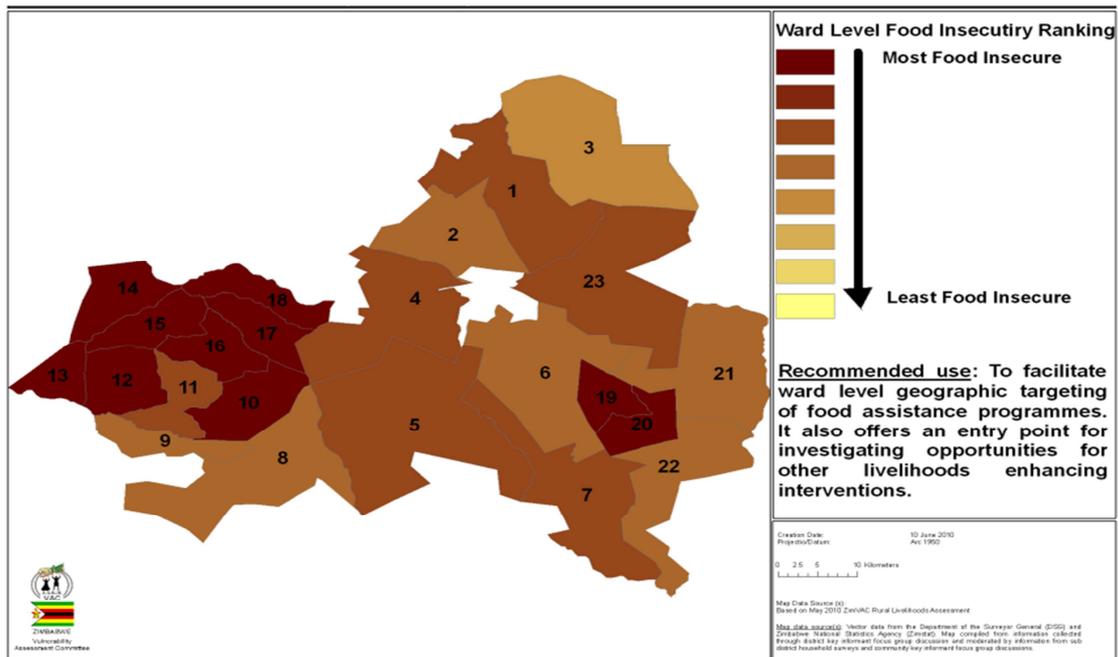


**Figure 1 Progression of number of food insecure people 2005/2006 marketing year**

Adapted from ZIMVAC (2005)

According to ZIMVAC (2005), the greatest number of people estimated to be food insecure were in Masvingo province recording (549 877), Manicaland province (529 983) and in Mashonaland East province (301,725) where Marondera district is located.

According to ZIMVAC (2010) the population regarded as food insecure in Marondera District, the focus district in this study, was estimated to be 5, 597, constituting 5% of the food insecure people in the District's projected rural population of 102 869. The map below in figure 2, shows the food insecurity ranking by wards in Marondera District in 2010.



**Figure 2: Marondera district food insecurity ranking by wards**

Adapted from ZIMVAC, (2010)

Numbers represent the names of the wards  
Coloured sections of the map represent rural wards  
The white sections of the map represent urban wards

The cassava project was introduced to address the food insecurity experienced in the district and to help ensure food security at household level within the 10 wards in the district.

#### 1.4 Introduction of cassava into Zimbabwe

The introduction of cassava into Zimbabwe is not well documented. Indications are that immigrants from neighbouring countries, particularly Malawi, Mozambique and Zambia brought in some cassava planting material and these today are Zimbabwe's local varieties. The pattern of distribution of the crop followed estates bordering these countries with a greater proportion on the south eastern part of Zimbabwe. The immigrants who brought in cassava settled on farms where they provided labour and thus had no land for agricultural activities. They therefore planted the crop as a hedge around their homesteads and in their backyards for occasional harvesting. Zimbabweans who adopted the crop followed this system of production in the communal areas until recently when the cassava project was introduced throughout the country. Earlier efforts to integrate cassava into the dietary patterns (as a food security crop) of the Zimbabwean population have been met with resistance largely because of the toxicity associated with the crop.

#### 1.5 Research problem

The Community development department within MWAGCD, implemented the cassava project in July 2005, to reduce the effects of drought and promote household food security in Marondera rural district. The expected outcomes were as follows; 25 hectares established in the district, 50 women trained in cassava growing and processing and 1 cassava processing plant established per province by December 2009. The indications on the ground are dismal and depressing, very few women are still growing cassava, the effects of drought are still severe and the wards targeted by the cassava project still experience the worst food insecurity in the district. The primary concern to the researcher is to answer the question

why the project failed despite the good intention and support. The major candidates for investigation are the Ministry officials, the project partners and project beneficiaries.

### **1.6 Research Objective**

To learn from the failure of the cassava project, to improve on future implementation of projects.

### **1.7 Main research questions**

1. Which approach was followed in the implementation of the project?
2. What caused the beneficiaries to neglect cassava project?

### **1.8 Sub questions**

- 1.1 Whose initiative was the cassava project?
  - 1.2 Was the project identified in a participatory manner?
  - 1.3 Which tools were used in the identification of the cassava project?
  - 1.4 How were the stakeholders identified?
  - 1.5 How was the project designed?
  - 1.6 How was the project monitored?
  - 1.7 What are the challenges that were faced during the implementation of the project?
  - 1.8 What factors in the external environment, beyond the control of the project and organisations affected the project?
  - 1.9 How did the different stakeholders communicate, collaborate and participate in the project?
- 
- 2.1 What did the women beneficiaries know about cassava before the introduction of the project?
  - 2.2 Was the project in line with needs and interests of the women beneficiaries?
  - 2.3 Was there a ready market for cassava?
  - 2.4 What are the challenges faced by the women beneficiaries in the project?
  - 2.5 How were the women beneficiaries involved in the monitoring of the project?
  - 2.6 What factors beyond the control of the project and organisations affected the project?

## **CHAPTER 2 LITERATURE REVIEW**

The literature review will look at cassava as a food security crop, the dimensions of food security, project success and failure and identifies projects critical success factors and the possible reasons attributed to the success and failure of projects.

### **2.1 Food security**

The term food security is a multifaceted concept. Broadly defined, food security “is achieved when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for a healthy and active life” (FAO 2001). Food security is underpinned by three main pillars/ dimensions: food availability, food access and food utilisation. Scholars on food security agree that, for one to say that food security has been achieved, the three pillars/ dimensions of food security have to be satisfied. Food availability refers to physical presence of food; it addresses the “supply side” of food security and is determined by food production levels, stock levels and availability on the market. Food accessibility refers to regular acquisition of adequate amounts of food and is determined by income expenditure, markets and prices. The third dimension of food utilisation refers to a body’s use of the various nutrients in the food and it is usually determined by dietary diversity, calorie value, energy and nutrient intake and intra-household distribution of food. It is also affected by good care, feeding practices and healthy living conditions. Some scholars have added fourth dimension which they referred to as stability of the three dimensions.

The definition of food security is often applied at international, national, household and individual levels and the importance of a pillar depends on the level it is applied. This study focuses on food security at the household level as the cassava project’s objective was to improve household level food security. Household food security is defined as year round access to an adequate supply of nutritious and safe food to meet the nutritional requirements of all household members (men, women, boys and girls) (IFAD1992). In this study household food security refers to a household’s own production of food of a balanced nutritional value and the ability of household members to purchase food of the right quality and diversity available at the market place. Different households experience food insecurity differently. According to Maxwell and Smith (1992) household food security should be treated as a multi objective phenomenon, where the weighting and identification can only be decided by the food insecure themselves. They reason that policy should be directed at enlarging the scope and choice by the food insecure individuals. They proposed self targeting interventions rather than centrally administered programmes.

This study focuses on the three dimensions of food security and tries to establish the reasons behind the failure of the cassava project to meet these three dimensions. It also enables the study to look to the three components of the cassava project which were production, processing and marketing which were aimed at improving all the three dimensions of household food security. Through analysis of these components along the three pillars will it be possible to establish the reasons for failure of the cassava project towards ensuring food availability; on the market, through production, access; income and markets and utilisation; dietary diversity, nutrient value,

### **2.2 Cassava**

Cassava is a very important food security crop and has great opportunities for improving household food security. The Cassava Sub Sector Strategic Study (2007) stresses that cassava is one of the main sources of food security because it is relatively cheap to produce, it is propagated by stem cuttings, it experiences higher yields and produces more carbohydrates per hectare than any other food staple. Scott and Strange (2005) reiterate that the value of cassava lies in its ability to withstand and grow during drought years, in low fertile soil conditions which are often encountered in Africa. Cassava is a very important food

security crop for small holder farmers, particularly in low income, food deficit conditions, owing to its reputation of reliability (Scott and Strange 2005).

Successful cases of cassava growing have been reported in Nigeria and in sub Saharan African countries including Mozambique, Malawi and Zambia where it constitutes the staple diet. Cassava unlike other crops can be planted over several months and harvested year round. In Zambia, cassava is the only staple food available for harvest at the beginning of the rainy season during the months of December to February when vulnerable households typically face the most acute hunger (N Barret et al 2006). The major constraints to cassava production compared to other crops such as maize, sorghum and millet mostly grown by rural households is its susceptibility to diseases and pests like the cassava mosaic disease, lack of planting material and improved cultivars, poor agronomic practices including inadequate weeding and poor soils, lack of farm tools and weak institutional and technical support for cassava. According to the Cassava Sub sector strategic study (2007), cassava receives limited policy support and it is generally viewed as an orphaned crop.

