

PD-ABP-908

A.I.D. Project Number 690-0251.13

SADCC Project Number 5.0.18

45871

PROJECT GRANT AGREEMENT

BETWEEN

THE REPUBLIC OF ZIMBABWE

AND THE

UNITED STATES OF AMERICA

FOR

NATURAL RESOURCES MANAGEMENT

APPROPRIATION : 72-1191014
BUDGET PLAN CODE: GSSA-89-21613-GG12
Oblig. Doc. No. : PA-6900251-89001
Res. Con. No. : G990251
Amount : US\$3,220,500.00

Marydewell Bair

Dated: August 31, 1989

PROJECT GRANT AGREEMENT

Dated: August 31, 1989

Between: The Republic of Zimbabwe ("Grantee")

And: The United States of America, acting through the Agency For International Development ("A.I.D.")

Article 1: The Agreement

The purpose of this Agreement is to set out the understanding of the parties named above ("Parties") with respect to the undertaking by the Grantee of the Project described below, and with respect to the financing of the Project by the Parties.

Article 2: The Project

SECTION 2.1. Definition of Project. The Project, which is further described in Annex 1, will: (1) demonstrate, through practical examples, the technical, social, economic and ecological viability and replicability of community-based natural resource management and utilization programs on marginal lands for increasing household and community incomes while sustaining natural resources; and (2) improve national and local capability to halt the decline in the wildlife resource base through training, education, protection, communication, and technology transfer. Annex 1, attached, amplifies the above definition of the Project. Within the limits of the above definition of the Project, elements of the amplified description stated in Annex 1 may be changed by written agreement of the authorized representatives of the Parties named in Section 8.2. without formal amendment of this Agreement.

SECTION 2.2. Incremental Nature of Project.

(a) A.I.D.'s contribution to the Project will be provided in increments, the initial one being made available in accordance with Section 3.1. of this Agreement. Subsequent increments will be subject to availability of funds to A.I.D. for this purpose, and to the mutual agreement of the Parties, at the time of a subsequent increment, to proceed.

(b) Within the overall Project Assistance Completion Date stated in this Agreement, A.I.D., based upon consultation with the Grantee, may specify in Project Implementation Letters appropriate time periods for the utilization of funds granted by A.I.D. under an individual increment of assistance.

Article 3: Financing

SECTION 3.1. The Grant. To assist the Grantee to meet the costs of carrying out the Project, A.I.D., pursuant to the Foreign Assistance Act of 1961, as amended, agrees to grant the Grantee under the terms of this Agreement not to exceed Three Million Two Hundred Twenty Thousand Five Hundred United States ("U.S.") Dollars (\$3,220,500) ("Grant").

SECTION 3.2. Grantee Resources for the Project

(a) The Grantee agrees to provide or cause to be provided for the Project all funds, in addition to the Grant, and all other resources required to carry out the Project effectively and in a timely manner.

(b) The resources provided by Grantee for the Project will be not less than the equivalent of U.S. \$ 4,900,000, including costs borne on an "in-kind" basis.

SECTION 3.3. Project Assistance Completion Date

(a) The "Project Assistance Completion Date" (PACD), which is August 31, 1995, or such other date as the Parties may agree to in writing, is the date by which the Parties estimate that all services financed under the Grant will have been performed and all goods financed under the Grant will have been furnished for the Project as contemplated in this Agreement.

(b) Except as A.I.D. may otherwise agree in writing, A.I.D. will not issue or approve documentation which would authorize disbursement of the Grant for services performed subsequent to the PACD or for goods furnished for the Project, as contemplated in this Agreement, subsequent to the PACD.

(c) Requests for disbursement, accompanied by necessary supporting documentation prescribed in Project Implementation Letters, are to be received by A.I.D. or any bank described in Section 7.1. no later than nine (9) months following the PACD, or such other period as A.I.D. agrees to in writing. After such period, A.I.D., giving notice in writing to the Grantee, may at any time or times reduce the amount of the Grant by all or any part thereof for which requests for disbursement, accompanied by necessary supporting documentation prescribed in Project Implementation Letters, were not received before the expiration of said period.