Cassava is also a major source of food for people in Sub Saharan Africa. Scott and Strange (2005) highlighted that cassava is a major food crop in sub-Saharan Africa and 200 million people in Southern Africa get more than half of their calories from foods made from cassava. Cassava tubers can be consumed raw, boiled, fried and can be processed into flour, fufu and gari. The leaves can be used in the place of vegetables and consumed as relish. Cassava is mainly used for human consumption and it is estimated that about 70% of the cassava is utilised as human food. Scott, and Stange (2005), further reported that, world cassava production averaged 185 million tones per year for the period 2000 to 2003 with Sub Saharan Africa accounting for over 100 million tones of harvest. The Sub Sector Strategic Study on Cassava, (2007) revealed that in Mozambique, cassava is produced and used by almost 12 million people.

Cassava is the major calorie provider in the Mozambican diet. Cassava furnishes 15% of total calories and constitutes the mainstay of diets in Northern Zambia (FAO 2002). The leaves and roots provide a major source of carbohydrate, vitamins, proteins and minerals.

There are different varieties of cassava distinguished as sweet and bitter according to the taste of raw roots. Levels of cynogens are higher in bitter varieties than in sweet varieties. The sweeter varieties are mostly used for human consumption whilst the bitter varieties are mostly used as a raw material in non food industries. Cassava can be processed using simple or mechanical technologies into different products ranging from flour, fufu, stock feeds, pharmaceuticals, starch, etc. Cassava roots are a potential raw material for different industries including livestock, confectionery, and brewery. Cassava provides a source of income for rural households. Raw, boiled and roasted cassava roots and leaves are mostly sold by women at the local community market or nearby urban areas. Cassava is also becoming a source of income for small holder farmers (Nweke 1996) and a source of raw materials for local industries (Onabola and Bokanga 1998). The Mozambique Cassava Strategic Subsector Strategy (2007), identified the main problems in processing as lack of appropriate agro processing machines, poor quality, erratic and irregular raw material supply for processing, lack of skilled labour aggravated by the absence of training facilities to improve food safety, quality and technical skills and deficient control of different steps of processing (handling techniques). The main problems related to marketing were also identified as including but not limited to poor infrastructural environment, long distance to the marketing, lack of access to transport, poor road network and lack of distribution network and inadequate facilities for cleaning, treating, processing and collection to the market. In Mozambique, most of the marketers are women who dominate foodstuff marketing.

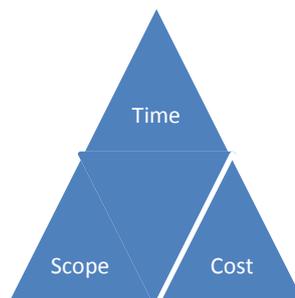
### **2.3 Project success and failure**

The notions of project success and failure are concepts that have not been agreed upon by various project management scholars. Jugdeve and Muller (2005) argue that the word

connotes different things to different people and is context dependent. Different people assess the success or failure of projects in different ways and at different times (Shenhar et al 1997). Freeman and Beala (1992) cited in Dvir et al (1998) argue that assessment of the project differs with the assessor. Pinto and Slevin (1998) postulate that assessment may differ depending on the specific point of view, he argues that some projects may be perceived to be successful by those involved in their implementation but are poorly received by their customers. De Wit (1988) on the other hand notes that some projects are considered internal failures but hailed as successful by their customers. Pinto and Slevin (1987) cited in Dvir et al (1998) assert that there is little agreement on the causal factors of project success. Dvir, et al (1998) attribute the disagreements on project success to the universal theory on project management often applied to different projects.

### 2.3.1 Project success and project management success

In project success literature, distinctions can be drawn between project success and project management success. This distinction shows the differences in success criteria. De Wit (1988) cited in Cooke-Davis (2002) tries to clarify the difference in success criteria by distinguishing between project success (measured against the overall objectives of the project) and project management success (measured against the wide spread and traditional measures of performance against cost, time and quality. Different criteria have been suggested by different scholars to assess the failure or success of projects. Jugdeve and Muller (2005) argue that views on project success have changed from definitions that were limited to the project life cycle implementation phase to definitions that reflect an appreciation of success outside the project life cycle reflecting satisfaction of beneficiaries. Westerveld (2003) notes that the success criteria early suggested were the golden triangle of time, budget and quality, also referred to by Artkinson (1999) as the iron triangle, Illustrated in figure 3 below.



**Figure 3 Iron triangle (Adapted from Atkinson 1999)**

Pinto and Slevin (1988) argue that projects are often rated successful because they have come in or near budget, schedule and achieved an acceptable level of performance” Various scholars agree that focus was on these internal measures of efficiency because they were the easiest to measure and remained within the realm of the project organisation. (Artkinson 1999; Cooke-Davis 1990; Heartman 2000; Pinto and Slevin 1986; Lim and Mohammed 1999). The “iron triangle” approach for rating projects success or failure was later on viewed as a narrow, incomplete criteria which reflects the partial perspective of those responsible for the execution of projects including project managers and project teams and tends to ignore the beneficiaries perspective and customers satisfaction. It is often narrow and misleading criteria for project assessment disregarding incidents were the project was run efficiently and failed to meet expectations of customers. Artkinson (1999) argues that it fails to provide a broader perspective of success or failure in terms of assessing it outside the project cycle or effectiveness of the project from the perspective of the stakeholder community. Criteria for success evolved to include other variables and other competing criteria. Project success literature shows that competing criteria emerge because

“it is impossible to generate a universal checklist of project success criteria suitable for all projects due to their differences eg in size, complexity etc.

Cook-Davis (2002) note a difference between success criteria and success factors, the former referring to the measures by which success or failure of a project can be judged and the later being those inputs to the management system that lead directly or indirectly to success of a project. He further reiterates that “in order to bridge the divide it is necessary to bring into play the interests of those who established the project (stakeholders) and what they hoped to achieve (benefits).

### **2.3.2 Project success factors**

Rockart, (1979) cited in Fortune and White (2006) define success factors as “... the few key areas where things must go right....”. Kerzner, (1987) defines critical success factors (CSFs) as “the elements required to create an environment where projects are managed consistently with excellence” A study by Fortune and White (2006) based on a review of 63 publications focussing on CSFs note that there is little consensus among scholars on the factors that influence project success. In their study they identified top management support, having a clear and realistic objective and producing an efficient plan as the three most cited success factors. However out of 63 publications, 81% include at least one of these factors and only 17% cite all the three (Fortune and White 2006). Different scholars view project CSFs differently, Wateridge (1995) notes a lack of concurrence among researchers and authors on the factors that influence project success. Bounds (1998) argue that successful projects involve staff training and education, dedicated resources, good tools, strong leadership and management and concurrent development of individual team and organisation. Clarke (1999) CSFs list on the other hand included effective communication, clear objectives and scope, dividing the project into manageable components and using project plans as living documents. Morris and Hough (1987), suggested project definition, attitudes, external factors, finance, organisation and contract strategy, schedule, communications and control, human qualities and resources management. Freeman and Beale (1992) agree with Kerzner (1987) and they identify technical performance, efficiency of execution and customer satisfaction as leading to successful projects. Pinto (1986) grouped CSFs into planning and tactical categories, the former included project mission, project management support, project schedule plan and client consultation and the latter including personnel, technology to support the project, client acceptance, monitoring and feedback, channels of communication and troubleshooting.

Other scholars identified necessary conditions for project success as including stakeholder involvement, collaborative working relationship and partnerships, flexibility of the project manager to deal with unforeseen circumstances and owner’s interest in the performance of the project (Wateridge 1998; Muller 2003; Turner 2004). Hartman (2000) and Morris and Hough (1987) emphasised the importance of the environment as one of the major determinants of projects success and failure. They identified the external influences as consisting of political, social, environmental economic and legal factors. Other reasons attributed to failure of projects include poor project management such as inadequate opportunities for potential beneficiaries to participate in project identification, weak financial management, inadequate monitoring during implementation, poor linkage between project activities and project purpose and insufficient attention to the external environment during project design (FAO 2005).

This study focuses on project CSFs and the following critical success factors; stakeholder involvement and consultation throughout the project cycle, identifying real needs of the beneficiaries, participatory stakeholder identification, clear and realistic objectives, effective communication, collaboration and partnerships, dedicated resources, staff training and education, good tools, dividing the project into manageable components, project schedule plan and using them as living documents, monitoring and feedback, customer acceptance as

well as the external environment to operationalise project success and failure. Importance was attached to understanding measures such as defining the needs at the onset (Shenhar et al 1997).

### **2.3.3 Reasons for project failure**

Several studies exist on the reasons why projects fail and different reasons have been offered to explain the failure of projects. FAO (2005) identifies poor project cycle management as a cause for project failure. Five stages are typically identified for the project cycle namely identification, preparation, implementation, monitoring and evaluation. They represent a continuous process in which each stage feeds from and feeds into the next stage. The project cycle provides a continuous process in which each stage provides the foundation for the next (FAO 2005). Hullmet and Eggers (2002) postulate that “it is enough to overlook even one aspect to jeopardise a positive project/ programme outcome”. They reason that information gathered in the preceding stage should be carefully incorporated in the following stages. FAO (2005) notes that information generated during the identification stage provides the basis for detailed project design. It is further asserted these two stages provide the foundation for project success and if they are sound, a project is more likely to succeed in the subsequent stages.

Project identification involves an assessment of the needs to determine the real needs, issues and problems that exist in the community. This phase involves stakeholder and problem analysis. Participation of stakeholders is crucial at this stage “Efficient and effective project management requires a participatory approach involving all stakeholders in all the project phases especially in decision making” (Managing Project cycle 2009). A truly participatory approach builds stakeholder’s sense of ownership and strengthens responsiveness. The assessment of needs based on gender is strongly emphasised recognising that men and women have different needs, roles power and their involvement is essential. Participatory project identification also entails identification of stakeholders (primary, secondary and key). Projects identified without much concern of the real needs and input of the people to whom these projects are intended to benefit translate into project failure because the project is not in line with the needs of the beneficiaries and compromises their sense of ownership of the project. Hellmut and Eggers, (2002) argues that “fund channelling without much concern for an ultimate outcome as a shortcut to failure” referring to organisations issuing out projects to beneficiaries as a good thing in itself, as a way of getting projects done and getting them out of their offices, without considering the needs of the beneficiaries.

The project preparation phase involves the detailed design of the project addressing technical as well as operational aspects. Projects need to be assessed in terms of the expertise, required, length of time, budget requirement and specifying the stakeholders involved. At this stage the demand for the project output, its compatibility with community traditions and customs is established. The design entails identification of those elements that are critical to the success of the project which if not considered has a great impact on the project.

Implementation refers to the actual carrying out of the actual planned activities. Continuous monitoring is essential to ensure that the project is proceeding as planned and that progress is made towards the objectives and that any problems are spotted early to ensure that the results and learning from the monitoring are fed back to ensure that necessary adjustments and improvements to the project are made.

Hullmet and Eggers (2002) alluded the failure to follow sound decision making principles all along the projects cycle, when passing from one project phase to the next as a cause for projects failure. They pointed out that project managers suffer political pressures from political leaders demonstrating to their electorates that their wish to carry out an intervention

is immediately realised. This leads to hurried and not well thought decisions that make interventions irrelevant and unlikely to solve the existing problems and unsatisfactory outcomes.

Chambers (1997) argues that beneficiaries better understand their problems and their solutions and if given a chance they are in a position to improve their lives. He stressed that failure to include beneficiary input at the beginning and throughout the design, monitoring and evaluation stages of projects disregards the beneficiary's priorities and needs. Failure to include the beneficiaries leads to imposition of ideas, interventions and solutions on the beneficiaries by development agents. His reasoning was that if their needs and ideas are not considered, they will not give enough support and effort in making the project a success. However Estella and Gaventer (2005) challenge Chambers assertion and argue that responding to beneficiary priorities inhibits organisations from initiating and implementing vital projects unless they conform to what the beneficiaries asked for. It also inhibits organisations from being creative, trying out and introducing new projects and interventions. They also note that it becomes impossible for organisations to plan ahead because they might not know the community in need of their service and the time that such a service might be required.

Inadequate funds and inconsistent disbursement of funds is one of the reasons put forward as leading to the failure of development projects. White (2005) argues that the slow disbursement of funds leads to failure of projects. He reasons that, availability of funds ensures the smooth running of the project and facilitates the project to abide by the implementation schedule, meeting set targets and timeframe. Hussein and Nelson (2001) also argue that slow disbursement of funds will make it difficult for the project to acquire all the expected project requirements as prices change and go up necessitating retendering.

The other reason given for project failure is the commitment of organisations to too many projects. Hussein and Nelson (2001) argue that, organisations commit themselves to too many projects at the same time. They reason that divided attention results as organisations devote more attention to some projects at the expense of other projects and as a result very few projects are completed. Furthermore he stresses that the available financial and human resources are spread out thinly towards the various ongoing projects and ultimately a lot of projects remain incomplete.

Weak coordination between the different project partners is also considered an important factor that leads to project failure. Riddell and Robinson (1995) attributes the tense relationship between the government and NGOs in most developing countries including Zimbabwe as the factors inhibiting collaboration between the different partners involved in the project. Unclear roles and activities between stakeholders, competition and tensions over the control of projects also leads to weak coordination between and among partners and the expertise required for the successful execution of projects is lost and is not properly coordinated and used for the benefit of the project.

Literature suggests that socio cultural aspects are an important aspect in ensuring the success of projects. A careful analysis of the socio cultural aspects such as gender presents an opportunity to identify the gender roles and relations within communities and the impact of development on different members of the community. Gender analysis identifies the activities carried out by men and women, their access and control of resources and benefits, decision making and the needs being addressed (practical or strategic). Failure to consider these aspects leads to project failure. FAO (2005) suggests that consideration of gender throughout the project cycle leads to project success and sustainability. Quisimbing et al, (1995.) indicate that women are the key to food security for their households" Women's reproductive roles and gender relations may affect their participation and involvement in projects due to limited time, location of projects and the different values attached to resources controlled by men and women. These factors are taken into account when

gender analysis is carried out and potential threats to the project are dealt with at an early stage.

**Table 2.1(a) Food security assessment criteria**

Concept	Dimensions	Criteria for assessment
Household Food Security	Food availability	Own production of food. Availability on the market
	Food Access	When household are able to regularly acquire adequate amounts of food through own production and purchase or barter.
	Food utilisation	Caloric value Nutritional value Toxicity.

**Table 2.3(a) Framework for analysis**

Concept	Dimension	Critical Success Factors
Project	Project Identification and planning	Participatory identification of needs, project options, stakeholder identification and analysis, gender analysis, , effective communication, familiar technology, instrument
	Project design	Clearly defined realistic goals and objectives, indicators, logical relationship between elements in the design, adequate finance, clear framework or plan
	Project implementation	Participatory execution of project activities (client involvement, Collaboration and partnerships, effective communication, expertise, adequate resources
	Project monitoring	Beneficiaries involvement , information collection, Communication, feedback, adjustment and improvement

## **CHAPTER 3 RESEARCH METHODOLOGY**

This chapter presents in detail the methods of data collection for the purpose of the research. It covers the research design, sampling methods, research instruments used in this study and data analysis.

### **3.1 The Research design**

The research design refers to the pragmatic aspects of the way in which the research was conducted (Paul Oliver 2005). It is a total plan showing how the research data were gathered and analysed. Two broad types of research designs can be distinguished, that is experimental and non experimental research designs.

In this study, the non experimental design, case study approach is used. Verschuren and Doorewaard, (2008) define a case study as a type of research during which the researcher tries to get a profound insight into one or several objects or processes that are restricted to time and space. The purpose of this research is to investigate the factors that contributed to the failure of the cassava project implemented by the MWAGCD to promote household food security. This study is a project based study case study, characterised by qualitative data and research methods, a small number of research units and is based on in depth exploration into the factors that contributed to the failure of the cassava project in Marondera District over a restricted time frame from 2005 to 2009.

### **3.2 Population of study**

The population of study is the total number of individuals to whom the results of the research are intended to apply (Paul Oliver 2008). It can be said to be the group of interest to the researcher. Aaker and Kumar, (1997) assert that the results of the study will be generalised upon the group to whom the research applies. Robson, (1995) assert that defining the population helps the researcher in selecting a sample of study. Due to the nature of this research, the researcher categorised the population of the study into three categories namely; MWAGCD personnel, project partners and beneficiaries of the cassava project (actual and intended beneficiaries) in wards 10, 12 to 18, 21 and 22 targeted by the project. The population was categorised into these categories because MWAGCD personnel were spearheading the implementation of the project. Project partners were identified as the organisations with expertise in cassava who were also partaking and supporting the project. The women beneficiaries in these wards were the targeted beneficiaries of the cassava project. In this study, these three population categories constituted the population of study and were of interest to the researcher because by being part of the project, they could provide in-depth information regarding their involvement, their working relations and what actually transpired during the execution of the project and the possible reasons for project failure. In this study, it was not feasible to collect data from the whole population due to time and resource limitations. Thus it was necessary to select a sample for the purpose of this study as illustrated in the table 3.2a below.

**Table 3.2(a). Population categories by numbers under investigation**

<b>Population Category</b>	<b>Description of the population</b>	<b>Sample Population</b>
MWAGCD	HO Staff (3), PRO Staff (1), Dst Staff(2).	6
Partners	Min of Agric (1), AGRITEX(1), UZ-DTC(1) Agribiotech(1), Agrifoods (1)	5
Beneficiaries	Ward 10 (2), Wards 12- 18 (10)	12
	Ward 21 (4), 22 (4)	8
<b>Grand Total</b>	<b>Total respondents</b>	<b>31</b>

**Key**

**HO** - Head Office, **PRO** – Provincial, **DST** – District

( ) – Number of people

Number – total sample

### **3.3 Sampling methods used in this Study and selection of respondents**

This study used purposive sampling to select the population sample. Purposive sampling was used to select 6 MWAGCD staff at head office, provincial and district levels, based on the judgement of the researcher that these research units were responsible for the management of the cassava project under study at the three levels and could provide information regarding the project. The sample consists of the 1 director and 2 project officers from the Community Development department at head office. At provincial level, 1 Provincial Development Officer (PDO) and 2 district Community development officers at district level.

1 respondent was purposively selected to represent each of the five project partner organisations that were part of the National Cassava Taskforce (NTC). The organisations purposively selected were the Ministry of Agriculture, AGRITEX, UZ-DTC, Agribiotech and Agrifoods. The basis of this selection was the researcher's judgement that respondents are key informants on cassava whose knowledge, expertise and participation in the cassava project would provide in-depth information on the possible causes of the projects' failure.

The researcher received a list with 50 women beneficiaries of the cassava project in 10 wards in Marondera district from MWAGCD Head office. Ten wards were purposively selected in the district based on the researcher's judgement that these were the wards in which the project was implemented. 2 women beneficiaries per ward were randomly selected from 8 wards (10, 12, 13, 14, 15, 16, 17 and 18) for personal interviews. In the remaining two wards (21 and 22), which are located side by side, women beneficiaries were invited for a focus group discussion (FGD) at a centrally located venue. 8 women beneficiaries who showed up for the FGD were selected for the sample.