Article 4: Conditions Precedent to Disbursement

Section 4.1. First Disbursement. Prior to any disbursement under the Grant or to the issuance of any commitment documents pursuant to which such disbursement may be made, the Grantee shall furnish, in form and substance satisfactory to AID: a statement setting forth the names, titles and specimen signatures of the persons who will carry out the Grantee's responsibilities under the Agreement.

SECTION 4.2. Notification. When A.I.D. has determined that the conditions precedent specified in Section 4.1. have been met, it will promptly notify the Grantee.

SECTION 4.3. Terminal Dates for Conditions Precedent.

If all of the conditions specified in Section 4.1. have not been met within 120 days from the date of this Agreement, or such later date as A.I.D. may agree to in writing, A.I.D., at its option, may terminate this Agreement by written notice to Grantee.

Article 5: Special Covenants

SECTION 5.1. The Grantee, through the Ministry of Natural Resources and Tourism, will delegate Appropriate Authority to the participating District Councils after said Councils present satisfactory evidence of their intent and capability to properly manage their wildlife and natural resources and to do so with the full participation of and benefit to the people they represent.

SECTION 5.2. The Grantee shall prepare on an annual basis a workplan, for review and concurrence by A.I.D., which shall include a description of the project activities and a supporting implementation plan to be carried out by the participating Parties during the applicable year.

SECTION 5.3. The Grantee shall ensure that all commodities procured under the Grant are maintained in good working condition. With respect to vehicles, the Grantee shall establish and maintain an adequate system to monitor and control usage to ensure that such vehicles are employed exclusively for project purposes.

SECTION 5.4. Project Evaluation. The Parties agree to establish an evaluation program as part of the Project. Except as the Parties otherwise agree in writing, the program will include, during the implementation of the Project and at one or more points thereafter:

(a) evaluation of progress toward attainment of the objectives of the Project;

(b) identification and evaluation of problem areas or constraints which may inhibit such attainment;

(c) assessment of how inhibiting factors may be mitigated or overcome;
and

(d) assessment, to the degree feasible, of the overall development impact of the Project.

Article 6: Procurement Source

SECTION 6.1. Foreign Exchange Costs. Disbursements pursuant to Section 7.1. will be used exclusively to finance the costs of goods and services required for the Project having, with respect to goods, their source and origin, and with respect to services, their nationality, in the United States, the Republic of Zimbabwe, other SADCC member States (excluding Angola) or other countries included in A.I.D. Geographic Code 941 ("Foreign Exchange Costs"), except as A.I.D. may otherwise agree in writing, and except as provided in the Project Grant Standard Provisions Annex, Section C.1(b) with respect to marine insurance. Ocean transportation costs will be financed under the grant only on vessels under flag registry of the United States or countries included in A.I.D. Geographic Code 941, except as A.I.D. may otherwise agree in writing.

SECTION 6.2. Local Currency Costs. Disbursement pursuant to Section 7.2. will be used exclusively to finance the costs of goods and services required for the Project having their source and, except as A.I.D. may otherwise agree in writing, their origin in the Republic of Zimbabwe ("Local Currency Costs"). To the extent provided for under this Agreement, "Local Currency Costs" may also include the provision of local currency resources required for the Project.

Article 7: Disbursement

SECTION 7.1. Disbursement for Foreign Exchange Costs.

(a) After satisfaction of conditions precedent, the Grantee may obtain disbursement of funds under the Grant for the Foreign Exchange Costs of goods or services required for the Project in accordance with the terms of this Agreement, by such of the following methods as may be mutually agreed upon:

(1) by submitting to A.I.D. with necessary supporting documentation as prescribed in Project Implementation Letters, (A) requests for reimbursement for such goods or services, or, (B) requests for A.I.D. to procure commodities or services on the Grantee's behalf for the Project; or

(2) by requesting A.I.D. to issue Letters of Commitment for specified amounts: (A) to one or more U.S. banks, satisfactory to A.I.D., committing A.I.D. to reimburse such bank or banks for payments made by them to contractors or suppliers, under Letters of Credit or otherwise, for such goods or services; or (B) directly to one or more contractors or suppliers, committing A.I.D. to pay such contractors or suppliers for such goods or services.

(b) Banking charges incurred by Grantee in connection with Letters of Commitment and Letters of Credit will be financed under the Grant unless the Grantee instructs A.I.D. to the contrary. Such other charges as the Parties may agree to may also be financed under the Grant.