### **3.4 Data collection**

The primary data collection methods employed in this study include participant observation, face to face interviews and focus group discussions. Participant observation was a key tool in collecting data from MWAGCD as the researcher was a project officer for MWAGCD involved in the execution of the cassava project. He managed to join the group under investigation as one of its members. Being an insider, the researcher managed to access to various cassava project documents and reports and also enjoyed the confidence of participants and shared their experiences of the cassava project under study. The findings will be presented in the findings and data analysis chapter.

Semi structured, face to face interviews were employed in this study as a data collection technique, to gather information from 6 MWAGCD officials, 5 respondents from cassava

project partners and 12 beneficiaries of the cassava project. The method helped the researcher clarify concepts, problems, elimination of complex questions and reformulation of ambiguous ones. The method also allowed the researcher to probe the interviewee to expand and give new insights to the study.

One focus group discussion was conducted with 8 participants in wards 21 and 22. FGD enabled the participants to discuss the research issues with each other collectively enabling one person's idea to stimulate related ideas and thoughts from other participants. The points of disagreement were explored in detail by the group participants, ultimately providing a deeper discussion and understanding of the issues.

### **3.5 Questionnaire design**

Questionnaires for guiding the face to face interviews and FGD was designed based on the analytical framework, developed by the researcher using project critical success factors at different stages of the project cycle and also critical factors for beneficiary satisfaction. The project cycle was used in the questionnaire design to gain insight into the factors that affected the project at different stages. The questionnaire design also included external factors within the environment beyond the control of the project. Open ended questions which are more suitable for case studies and qualitative data analysis were used to allow respondents to freely express their answers as they wish so as to provide more detail. Questions were placed under each stage of the project cycle and under the different elements of the external environment. Questions were carefully designed using these based on these models. In some instances related questions were disguisedly spaced and scattered throughout the questionnaire to check for consistency in responses on the related dimensions. The sample questionnaires are attached; see Appendix 1, 2 and 3.

### **3.6 Data analysis**

Data analysis will be based on a framework for analysis developed by the researcher based on critical success factors along the project cycle stages. PESTEC model will be used for analysing the external environment beyond the control of the project. A gender lens is incorporated into the models to allow gender analysis to be carried out. See table 1 for framework of analysis.

## CHAPTER 4 RESULTS AND ANALYSIS

This chapter presents the findings from the interviews, with MWACD, project partners and women beneficiaries in wards 10, 12 to 19 and from the focus group discussion held with women beneficiaries in wards 21 and 22. Responses of the interviewees will be presented in tables. A framework of analysis developed for this study using the critical success factors at the different phases of the project cycle and PESTEC will be guiding the presentation and analysis of data. Under each stage of the project cycle and under each element of PESTEC, the findings from respondents are presented and analysed.

**Table 4a Women beneficiaries growing and not growing Cassava**

<b>Respondents</b>	<b>Not Growing Cassava</b>	<b>Growing cassava</b>
<b>Project Beneficiaries</b>		
Women beneficiaries (Interviews) (12)	8	4
Women beneficiaries FGD (8)	5	3
<b>Total</b>	<b>13</b>	<b>7</b>

The objective of the cassava project was to improve household food security in 10 wards in Marondera district. Observations on the ground show that very few women among the targeted women beneficiaries are growing cassava. Table 4.a, above shows that only 7 out of 20 women beneficiaries sampled were still growing cassava and 13 out of 20 women are not growing cassava. Among those not growing cassava, the reasons noted included not receiving cassava planting material from MWAGCD, destruction by predators and wild animals and failure of cassava plants to take off the ground, among other factors. The higher numbers of women beneficiaries not growing cassava indicate that the project failed to meet its target and intended objective of improving food security at household level. The failure of the project to meet the food security objective made assessment of the project against the food security dimensions and client satisfaction less relevant. Instead the study identified the following factors as more critical for analysis namely; participatory project identification, project design, implementation and monitoring, instruments used at each stage of the project, involvement of beneficiaries and project partners throughout the project, communication, collaboration and feedback, knowledge about cassava and the challenges emanating from the external environment.

## 4.1 Project identification

Table 4.1 a Instruments used for project identification

<b>Respondents (N) = total Number of respondents N = number</b>	<b>Participatory Problem identification and analysis</b>	<b>Participatory Stakeholder identification and analysis</b>	<b>Gender analysis</b>	<b>Participatory Alternative identification and analysis</b>
<b>MWAGCD</b>				
Head Office (3)	1	1	1	1
Province (1)	0	0	0	0
District (2)	0	0	0	0
<b>Project Partners</b>				
MOA (1)	1	1	0	0
Agritex (1)	0	0	0	0
UZ-DTC (1)	0	0	0	0
Agri biotech (1)	0	0	0	0
Agri foods (1)	0	0	0	0
<b>Project Beneficiaries</b>				
Women Beneficiaries(interviews) (12)	0	0	0	0
Women Beneficiaries (8)	0	0	0	0
<b>Total</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>

1 out of 6 MWAGCD staff at head office, provincial and district levels was of the view that all the project identification instruments were used in the identification of the project to identify and analyse the problems, stakeholders, options available and gender analysis. 1 person at head office level was aware of these instruments while the other staff members at head office, provincial and district levels were not aware of the use of any instruments during identification. Among the project partners, only MOA was aware of the use of these instruments. Among the women beneficiaries, none was aware of any instruments used in the identification of the project.

It is doubtful whether any project identification instruments were in place and used in the identification phase. It can be deduced that if these instruments were in place they were designed and used by MWAGCD and Ministry of Agriculture head office without the input of project partners and women beneficiaries. This shows that at this initial stage of a project, where the problems to be addressed need to be ascertained, other partners were not taken on board. This creates problems of partnership and collaboration between the different organisations involved in the project. It can create information gaps between the different organisations as their understanding of the problems of the beneficiaries differ. This also has a negative bearing on the following stages of the project. The tools if any, failed to gain the overview of how the community and households operate in terms of resource base, access to and control of resources and benefits, use of time by women and the social and institutional structures in place within the community and how they can hinder or facilitate the execution of project activities and the attainment cassava project goals and objectives. This information was crucial to ensure the overall success of the project.

The lack of partners input in the design and use of the instruments could have possibly led to the failure of the cassava project due to the top down approach followed in the design and use of these instruments. MWAGCD provincial and district levels, who are located closer to

the women beneficiaries, who better understand how these instruments can fit into the community to gain as much information required at this stage which is critical for all phases of the project cycle. They better understand how the community operates in terms of roles, power relations within the community and households, resource endowments and the applicability of such instruments within the community given the differences between men and women. The absence of their input led to development of incomplete instruments by the head office, that reflect the ideas and thoughts of the head office staff, who are located far away from the communities with little contact and knowledge about the beneficiaries. Such centrally designed tools fail to generate the relevant information critical to ensure the success of the project.

Project identification instruments without the input and not used together with project partners (stakeholders) negate their expertise and excludes them at the onset of the project where their influence and participation in the identification and analysis of the existing problems is crucial to ensure the success of the project. This is confirmed in literature by Anderson et al (2006) who identified early stakeholder influence as an important factor in project success. Without stakeholders generating influence at the onset, early during the project, the level of support they give to the project diminishes as the project progresses. This is confirmed by one of the respondents from Agribiotech who emphasised the designing and use of project identification instruments by the ministry without their input at the beginning of the project as affecting the support the partners gave to the project when he said

**“if together we had been involved in developing and using these the instruments at the beginning we could be having the same information and understanding of the problems and our level of support for the project would be high”**

The design and use of the instruments by a single organisation without communication and collaboration of the involved parties affects the ownership of these instruments and the project as a whole. Other involved parties were of the view that MWAGCD did not value their input and wanted to carry out the project without their support and input.

**Table 4.1(b) Beneficiary Involvement in the identification of the project**

<b>Respondents (N) = Number</b>	<b>Coming up with the project idea</b>	<b>Identification of Stakeholders</b>	<b>Identification of women beneficiaries</b>	<b>Selecting options</b>
<b>MWAGCD</b>				
Head Office (3)	2	2	2	2
Province (1)	0	0	0	0
District (2)	0	0	0	0
<b>Women Beneficiaries</b>				
Women Beneficiaries(interviews) (12)	2	1	0	0
Women Beneficiaries (FGD) (8)	1	0	1	0
<b>Total</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>2</b>

Looking to the table, two out of three staff at head office indicate their involvement in the project at identification. MWAGCD provincial and district staff and 17 women beneficiaries were not involved at this initial stage of the project. The provincial and district offices were informed about the introduction of the cassava project when it had already been decided at head office. The majority of women beneficiaries indicated non involvement in coming up

with the project idea, stakeholder identification, selection of women beneficiaries and choosing the cassava project as an option. Few of the women beneficiaries who reported their involvement in these processes indicated that they were informed through community meetings about the introduction of the cassava project in their wards. They indicated that the beneficiaries were selected by the District administrators' office.

This shows that the project was not identified in a participatory manner. The MWAGCD head office came up with the project idea and decided on the cassava project for the beneficiaries. The project was identified based on the potential of cassava to withstand drought and its ability to grow in low fertile soils with little inputs. The MWAGCD head office came up with the project idea based on the failure of maize to withstand recurrent droughts and the potential of cassava to tolerate drought conditions. This had a negative effect on women beneficiaries whose participation at project identification was limited to attending community meetings, being informed about idea of introducing the project without their participation in identifying and prioritising their needs themselves at the onset. Non involvement of the beneficiaries in the identification stage, where the identification of problems they experience, alternatives and solutions to their problems was essential negatively impacted on the women's ability to use their local knowledge, structures and institutions to address their problems. Their ideas, the constraints they face within their communities and households were overlooked. This is supported by Chambers (1997) who argues that the beneficiaries understand their situations and stakeholders influences better than outsiders and through their involvement, real problems and critical stakeholders and strategies can be identified and endorsed by the beneficiaries. Chambers (1997) asserts that "beneficiaries better understand their problems and their solutions and given a chance they are in a position to improve their lives" The introduction of the cassava project was not a solution to the beneficiaries' problems, rather it was an alternative to the failure of maize, their main cereal, to withstand drought in line with the interests of the implementing organisation and not in line with the interests of the women beneficiaries. Thus the project was selected for the beneficiaries without their consent and endorsement. Such initiatives prove to be unsustainable in the short run because they are not in line with the real needs of the beneficiaries.

The project identification did not involve the women beneficiaries in defining their real needs and the ways of addressing them. This led to lack of ownership of the project by the beneficiaries, they did not commit themselves to the project because the project was not of their choice, they felt that the project was owned by MWAGCD. This came out frequently during focus group discussions when the women beneficiaries in wards 21 and 22 repeatedly used "their project" to refer to the cassava project as a MWAGCD's project. This is supported in literature which says that "a truly participatory approach will strengthen responsiveness and provide a sense of ownership, which will contribute to the likelihood of achieving the project's objective" literature further reiterates that "when people become committed, this contributes to sustainability" The lack of ownership possibly led to the abandonment of some of the cassava fields by the women beneficiaries.

The initial identification of cassava, which is not common in Marondera and is associated with myths of being poisonous, without involvement of women who were expected to consume cassava and were a potential market led to the failure of the cassava project. The beneficiaries who received cassava planting material emphasised that their options were not considered. Women in wards 21 and 22, during focus group discussions, indicated a variety of possible projects they would have otherwise liked to engage in if they were given a chance to select and decide their options. One of the women beneficiaries in ward 22 said

**"if I were asked to choose for myself a project to address my problem of food insecurity, I would have opted for groundnuts, roundnuts, and chicken."**

This shows that the women beneficiaries had other preferences, which go in line with their needs, resources and time rather than cassava, which they were unfamiliar with. Such options were not considered during the identification stage.

The non involvement of women beneficiaries in the identification of stakeholders contributed to the failure of the cassava project. All the important stakeholders necessary to ensure project success were not considered and incorporated at the beginning. Some stakeholders operating at the district level which work with the women beneficiaries in their day to day affairs were left out of the project. MWAGCD head office and MOA identified stakeholders mostly based on expertise in cassava and operating at national level and formed the NCT without constituting provincial and district taskforces which could have played a pivotal role in the supervision of the project as they are nearer to the women beneficiaries. Without taking on board and considering all the relevant stakeholders at the different levels, the project is unlikely to be able to deal the variety of challenges that are faced throughout the project. Problems cannot be addressed adequately without proper stakeholder identification and their different levels of operation. Problems and constrains have different sources and may arise at different levels, stakeholders differ according to the nature of the problem and the levels at which the problem is emanating from. Addressing the problems at household level requires that problems be tackled with stakeholders operating at this level and may require linkages between the stakeholders at national, provincial, district and household levels. The stakeholders were not adequate to cover all the components of the project and this affected. This is confirmed by one of the respondents from MWAGCD at district level who indicated that

**“other organisations operating at district level needed to be part of the project, they could have assisted to overcome some of the challenges that we faced”**

All the relevant stakeholders were not included in the project contributing to failure to carryout various project activities.

**Table 4.1c Knowledge about cassava before the project**

<b>Respondents (N) = Number</b>	<b>Production calendar</b>	<b>Labour requirements</b>	<b>Pests and diseases</b>	<b>Myth about being poisonous</b>
<b>MWAGCD</b>				
Head Office (3)	1	0	1	1
Province (1)	1	0	0	0
District (2)	0	0	0	0
<b>Project Partners</b>				
MOA (1)	1	1	1	0
Agritex (1)	1	1	1	0
UZ-DTC (1)	1	1	1	0
Agri biotech (1)	1	1	1	0
Agri foods (1)	1	1	1	0
<b>Project Beneficiaries</b>				
Women Beneficiaries(interviews) (12)	3	0	1	10
Women Beneficiaries (FGD) (8)	1	0	1	6
<b>Grand Total</b>	<b>5</b>	<b>5</b>	<b>8</b>	<b>17</b>

4 out of 10 women beneficiaries and few MWAGCD staff had little knowledge about cassava growing, weeding, harvesting, processing, pests and diseases before the introduction of the project. The majority of the beneficiary's knowledge about cassava contained myths that cassava was poisonous. The majority of project partners had knowledge about cassava production, processing and marketing, mostly attributed to their expertise in cassava. Myths were not common among the project partners who knew the different varieties of cassava and it was clear to them that cassava contains cyanide. This limited knowledge about cassava among the majority of the women beneficiaries who were to embark on cassava growing and processing affected the women in their efforts to manage cassava and the pests and diseases experienced in their fields. The women beneficiaries lacked the information on proper preparation of cassava (to reduce the risk of cyanide contamination of the tubers after harvest) for consumption. This was highlighted by one of the women beneficiaries in ward 12, when she said.

**“I heard various reports that people had died after eating cassava, many people believe some cassava is poisonous”**

These speculations about cassava brought about fear and reduced the women's trust and commitment for the crop. As a result they were not prepared to invest their time, labour and financial resources and inputs such as fertilizers towards the crop which were essential to maximise productivity on the small pieces of land where they had planted cassava. The introduction of cassava to the women beneficiaries without detailed research, raising their awareness and clarifying on cyanide within cassava to clear negative myths proved to be a challenge for the project and led to the neglecting of cassava by the beneficiaries.

## 4.2 Project design

Table 4.2(a) Beneficiaries Involvement in the design of the project

Respondents (N) = Number	Setting the project objective	Project budgeting	Defining the indicators	Deciding the activities to be carried out
<b>MWAGCD</b>				
Head Office (3)	2	2	2	2
Province (1)	1	0	0	0
District (2)	0	0	0	0
<b>Project beneficiaries</b>				
Women Beneficiaries(interviews) (12)	0	0	0	0
Women Beneficiaries (FGD) (8)	0	0	0	0
<b>Grand Total</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>

The cassava project was designed at MWAGCD head office level without the involvement of the women beneficiaries in setting the objective and planning the activities that needed to be undertaken to realise the project's objective, output or results. Three MWAGCD head office and 1 provincial staff were involved in the design. At district level, none of the MWAGCD staff participated in the design of the project. This type of project design failed to consider the feasibility of the women beneficiaries to carry out the planned project activities. The women beneficiaries had to carry out the already planned activities, which they did not know and did not fit well with their other multiple roles within the household. The objectives were not based on information provided by the beneficiaries, it was based on assumptions at head office and failed to take into account the conditions of the beneficiaries and led to setting of unrealistic objectives. It also failed to consider the success factors which are considered critical by the beneficiaries and tends to assume that what organisations see as critical is the same with the beneficiaries. There is tendency to exclude important issues and elements essential for project success from the perspective of the beneficiaries which are critical. Without beneficiary involvement it is difficult to establish a clear connection and linkage between the different elements of the design which is a determinant of success, which allows the identification of other things that need to be in place to ensure success.

There was no involvement of women beneficiaries in the allocation of responsibilities, tasks and personnel and other resources required for the project. The non involvement of beneficiaries in this allocation and assignment of tasks led to unclear roles and responsibilities between the beneficiaries and project partners. The women beneficiaries were involved in the project at a later stage, after the design and they had difficulties dealing with the problems they encountered during the project such as pests and diseases. They did not know who to approach on a particular issue during the project. This is reflected in a personal interview with a woman in ward 14 who said

**“when my cassava plants were dying, I did not know where to get help, the MWAGCD was too far**

The development of indicators without the involvement of beneficiaries “combined with less knowledge about cassava among some of the women beneficiaries, created challenges for

the beneficiaries who were not be able to establish if their project was going on smoothly, in the right direction according to plan, they did not know the indicators to guide their actions towards the achievement of the project objective. The indicators were important to trace the progress of the project but they served no purpose to the beneficiaries who were not aware of them and had not made any input in them.

**Table 4.2 b Project design critical success factors**

<b>Respondents (N) = Number</b>	<b>Clear objectives</b>	<b>Sufficient activities</b>	<b>Well defined indicators</b>	<b>Sufficient budget</b>
<b>MWAGCD</b>				
Head Office (3)	3	3	0	0
Province (1)	1	1	0	0
District (2)	2	1	0	0
<b>Project partners</b>				
MOA (1)	1	1	0	0
Agritex (1)	1	0	0	0
UZ-DTC (1)	1	0	0	0
Agri biotech (1)	1	1	0	0
Agri foods (1)	1	0	0	0
<b>Grand total</b>	<b>11</b>	<b>7</b>	<b>0</b>	<b>0</b>

There is general agreement among the two categories of respondents that the project had a clear objective but many of the respondents doubt that it was realistic. This is attributed to the lack of clarity on the objective in terms of failing to clearly state by how much or what percentage the household food security was to be improved. The respondents who doubt that the objective was realistic reiterated that the objective was too broad referring to every household including those not beneficiaries of the cassava project. The majority agree that the activities were sufficient to cover most of the important elements of the project but the majority were not carried out as the budget was not adequate to cover all the project activities adequately. Concerning the indicators for the project, the respondents held a general view that the indicators were not sufficient for the project. It came out from the respondents that the project plan was not based on information from the project identification which allows reformulating identified problems into objectives. Observations from the cassava project document shows that there was no logical connection between activities outputs, objectives up to the goals. All these elements of the project are interrelated and if there is no connection between them, the objective cannot be easily realised.