SECTION 7.2. Disbursement for Local Currency Costs.

(a) After satisfaction of conditions precedent, the Grantee may obtain disbursements of funds under the Grant for Local Currency Costs required for the Project in accordance with the terms of this Agreement, by submitting to A.I.D., with necessary supporting documentation as prescribed in Project Implementation Letters, requests to finance such costs.

(b) The local currency needed for such disbursements may be obtained:

(1) by acquisition by A.I.D. with U.S. Dollars by purchase or from local currency already owned by the U.S. Government; or

(2) by A.I.D. (A) requesting the Grantee to make available the local currency for such costs, and (B) thereafter making available to the Grantee, through the opening or amendment by A.I.D. of Special Letters of Credit in favor of the Grantee or its designee, an amount of U.S. Dollars equivalent to the amount of local currency made available by the Grantee, which dollars will be utilized for procurement from the United States under appropriate procedures described in Project Implementation Letters.

The U.S. Dollar equivalent of the local currency made available hereunder will be, in the case of subsection (b)(1) above, the amount of U.S. dollars required by A.I.D. to obtain the local currency, and in the case of subsection (b)(2) above, an amount calculated at the rate of exchange specified in the applicable Special Letter of Credit Implementation Memorandum hereunder as of the date of the opening or amendment of the applicable Special Letter of Credit.

SECTION 7.3. Other Forms of Disbursement. Disbursements of the Grant may also be made through such other means as the Parties may agree to in writing, including disbursement by a non-governmental organization to whom funds are transferred under a sub-agreement, concurred in by the Grantee, between A.I.D. and such organization.

SECTION 7.4. Rate of Exchange. Except as may be more specifically provided under Section 7.2., if funds provided under the Grant are introduced into the Republic of Zimbabwe by A.I.D. or any public or private agency for purposes of carrying out obligations of A.I.D. hereunder, the Grantee will make such arrangements as may be necessary so that such funds may be converted into currency of the Republic of Zimbabwe at the highest rate of exchange which, at the time the conversion is made, is not unlawful in the Republic of Zimbabwe.

Article 8: Miscellaneous

SECTION 8.1. Communications. Any notice, request, document, or other communication submitted by either Party to the other under this Agreement will be in writing or by telegram or cable, and will be deemed duly given or sent when delivered to such party at the following addresses:

To the Grantee: Senior Secretary

Mail Address : Ministry of Finance, Economic
Planning and Development
Private Bag 7705
Causeway, Harare
Zimbabwe

Alternate address for cables: MINFIN/Harare

To A.I.D.: The Director

Mail Address: USAID Mission to Zimbabwe
P.O. Box 6988
Harare, Zimbabwe

Alternate address for cables (Fax): 722418

All such communications will be in English, unless the Parties otherwise agree in writing. Other addresses may be substituted for the above upon the giving of notice. The Grantee, in addition, will provide the USAID Mission with a copy of each communication sent to A.I.D.

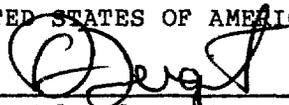
SECTION 8.2. Representatives. For all purposes relevant to this Agreement, the Grantee will be represented by the individual holding or acting in the office of Permanent Secretary, Ministry of Finance, Economic Planning and Development, and A.I.D. will be represented by the individual holding or acting in the office of the Director, USAID/Zimbabwe, each of whom, by written notice, may designate additional representatives for all purposes other than exercising the power under Section 2.1. to revise elements of the amplified description in Annex 1. The names of the representatives of the Grantee, with specimen signatures, will be provided to A.I.D., which may accept as duly authorized any instrument signed by such representatives in implementation of this Agreement, until receipt of written notice of revocation of their authority.

SECTION 8.3. Standard Provisions Annex. A "Project Grant Standard Provisions Annex" (Annex 2) is attached to and forms part of this Agreement.

IN WITNESS WHEREOF, the Government of the Republic of Zimbabwe and the United States of America, each acting through its duly authorized representative, have caused this Agreement to be signed in their names and delivered as of the day and year last below written.