### 4.3 Project implementation

Table 4.3 a Critical success factors in the implementation of the project

Respondents (N) = Number	Collaboration and partnership	Training in cassava growing and processing	Effective communication between stakeholders	Monitoring
<b>MWAGCD</b>				
Head Office (3)	2	3	2	3
Province (1)	0	1	0	0
District (2)	0	0	0	0
<b>Project partners</b>				
MOA (1)	1	1	1	0
Agritex (1)	1	1	1	0
UZ-DTC (1)	1	1	1	0
Agri biotech (1)	0	1	0	0
Agri foods (1)	1	0	1	0
<b>Project beneficiaries</b>				
Women Beneficiaries(interviews) (12)	0	2	0	0
Women Beneficiaries (FGD) (8)	0	3	0	0
<b>Total</b>	<b>6</b>	<b>13</b>	<b>6</b>	<b>3</b>

The interviews with respondents from MWAGCD head office and project partners show that during the implementation of the cassava project they collaborated and communicated with each other and that they received training in cassava production and processing. The provincial MWAGCD respondent indicated that the received cassava training. Only 5 women beneficiaries reported that he received cassava training, they indicate that communication, collaboration and monitoring were poor. This shows that collaboration and partnerships were strong at the national level and poor at the provincial and district levels. This was attributed to the absence of provincial and district cassava taskforces at these levels. Collaboration and partnerships were concentrated at the national level, with effective communication and training being done at these levels without reaching out to the people on the ground. MWAGCD district staff, stationed closer to the women beneficiaries, did not receive cassava training placing them in a position where they could not assist the majority of women beneficiaries who had not received cassava training. This also had a negative impact on the women beneficiaries who lacked training and could not call for assistance from the district staff who are easily accessible to the women beneficiaries.

**Table 4.3 b Challenges in the implementation**

<b>Respondents (N) = Number</b>	<b>Cassava planting material supply</b>	<b>Inadequate Budget</b>	<b>Lack of Expertise in cassava</b>	<b>Late and non delivery of planting material</b>
<b>MWAGCD</b>				
Head Office (3)	3	3	3	3
Province (1)	1	1	1	1
District (2)	2	2	2	2
<b>Project partners</b>				
MOA (1)	1	1	1	0
Agritex (1)	1	1	1	0
UZ-DTC (1)	1	1	1	0
Agri biotech (1)	1	1	1	0
Agri foods (1)	1	1	1	0
<b>Project beneficiaries</b>				
Women Beneficiaries(interviews) (12)	10	7	12	10
Women Beneficiaries (FGD) (8)	6	5	8	6
<b>Total</b>	<b>27</b>	<b>33</b>	<b>31</b>	<b>22</b>

The majority of respondents from all the three categories emphasised that the cassava project suffered from inadequate and erratic supply of cassava planting material, inadequate project funds and lack of expertise in cassava production. The Respondents agreed that inadequate supply of cassava was a result of cassava not being common in Zimbabwe and the planting material not readily accessible from local suppliers. The planting material available locally was not sufficient to supply all the 20 women beneficiaries selected in the district. The project was also being implemented nationally and some of the planting material had to be distributed to other districts in the country making it insufficient for Marondera district beneficiaries. Some of the women beneficiaries, during personal interviews and focus group discussions emphasised the shortage of planting material and not receiving adequate planting material to cover the land they had prepared as leading to frustration among the women beneficiaries. This is reported in a personal interview with one women beneficiary in ward 10 who said

**“I was promised planting material, prepared my land waited for the Ministry and up to now they have not showed up”**

The late delivery of cassava planting material had a devastating impact on the project, contributing to loss of the available planting material by the women beneficiaries due to drying up of the cassava stems. Some women beneficiaries said they received planting material when it was already dried up, this is confirmed by one of the women beneficiaries in ward 21 during a focus group a discussion when she said that

**“The Ministry gave me dried cassava stems, I only planted it because it was free of charge, and it died a few days after planting”.**

Among the women beneficiaries who reported late receipt of cassava planting material the majority are no longer growing cassava.

MWAGCD strongly emphasised that inadequate and erratic supply of cassava planting material was a major challenge in the project. They viewed the poor supply of cassava planting material as a barrier to the successful implementation of the cassava project. The respondents from MWAGCD alluded the poor cassava planting material supply to unavailability of planting material in Zimbabwe, regulations restricting the importation and transportation of cassava seed from neighbouring countries, specifically Mozambique from where they imported some of the planting material. They also indicated the long distance between Mozambique and Zimbabwe and the mode of transport (road) as a leading to drying up of planting material during the long transportation process. They also indicated the inadequate funds available for purchasing cassava planting material. This was noted in one personal interview with MWAGCD staff at head office when he said that

**“we sourced cassava planting material locally but it was not enough so we had to import cassava from Mozambique but due to the quarantine regulations governing movement of cassava it took us a long time to transport the cassava resulting in it dying up before reaching the intended women beneficiaries”.**

The fact that some of the women beneficiaries did not receive cassava planting material at all and some did not receive it in time greatly affected the project and led to a decrease in the number of women engaging in cassava production.

The project partners specifically MOA, UZDTC, Agriboitech involved in cassava seed multiplication also emphasised the inadequate supply of cassava planting material and supply of non tested cassava varieties imported from Mozambique as a cause for project failure. They emphasised that the cassava varieties imported from Mozambique could not suit to the climatic conditions prevailing in Marondera district and was also susceptible to diseases and pests. They indicated that when the planting material was planted in Marondera it was attacked by diseases and this resulted in the loss of most cassava plants. They also emphasised the careful selection of the right varieties, which are disease free to ensure project success. They indicated that tested and disease free cassava planting material within the country was not sufficient to cover the beneficiaries that were targeted by the project.

Technical expertise in cassava production, processing was also emphasised as contributing to the failure of the cassava project. The three categories of respondents reiterated the unavailability of cassava expertise at MWAGCD' district level up to the national level as a major impediment to the project. The women beneficiaries strongly emphasised receiving limited support from the structures operating at ward level especially AGRITEX. The Lack of expertise among the MWAGCD district and head office which was responsible for distributing cassava planting material and demonstrating to the women beneficiaries how to plant cassava resulted in wastage of planting material. One of the respondents from MWAGCD' head office, during a personal interview confessed planting the stem cuttings upside down during a demonstration in Marondera district when the project was launched. This led to the failure of planting material to shoot off the ground and reduced output.

The other challenge noted during the implementation of the project was understaffing in MWAGCD. Respondents from MWAGCD indicated that the MWAGCD was formed in April 2005 and was operating with skeleton staff with the majority based at head office. They noted the absence adequate staff and inadequate vehicles at provincial and district levels at the time when the project was launched as having a devastating impact on the project. The staff members present at that time, were not enough to carry out the various activities required of them by the organisation and handling the various projects that were running

concurrently. The lack of project staff at the lower levels resulted in project decisions being made from the head office level located far away in the capital away from the women beneficiaries, without adequate information on what actually was happening on the ground. Project activities were being carried out by officers stationed at head office and this limited the time and contact they had with the cassava project and beneficiaries.

#### 4.4 Project monitoring

**Table 4.4a Beneficiary involvement in project monitoring**

<b>Respondents (N) = Number</b>	<b>Data collection and analysis</b>	<b>Feedback to project</b>	<b>Spotting problems</b>	<b>Taking corrective action</b>
<b>MWAGCD</b>				
Head Office (3)	1	1	1	1
Province (1)	0	1	0	0
District (2)	0	0	0	0
<b>Project beneficiaries</b>				
Women Beneficiaries(interviews) (12)	4	3	4	0
Women Beneficiaries (FGD) (8)	2	2	3	0
<b>Total</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>1</b>

There was generally low participation of women beneficiaries in the monitoring of the cassava project. Out of the five respondents from MWAGCD only one indicated that the women beneficiaries were involved in the collection of data, giving feed back to the project, spotting challenges and taking corrective action. Only 6 and 5 out of the 20 respondents respectively, among the women beneficiaries indicated that they participated in data collection and analysis and giving feed back during the monitoring. Their view of monitoring included their day to day management of their cassava fields, participatory monitoring involving all stakeholders was not carried out for the project and as a result the women beneficiaries did not learn from their mistakes. The limited participation of the women beneficiaries in the collection of data and using the data as feedback to the project and taking corrective measures had negative effects on the project. Whilst some women beneficiaries were involved in the day to day monitoring of their fields, the problems they highlighted to the MWAGCD staff during a monitoring visit by head office officials were recorded but no action was taken to curb moulds, diseases and pests that affected the crops.

## 4.5 External factors

Table 4.5a Challenges outside the control of the organisation and project

External Factors	MWAGCD (6)	Project Partners (5)	Women Beneficiaries (20)	Total
<b>Political</b>				
Agricultural policy	3	4	3	<b>10</b>
Technical	4	4	6	<b>14</b>
Elections	5	2	16	<b>23</b>
<b>Economic</b>				
Inflation	6	5	15	<b>26</b>
Foreign currency	6	5	17	<b>29</b>
Shortage of basic commodities	5	4	12	<b>21</b>
<b>Socio cultural</b>				
Gender inequality	4	2	14	<b>20</b>
HIV and AIDS	2	2	11	<b>15</b>
<b>Technological</b>				
Inadequate vehicles	6	4	13	<b>23</b>
Market for cassava	5	4	17	<b>26</b>
<b>Ecological</b>				
Climate	3	4	15	<b>22</b>
Soil type	3	4	14	<b>21</b>
Planting season	4	4	16	<b>24</b>

The three different categories of respondents agreed that there were challenges emanating from the external environment that affected the success of the cassava project. Differences exist on the factors emphasised by the respondents.

### 4.5.1 Political

The project was operating within a complex environment characterised by an agricultural policy which did not recognise cassava as an important food crop and offers very limited support for cassava production. Cassava is treated as a peripheral crop in Zimbabwe, common among the immigrants from neighbouring countries and cultivated in small quantities. The policy provides that cassava imported from neighbouring countries be quarantined and tested for diseases before it can be grown in Zimbabwe. The inadequate support and the restrictiveness of the agricultural policy towards cassava hindered the acquisition of enough cassava planting material and in some instances led to the drying of the planting material while being transported from the foreign suppliers. This contributed to the failure to meet the required quantities of cassava planting material required to satisfy the beneficiaries.

The respondents in all the three categories did not want to openly discuss politics, however one of the respondents indicated that the project was launched when preparations for the 2008 harmonised elections had already started. The re-election period was characterised by a variety of projects being launched by politicians to gain political support while proper management of projects was compromised. There were too many projects introduced at this time, straining the few financial resources available for the cassava project to compensate for upcoming projects that were not budgeted for. The financial resources were spread thinly towards various projects and as a result many projects including the cassava project remained incomplete. This is supported in literature by Hussein and Nelson, (2001) who attributed failure to organisations committing themselves to too many projects.

#### **4.5.2 Economic**

Economic factors emphasised by the respondents as affecting the success of the cassava project included inflation and the diminishing purchasing power of the Zimbabwean dollar. The hyper inflationary environment eroded the purchasing power of funds budgeted for the project activities. Some project activities that were budgeted for under the cassava project like community sensitisation, training in cassava production and processing were not conducted. The funds were not sufficient to acquire enough planting material required to meet targeted women beneficiaries and establish cassava processing plant.

Shortage of foreign currency experienced by the country during the period under study was indicated as contributing to the failure of the cassava project. As a result of foreign currency shortages, the country experienced fuel shortages, making it difficult for project staff to travel into the wards where the project was being conducted. This resulted in lack of adequate monitoring already discussed. Shortage of foreign currency also affected the acquisition of adequate cassava planting material required by the project. Respondents from MWAGCD and project partners confirmed that the local suppliers of cassava planting material required foreign currency to release their planting material.

#### **4.5.3 Socio cultural**

The patriarchal nature of the Zimbabwean society characterised by male domination and control over productive resources and decision making was also noted by the women beneficiaries as a challenge to the smooth implementation of the cassava project. The project targeted women without involvement of men who own most of the land in the communal areas, who decide which crops can be grown on the land and who decide who will provide labour on a particular crop and this contributed to the failure of the project. This also led to the project being viewed as a women's project without support from other household members especially men. Respondents among the women beneficiaries complained being allocated land by their husbands which was unproductive, far away from the homesteads where they performed household tasks and under threat from wild animals and generally unsuitable for agriculture. This made it difficult for the women beneficiaries to adequately manage cassava with the time and distance constraints they experienced.

#### **4.5.4 Technological**

Technological factors emphasised by the all the respondents included poor cassava marketing infrastructure and the absence of a ready market for cassava in Zimbabwe. This reduced the commitment and motivation to grow cassava among the women beneficiaries. As a result of cassava not being common as a food for consumption in Zimbabwe, the majority of the women beneficiaries engaged in cassava production for income generation. The absence of a ready market locally, frustrated their efforts to seriously engage in cassava growing. Lack of cassava processing equipment also affected the cassava project, the other women beneficiaries who managed to harvest their cassava emphasised that processing cassava through manual tools required a lot of time and energy. This demotivated the

cassava farmers from expanding their fields under cassava production and resorted to other crops.

#### **4.5.5 Ecological**

The ecological factors mentioned by the women beneficiaries, MWAGCD and project partners was the dry spell, poor soils, low temperature experienced in the district. The low moisture content available in the soil and the low temperatures experienced during the winter period (July), when the project was launched affected the growth of cassava. Cassava stems failed to germinate due to the cold temperatures which were unfavourable for cassava growing. The unsuitability of the cassava varieties to the climatic conditions experienced in the district also contributed to the poor growth of cassava.

## CHAPTER 5 CONCLUSIONS

It can be concluded that project identification was not properly done because the instruments said to have been used during the identification could not be recognised by other project partners. It can be concluded that no tools were used to identify the problems, stakeholders and alternative solutions of the women beneficiaries to whom the project was targeted. If the tools were in place they were designed by the MWAGCD staff at head office, without the input and involvement of MWAGCD district and provincial staff and project partners. This created information gaps between the different stakeholders responsible for the project who did not have the same and sufficient information concerning the beneficiaries' problems and the options available to address them. This also reduced the influence the different stakeholders had on the project especially the district staff that were located closer to the beneficiaries. The tools also failed to gain essential information required before the start of a project which contributes to sustainability.

From the results and discussion it can also be concluded that the project was not identified in a participatory manner, the project idea emanated from the MWAGCD head office who decided to embark on the cassava project without considering the needs and problems of the women beneficiaries. The beneficiaries were not involved in identifying their problems and the solutions they had to address the problems they were facing. The beneficiaries' ideas, needs, local knowledge were not considered thus the project was not in line with the women's expectations. The project also lacked ownership and commitment from the beneficiaries as a result. The women beneficiaries were also not involved in the identification of stakeholders, as such, critical stakeholders operating close to the women beneficiaries within the district were not incorporated in the taskforce on cassava. Stakeholders were identified by MWAGCD head office, located and operating at the national level and non at provincial and district levels. This reduced the influence the stakeholders closer to the beneficiaries had on the project, leading to limited support for the project.

It can also be concluded that speculations and negative myths that the women beneficiaries had before the introduction of cassava about cassava led to the failure of the cassava project. These myths created fears about the safety of cassava for human consumption among the women beneficiaries. There was a growing mistrust for the crop resulting in the beneficiaries not prioritising cassava as an important food crop and not committing their resources to the project. Little attention was given to cassava, resulting in many women beneficiaries neglecting their cassava fields. Cassava also failed because it was not common in Zimbabwe, it was not part of the diet and very few beneficiaries knew about the preparation of cassava for human consumption and as a result it was negatively viewed by the beneficiaries and potential consumers.

The other conclusion that can be drawn is that the project was poorly designed. The cassava project was planned by MWAGCD head office without the involvement of the beneficiaries as a result the project plan did not fit in well with the multiple roles of women thereby reducing the time they devoted to cassava. The information from the identification stage which includes problem identification and analysis was not used in the design of the project resulting in formulation of unrealistic objectives and unclear linkages between the project activities, outputs, objectives and the overall goal of the project. These components of the project design were not aligned to ensure that the all the components contribute towards the attainment of the project's objective. The factors that needed to be in place to ensure that the project objective is realised such as support from men were not considered during the planning of the project

It can be concluded that the cassava project experienced challenges during its implementation. These challenges include inadequate planting material, insufficient to

supply all the targeted beneficiaries, late distribution of planting material to the women beneficiaries resulting in drying of the planting material, and lack of expertise especially among MWAGCD staff who were spearheading the project. This affected the technical support they could give to the women beneficiaries and also resulted in wastage of the already scarce cassava planting material. It can also be concluded that due to lack of expertise, cassava pests and diseases which affected cassava were not addressed and led to the destruction of cassava. The budget was also insufficient to purchase planting material, establish processing plant and financing other project activities.

It can also be concluded that the project did not receive adequate monitoring from the organisations involved and the beneficiaries were not involved. The project was being monitored from head office, at no specified intervals, where the limited financial resources and vehicles were concentrated. The indicators developed during the design of the project were insufficient to gather useful data to check on the project's progress and spotting problems early to allow for corrective measures to be taken. The beneficiaries were also not involved in the data collection, making it impossible for them to learn from the challenges they encountered to take corrective action. The data gathered during the monitoring was also not used as feedback to the project making the purpose of monitoring irrelevant to the project.

The conclusions that can be drawn from these results are that the prevailing political, economic, socio cultural, technological and ecological environment was not favourable for the smooth implementation of the cassava project. The agricultural policy was not supportive for cassava growing and gives very little attention to cassava. Inflation eroded the purchasing power of funds budgeted for the project making them insufficient to cover some of the activities which were critical for the project such as planting material and processing equipment. The project was also implemented during the period characterised by foreign currency shortages, shortages of fuel which affected the organisations from carrying out some of the project tasks such as delivery of planting material and project monitoring. The patriarchal nature of the Zimbabwean society also had a negative bearing on women beneficiaries who could not decide the land on which to grow cassava, labour to assist with cassava growing. As a result cassava was grown in fields that were poor in nutrients, far away from the homes and unprotected from wild animals leading to the destruction of the crops. The climatic conditions in Marondera district and the winter season that was being experienced in July when the project was launched was not suitable for cassava growing, which thrives in high temperatures. The environment had negative implications for the different stages of the project cycle thereby hindering the attainment of the expected results and objectives of the cassava project and these contributed to the failure of the cassava project. The project also targeted too many beneficiaries given the limited resources available for the cassava project.

To conclude, the failure to involve women beneficiaries and stakeholders throughout the project from the identification up to the implementation and during the monitoring led to the failure of the cassava project. Therefore the project suffered from lack of ownership and commitment on the part of the beneficiaries, project partners and the district and provincial MWAGCD staff. There was not enough information available to allow for a proper design of the project and consideration of the external factors outside the control of the project.