UNITED STATES OF AMERICA

BY:


Edward Fugit

Title: Charge d'affaires
United States of America

Date: 31 August 1989

BY:

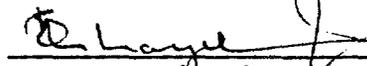

Allison B. Herrick

Title: Director, USAID/Zimbabwe
United States Agency for
International Development

Date: 31 August 1989

REPUBLIC OF ZIMBABWE

By:


E. N. Mushayakarara

Title: Senior Secretary
Ministry of Finance, Economic
Planning and Development

Date: 31 August 1989

Annex 1: Amplified Project Description

Natural Resources Management - Zimbabwe Component

A.I.D. Project No. 690-0251.13

SADCC Project No. 5.0.18

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Natural Resources Management - Zimbabwe Component

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Annex 1: Amplified Project Description

Natural Resources Management - Zimbabwe Component

A.I.D. Project No. 690-0251.13

SADCC Project No. 5.0.18

Elements of the project description may be changed by written agreement of the authorized representatives of the parties named in the Project Agreement without formal amendment of the agreement, provided that such changes are within the general scope of the project as set forth in the text of the agreement.

1. General Project Description

The Project consists of assistance, within the framework of SADCC, to facilitate regional cooperation among participating SADCC member states in managing and protecting the natural resource base of the SADCC region for purposes of sustainable social and economic development as well as protection of ecological diversity, and to disseminate knowledge of community management of wildlife resources among SADCC member States. The goal of the project is to increase incomes and enhance capability to meet basic human needs through sustainable utilization and conservation of natural ecosystems. Successful conservation of wildlife resources and better integration of wildlife into the participating nations' economic development programs will accomplish the project's subgoal of promoting sustainable development of communities on lands that are marginally suitable for agriculture.

The purpose of the project is to improve the social and economic well-being of residents of targeted rural communities by implementing sustainable community-based wildlife conservation and utilization programs. The expected accomplishments of the project on completion are as follows:

- a. Natural resource utilization will be demonstrated to be a preferred and profitable land use in rural and communal lands;
- b. Resource management programs established in the target areas will be self-sufficient, will offer increased local employment opportunities and incomes, will result in sustained wildlife resource yields, and will provide the communities with access to a renewable source of revenues for local development projects;
- c. Institutions and decision-making procedures for sustainable resource management and distribution of economic benefits resulting from the natural resource base will be established and strengthened at the village, ward, and district levels on communal lands in participating SADCC member States. These institutions will assume complete responsibilities by the end of the project;

- d. Participation of women in resource management programs will increase at the village, ward, and, potentially, district levels in the targeted SADCC member states. The role of women in the economy and their access to income will be expanded through income-generating activities that use the natural resource base in a sustainable manner;
- e. Interested governments and leaders in the natural resources sector throughout the SADCC region will be better informed on natural resource management methods and impact, particularly with respect to wildlife; and
- f. In participating SADCC countries, rural social welfare will be increased through higher income and/or access to protein, community development projects, and the expanded participation of women in the development process.

2. Description of Zimbabwe Component

The project activities carried out in Zimbabwe will: (1) demonstrate, through practical examples, the technical, social, economic and ecological viability and replicability of community-based natural resource management and utilization programs on marginal lands for increasing household and community incomes while sustaining natural resources; and (2) improve national and local capability to halt the decline in the wildlife resource base through training, education, protection, communication, and technology transfer.

Project activities will be directed towards a geographically discrete target area. The primary project target area includes four communal lands, all in Matabeleland North Province: Tsholotsho, Hwange, Bululima Mangwe, and Binga. Hwange and Tsholotsho were chosen because it is expected that they will be granted Appropriate Authority to manage the wildlife resources in their jurisdictions in January 1990. Bululima Mangwe and Binga districts border Tsholotsho and Hwange communal lands, respectively, and have requested that activities be started to allow them to request Appropriate Authority by the end of 1990.

Beneficiaries are generally the residents of the target wards in Hwange and Tsholotsho. In Tsholotsho District, allowing for the expansion of activities to two or three additional wards, the target wards are those that border Hwange National Park to the north and Botswana to the west (Wards one, three, and seven). In Hwange District, the priority wards, at this time, are those sites to which impala relocation is planned (Sibinda, Nekaetambe, Nekabandana, and Simangani). Residents from all wards may benefit either directly or indirectly, through participation in decisions regarding their own resources, through expanded economic activity, and through the provision of community services, conservation education, infrastructure, and increased employment opportunities. However, the residents of the target wards are the primary beneficiaries as they bear the costs of coexisting with the wildlife.