## CHAPTER 6 RECCOMENDATIONS

To improvement on future execution of projects, I recommend that staff be trained in participatory project management to allow the beneficiaries needs, situations and conditions to be carefully considered at the beginning, during the identification and to enable information gathered at this stage to be used throughout the other following stages of the project. This also allows the identification of all the stakeholders necessary and relevant for the project and enables the existing problems to be analysed and addressed by the different stakeholders operating at the different levels. I also recommend that staff be trained in the use of participatory tools for project identification such as participatory rural appraisal instruments in project identification which allow receptiveness to new and unexpected ideas, promote a two way flow of communication between the beneficiaries and change agents and allows validation of information during its collection. These instruments also ensure that adequate information is gathered and the feasibility of the project is established before it is launched.

I also recommend that before the introduction of new projects, adequate research be carried out to establish if the proposed project is in line with the needs of the beneficiaries. This will also enable the organisations to consider the options available to the women which might be more effective than the proposed project. With research it will be possible to establish if the beneficiaries are agreeing or resisting the project so that necessary measures can be put in place to address this. I also propose that before projects are introduced, there is need to raise the awareness of the beneficiaries on the project to be undertaken so that they are well informed and understand what is expected of them in the project.

I recommend that during project preparation, the logical framework be used to structure the project design. This allows activities, results, objectives and the goals to be linked to each other, with each contributing to the attainment of the other. It also allows the project to capture external factors outside the control of the project which might be detrimental to the project and the incorporation of other activities that contribute to the attainment of the project's objective. I also propose that the organisations be trained in the development and use of work plans, gantt charts and personnel schedules to be able to clearly establish the projects' activities and personnel responsible for the project activities, the sequence in which the activities will be carried out and the expected starting and ending time. These instruments can also be used as a basis for project monitoring

Within the complex political, economic, socio cultural, technological and ecological environment in which the projects are undertaken, propose that in future that the organisations engage in a manageable number of projects and projects be divided into manageable components to allow for effective use of the limited available resources. The district levels that are closest to the beneficiaries and are easily accessible to the beneficiaries should be equipped with the expertise, skills and knowledge to enable them to assist the beneficiaries at that level. I also recommend that gender be considered at the onset to establish the feasibility of implementing women projects without the involvement of men. I also propose that projects especially crops be introduced in provinces with the climatic conditions which are suitable for cassava growing.

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## Appendix 1

### Questionnaire 1: Ministry of Women Affairs, Gender and Community Development Officials

Position.....

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Responsibility.....

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#### 1 Project Identification

- 1.1 Who initiated the project
- 1.2 Who hatched the project idea
- 1.3 What kind of research was done
- 1.4 Who are the Stakeholders, What was their role,
- 1.5 Which instruments were used in the identification
- 1.6 Which needs were identified, where they in line with women's needs
- 1.7 What consultation was done with the women beneficiaries during this stage
- 1.8 What criteria was used to target the beneficiaries What training and education was availed to project personnel and women beneficiaries
- 1.9 What consideration was made of the external environment

#### 2 Defining the General objectives

- 2.1 Were the project objectives clearly defined
- 2.2 Do these objectives adequately reflect women's needs
- 2.3 What was the involvement of women beneficiaries in setting the project objectives

#### 3 Identifying negative effects

- 3.1 What negative effects were identified in relation to the project
- 3.2 What consideration was made for the project in reducing women' access to and control of resources and benefits
- 3.3 What possibility was there for the project to adversely affect women's situation in some other way
- 3.4 What will be the effect of the project in the short and longer term

#### 4 Project Design

- 4.1 Who designed the project
- 4.2 What tools were was used to design the project
- 4.3 What was done to ensure a logical relationship between the activities, outputs, purpose and outcomes
- 4.4 Was the model compatible with the environment and needs of women beneficiaries
- 4.5 What type of training was availed to project stakeholders
- 4.6 What was the role of project partners
- 4.7 What preconditions and assumptions were identified during the design of the project
- 4.8 What was the involvement of women beneficiaries in the design

#### 5 Project implementation

- 5.1 Who implemented the project
- 5.2 How did they implement the project
- 5.3 Was the project properly timed( agricultural season)
- 5.4 How did the stakeholders communicate and collaborate in the project
- 5.5 was adequate expertise availed during the implementation
- 5.6 Where the roles between stakeholders clearly specified during the implementation
- 5.7 What resources were dedicated for the implementation of the project, was the project properly budgeted for? Were the funding adequate for the proposed tasks
- 5.8 Which plans, documents were used to guide the implementation of the project, where they followed

5.9 Which alterations were done to ensure that the project deals with unforeseen circumstances within the environment

## **6 Monitoring**

6.1 Was there a framework for monitoring the project, if there was a framework, who was responsible for the design of the framework

6.2 What was the involvement of partners and women beneficiaries in the design of the monitoring framework

6.3 What were the indicators for monitoring project progress,

6.4 How was data collected and utilised, Was data collected with sufficient accuracy so that necessary adjustments could be made during the project

6.5 What was the involvement of women beneficiaries and project partners in project monitoring

6.6 At what intervals was the project monitored

6.7 Was the information collected used as feedback for the project, are data fed back to project personnel, partners and women beneficiaries in an understandable manner on a timely basis to allow project adjustments, if yes how , if no why

6.8 How were women/beneficiaries involved in the collection and interpretation of data

6.9 How was data analysed to provide guidance to the design of projects

## **7 Other Factors**

7.1 What political factors affected the project

7.2 What economic factors affected the project

7.3 What socio cultural factors affected the project

7.4 What ecological factors affected the project

7.5 What ecological factors affected the project

7.6 What physical factors affected the project

## Appendix 2

### Questionnaire 2: Cassava Project Partners

Organisation.....

Position.....

#### Responsibility in the project

##### 1 Project Identification

- 7.7 Who initiated the project
- 7.8 Who hatched the project idea
- 7.9 What kind of research was done
- 7.10 What technical skills did you contribute in the planning phase

##### 8 Project Design

- 8.1 Who designed the project, where you involved and how
- 8.2 What model or framework was used, where u involved and how
- 8.3 What technical skills did you contribute to the design of the project
- 8.4 Was the model compatible with the environment what was your input, was it incorporated in the final model
- 8.5 What technical needs were utilised in the design
- 8.6 Did you organisation buy in during project design
- 8.7 Where the beneficiaries involved, if so how

##### 9 Project implementation

- 9.1 Who implemented the project
- 9.2 How was the project implemented
- 9.3 What was your role in the implementation of the project
- 9.4 What technical skills did you contribute during project implementation
- 9.5 Was the project properly timed( agricultural season)
- 9.6 Where the roles clearly specified during the implementation
- 9.7 Was the project properly budgeted for, Did the Ministry budget for your activities
- 9.8 How were the funds disbursed for you activities

##### 10 Monitoring and Evaluation

- 10.1 Did you participate in the monitoring and evaluation of the project
- 10.2 What was your responsibility during monitoring and evaluation
- 10.3 Was there a framework for monitoring the project
- 10.4 If there was framework, who designed the project
- 10.5 What skills did you bring into the Monitoring and evaluation
- 10.6 Where there any tools designed to assess project progress,
- 10.7 How was data collected and utilised
- 10.8 At what intervals was the project monitored
- 10.9 Was the information collected used as feedback for the project
- 10.10 Was the feedback used to ensure project success

##### 11 Other Factors

- 11.1 What political factors affected the project
- 11.2 What economic factors affected the project
- 11.3 What socio cultural factors affected the project
- 11.4 What ecological factors affected the project

## **Appendix 3**

### **Questionnaire 3: Women Beneficiaries**

#### **1 Project Identification**

- 11.5 Who initiated the project
- 11.6 Who hatched the project idea
- 11.7 Where you consulted or involved in any way
- 11.8 Who owned the project
- 11.9 Did you have other alternatives to address the problems, Where they considered.
- 11.10 What kind of research was done
- 11.11 Where you involved in identifying stakeholders
- 11.12 What did you know about cassava before the introduction of project
- 11.13 Have you been eating cassava before, are there any people willing to buy cassava

#### **12 Project Design**

- 12.1 Who designed the project, where you involved and how
- 12.2 What skills and knowledge did you contribute to the design of the project
- 12.3 Was the model compatible with the environment what was your input, was it incorporated in the final model

#### **13 Project implementation**

- 13.1 Who implemented the project
- 13.2 How was the project implemented
- 13.3 What was your role in the implementation of the project
- 13.4 What technical skills did you contribute during project implementation
- 13.5 Where the roles clearly specified during the implementation
- 13.6 Which challenges did you encounter during the project implementation
- 13.7 Which organisations were supporting you in the project
- 13.8 Was the project properly timed( agricultural season)
- 13.9 Did you have enough labour to manage the cassava
- 13.10 Was the project properly budgeted for, Did the Ministry budget for your activities

#### **14 Monitoring and Evaluation**

- 14.1 What was your responsibility during monitoring
- 14.2 Did you participate in the monitoring of the project, where you involved in data collection
- 14.3 How was data collected and utilised
- 14.4 Was data collected used to take corrective action
- 14.5 Was there a framework for monitoring the project, what were the indicators for progress
- 14.6 At what intervals was the project monitored
- 14.7 What skills did you bring into the Monitoring
- 14.8 Where there any tools designed to assess project progress
- 14.9 At what intervals was the project monitored
- 14.10 Was the information collected used as feedback for the project
- 14.11 Was the feedback used to ensure project success

#### **15 Other Factors**

- 15.1 What political factors affected the project
- 15.2 What economic factors affected the project
- 15.3 What socio cultural factors affected the project
- 15.4 What technological challenges affected the project
- 15.5 What ecological factors affected the project