A second group of beneficiaries are those individuals participating in project activities and implementation. The most crucial participants are the District Councils and other institutions that will be empowered, through training and

advisory services, to manage their own natural and financial resources. In addition, researchers, students, government officials, Zimbabwe Trust, and the Center for Applied Social Sciences will be advantaged by research grants, training, and equipment. Central governments in the SADCC region will benefit from the expanded knowledge and understanding of actions and policies necessary to support community-based management of wildlife resources, through participation in international conferences, and the dissemination of knowledge and lessons learned.

Project accomplishments will stem from three discrete kinds of activity in an identified sub-project target area: community based resource utilization, planning and applied research support, and regional communication and exchange of information. The three foci of activity are described below.

2.1. Community Based Resource Utilization

Zimbabwe has been pursuing wildlife utilization as a component of rural land use in appropriate communal lands since 1978. The concept of community-based resource utilization is most eloquently articulated in the Communal Areas Management Program for Indigenous Resources (CAMPFIRE) document, a project manual prepared by the Department of National Parks and Wildlife Management (DNPWLM) in 1986. The document provides the philosophy and strategy for current efforts to promote wildlife utilization through the delegation of Appropriate Authority over wildlife to rural communities.

Provision to delegate authority to manage wildlife resources to communities (termed Appropriate Authority) is made in the Parks and Wildlife Act of 1975. Under the Act, the Minister of Natural Resources and Tourism can designate a District Council as the Appropriate Authority over its wildlife and natural resources. The Minister must be satisfied of the Council's intent and capacity to properly manage the resources and to do so with the full participation of and benefit to the people it represents.

Once granted Appropriate Authority, the District Councils directly receive the income generated from the use of wildlife in the communal lands (e.g., revenues from tourist facilities, sale of by-products from culling operations, hunting fees, and other sources). They can also control access to and use of that resource. In return, the District Councils assume responsibility for the management of the wildlife resources and distribution of the income to the residents of the Communal Land. Four elements are necessary for effective implementation of Appropriate Authority: (a) wildlife management; (b) institutional development of the District Councils and other representative bodies; (c) community development activities to ensure the involvement of local residents, particularly women, and the effective use of community development funds; and (d) training and education regarding the process and responsibilities of community-based resource utilization as well as conservation education in general. Each element is described below.

2.1.1. Wildlife Management

Once delegated Appropriate Authority, the District Councils will assume responsibility for wildlife management. They will receive advice and assistance from a project manager from Zimbabwe Trust, discussed below. The District Councils will manage wildlife primarily through two mechanisms: the employment of wildlife monitors and other technical and management personnel at the community level, and the construction of supporting infrastructure, such as fences and watering points. In collaboration with the Department of National Parks and Wildlife Management (DNPWLM), they will also be responsible for maintaining optimum animal population levels and for controlling problem animals.

Over the first five years of the project, up to 100 locally-recruited wildlife monitors and other technical and management personnel will be trained and employed by the District Councils to work at the community level. The U.S. contribution toward the costs of training will decrease as the District Councils assume the costs, using a portion of their wildlife revenues. The monitors will live and work in the target wards where they will monitor wildlife activity and populations, share management information with community residents, and build and maintain infrastructure related to wildlife management. Dependent on the specific activities chosen by the District Councils, additional staff may be employed and trained.

A fund for expenditures to enhance the use of wildlife through District Council activities is allocated to the project. This fund will supplement revenues from wildlife utilization by providing an operating budget for the early years for capital investment or infrastructure. Funding is also provided for technical support for the development of land use plans, including procurement of aerial photographs, maps, transport, and other inputs.

Specific outputs of the investments in training, technical assistance, and commodities described above include:

- Establishment and implementation of a self-sustaining wildlife resource management program.
- Infrastructure to support wildlife and its use, such as fences, watering points, and other facilities.
- Comprehensive land use plans for each district.
- Trained community game monitors employed by the District Councils for wildlife management and protection.

2.1.2 Institutional and Community Development

The institutional and community development elements will be implemented primarily by Zimbabwe Trust. At least two full-time project managers who will work in the districts will be required beginning in early 1990 when Appropriate Authority status is granted. Project managers will be appointed

by Zimbabwe Trust in collaboration with District Councils and will be recruited from the districts if possible and, if not, from within Zimbabwe. The project managers will strengthen village, ward, and district level institutions, including wildlife committees, by providing training and assistance in accounting, organizational, and problem-solving skills. The managers will facilitate the planning and decision-making processes as the local institutions select the best options for development and address issues of distribution and implementation. The managers will also act as advisors, provide information regarding options facing the local counterparts, act as negotiators with private businessmen, and ensure that villagers' needs are expressed to the Councils.

When additional expertise is required, the project manager will locate and hire non-local short-term assistance. The District Councils will have a fund, accounted for by Zimbabwe Trust, to be used as to provide necessary capital infrastructure. Possible uses of the fund include: fencing, watering points, and tourist facilities. It is important to stress that residents, through their local institutions, will decide what avenues of development they wish to pursue and, given the knowledge and skills transferred by the project managers, will assume complete responsibility for the project activities by the end of the project.

The project managers described above will be supported by a part-time Zimbabwe Trust project supervisor. The supervisor will provide programmatic, technical, and administrative guidance, and act as the link to USAID. The project supervisor, who will be in contact with similar programs throughout Zimbabwe and the SADCC region, will act as an informal source of lessons learned from other regions. The project supervisor will continue the development efforts currently underway to gain Appropriate Authority.

Inputs are expected to be highest in years one through four, and then decrease incrementally over years five through six as the districts take on full recurrent expenditure from their own wildlife revenues. Funds are provided for ZimTrust project staff, including a part-time project supervisor, project managers, and one facilitator for women's activities. This staff will be provided with vehicles, radios, and housing in the districts. The proposed housing will also act as accommodations for visiting Harare-based project staff from Zimbabwe Trust and CASS.

Specific outputs of the investments in training, technical assistance, and commodities described above are:

- Institutions capable of planning and administering their own sustainable wildlife management programs.
- Increased household incomes due to expanded employment opportunities, revenues from wildlife resources, and other income-generating activities.
- Establishment of community development funds.

2.1.3 Community Involvement Including Women

The project seeks to expand the involvement of women in the target areas in the benefits of wildlife production and management. It will do so by promoting a general increase in the level of economic activities, by transferring technical and problem-solving skills, by expanding the harvesting and processing of veld crops and products in whose production women might more readily become involved, and by providing a mechanism to ensure that women's concerns in wildlife management and its impacts are conveyed to District Councils.

To involve women more fully in the development process and in project benefits, Zimbabwe Trust will hire a full-time facilitator for women's activities to work in the two target communal lands. The first responsibilities of this individual will be to assess the needs of the women, to facilitate communication of their expressed needs to the Ward and District Councils, and to inform women of their rights and obligations under the project. another important effort of this individual will be to expand the sustainable and profitable use of the natural resource base by women.

In the social and cultural context of the project area, activities could include processing and marketing of wildlife products, but will focus on exploitation of plant and insect resources. Examples include: collection and sale of larvae of silk moths, medicinal plants, Mopane worm, thatching grass, and wood for fire and building materials; bee-keeping; basket-making and other handicrafts; and soap-making. In addition to these economic activities, women's contributions to social and rural development can be enhanced through nutrition and health education, establishment and staffing of pre-schools, and provision of clean water. To facilitate these activities, the manager for women's activities will have a small fund to respond to identified needs for technical assistance (e.g., feasibility and marketing studies), skills training, and capital. In addition to working with community residents, the facilitator for women's activities will work with and strengthen the existing institutions for women, primarily the Association of Women's Groups (AWG) and the village-based community development workers.

A small enterprise development fund for women's activities is allocated to the project that will provide short-term technical assistance, materials, and/or capital. Project funded activities are expected to directly contribute to increased participation of women in the resource management program and in the economy.

2.1.4 Education and Training

The widespread introduction of wildlife management and utilization schemes envisaged in this project will require the participants to have increased environmental awareness, specialized knowledge and skills, and new perspectives on land use and ownership of resources.

Zimbabwe Trust will provide training to local institutions in the necessary skills for planning and implementing project activities. Zimbabwe Trust staff will coordinate with other institutions providing conservation education in

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the districts, such as the Ministry of Education, the Department of Natural Resources, and DNPWLM. Training will be conducted through several mechanisms, including informal discussions, presentations, workshops, seminars, conferences, and field trips, among other activities.

Zimbabwe Trust will provide a full time information and training specialist for the life of the project. In addition, funding will be available for the production of three issues of Action Magazine and other educational materials. Project investments in technical assistance, training, and commodities are expected to contribute to the following project outputs:

- Production of conservation education and training materials, including three special issues of Action Magazine.
- Several workshops and presentations to community residents and service providers, including decision-makers, teachers, extension workers, and women's groups, among others, regarding both community-based resource management and conservation.

2.2. Planning and Applied Research Support

This project component will provide, in both Tsholotsho, Hwange, Bululima Mangwe and Binga Communal Lands, socio-economic data collection and analysis relevant to project implementation, monitoring, and evaluation. Results from the research will be fed back to Zimbabwe Trust, the District Councils, and the DNPWLM through advisory services, publications, and workshops. Emphasis will be placed on the existing context for community-based resource utilization, including:

- Identification and analysis of culturally determined rights, responsibilities, and practices relating to environmental, social, and economic resources;
- Identification and analysis of micro-level individual, household, and community motivational and decision-making factors, including the domestic economy, pattern and phasing of different economic activities, and the range of economic options individuals perceive; and
- Investigation of center-periphery relationships in bureaucratic, legal, and administrative structures, with the inherent conflicts over resource control these relationships involve.

The component will be implemented through the Centre for Applied Social Sciences (CASS) located at the University of Zimbabwe. Four primary elements include: (a) applied research (both baseline surveys and in-depth longitudinal studies); (b) advisory services to facilitate the initiation and implementation of the project; (c) high-level professional training in the socio-economic and institutional aspects of community-based resource management; and (d) information dissemination through seminars and publications. The elements are further described below.

2.2.1. Applied Research

Applied research will be undertaken in the topics cited above. Baseline socio-economic surveys yielding data for project planning, implementation, and evaluation will be carried out primarily by senior academic staff of CASS, assisted by student researchers. In-depth longitudinal studies for monitoring and evaluation of project impacts will be primarily carried out by up to three research fellows, resident for two to three years in the Communal Lands.

2.2.2. High-Level Training

The three research fellows mentioned above will receive training in the socio-economic and institutional dimensions of community-based resource management. The training will be accomplished through a study program, including: up to two semesters of external study at a third-country or U. S. institution; research activities over a three to four year period described above with supervision by senior staff at CASS; and preparation of a thesis. These fellows will receive MPhil or DPhil degrees from CASS/University of Zimbabwe.

2.2.3. Information Dissemination

Activities in information dissemination will include publications pertaining to the specific project target areas, as well as to the more general topic of community-based resource utilization and natural resource management. In addition, senior staff and research fellows at CASS will participate in national and regional seminars and conferences.

2.2.4. Advisory Services

The results from this research will be applied through the process of advising the village, ward, and district councils in the implementation of project activities and in resolution of issues. The researchers will also be in a position to advise the councils of potential impacts of the various options on the residents of the Communal Lands.

Advisory services and supervision of the research fellows will be provided by senior academic staff of CASS. To assist staff in this task, funding for short-term consultancies by suitably qualified academics is included. Funding is also included for salaries, graduate training, and support for the three research fellows during years two to five. Funds are provided for publications and dissemination of research results.

2.3. Regional Communication and Exchange of Information

Results and lessons learned from project activities will be disseminated both within Zimbabwe and at a regional level over the six year life of the project. In order to facilitate this process it will be necessary to have series of meetings and reciprocal visits by personnel involved in the

project. Coordination of the meetings and information dissemination will be carried at the regional level under the management of a regional Project Coordinating Committee comprised of representatives from each of the SADCC participating countries. Meetings will be held on a periodic basis to discuss issues relating to project implementation. This committee will thus serve as a forum for discussion and as a means of disseminating information.

The SADCC Wildlife, Forestry, and Fisheries Sector Coordinating Unit in Malawi will serve as the central clearing house for information exchange and the planning of regional seminars, workshops, and conferences. The project includes funds to enable individuals engaged in project activities to travel to the meetings which are arranged by the Coordinating Unit as well as by departments or organizations within individual countries. At least one formal meeting will be required each year to review progress on the overall project implementation in participating countries. The project will provide funds for members of the Project Coordinating Committee to travel and participate in project relevant meetings, seminars, and discussions. The project will also fund workshops to address critical project related issues and implementation requirements.

The Project will fund information dissemination through the exchange of reports and publications. The results of the research by CASS in the target areas, for example, will be sent to other implementing agencies both within Zimbabwe and in other countries. Data generated by the research on elephants in Hwange National Park will be shared with Botswana both informally and at meetings of the joint management committee which already exists. Reports will also be prepared and presented at the annual meetings sponsored by the Malawi based SADCC Coordinating Unit.

3. Responsibilities of the Participants

3.1. A.I.D. Responsibilities

USAID/Zimbabwe will have primary responsibility for project management. An officer in the USAID Office of Agricultural Development will be designated as USAID Project Officer and will be responsible for all project implementation activities, assisted by a project funded contractor designated Project Administrator. The Project Administrator will operate from an office located in the office building complex of the DNPWLM. The responsibilities of the USAID Project Officer supported by the Project Administrator will include: continuous monitoring of all project activities; preparation of quarterly Project Implementation Reports for the USAID Project Manager; drafting of Project Implementation Letters (PILs) and Project Implementation Orders (PIOs); maintaining regular contact with SADCC, other governments participating in the project, and with non-governmental organizations participating in the project; and keeping other SADCC A.I.D. Missions advised of project status, problems, and issues.

The USAID Project Officer, with assistance from the Project Administrator, will assist participating agencies in their preparation of local procurements and, working with relevant A.I.D. offices, will prepare the documentation for all direct USAID procurements as required.

The USAID Project Officer will also arrange and supervise external project evaluations and audits. Mid-term evaluation and audit reviews are planned during Year 3 of the Project, while a final evaluation and non-federal close-out audit is planned prior to the Project Assistance Completion Date (PACD). The USAID Project Officer will be responsible for review of the results of these reviews with Mission management and the Grantee and for taking corrective actions as necessary.

3.2. Implementing Agency Responsibilities

3.2.1. Project Implementation Committee

Project oversight will be provided by a Project Implementation Committee comprised of representatives from participating Government of Zimbabwe agencies, ZimTrust, CASS, and USAID. The Project Implementation Committee will be responsible for reviewing the Sub-grantees' (CASS and ZimTrust) annual workplans and budget and will provide policy guidance, as required, to the Grantees. The Committee will be responsible for establishing with the Sub-grantees and USAID, annual goals and objectives. The grants to CASS and ZimTrust will require that the Sub-grantees submit quarterly operational and financial status reports to the Government of Zimbabwe and USAID/Zimbabwe. In addition, an annual workplan will be submitted to all parties to the agreement at least 60 days prior to the end of each operating year. This workplan and budget will be reviewed by the Project Implementation Committee to ensure its consistency with the goals and objectives of the project as well as the policy guidance provided by the Committee.

The Sub-grantees, using the approved workplan as amended by the quarterly reviews, will have complete authority and responsibility for implementing the project. Day-to-day operational decisions and implementation will be administered by the Contractor without further review by either USAID or by the Government of Zimbabwe.

3.2.2. Center for Applied Social Sciences (CASS)

The Centre for Applied Social Sciences (CASS) will be responsible for socioeconomic data collection and analyses in the target areas. Baseline socioeconomic surveys will be conducted to provide information that will be used for project monitoring. In-depth studies will be conducted during the project.

The baseline surveys and in-depth studies in the target areas will be carried out primarily by a research fellow appointed by CASS for that purpose. CASS will provide high-level professional training of up to three research fellows in the socioeconomic and institutional dimensions of environmental management. Supervision of research fellows will be the responsibility of senior staff at CASS.

CASS will provide advisory services to other agencies, including DNPWLM, ZimTrust, District Councils, and local communities in order to facilitate project implementation. CASS will provide data and information for use by the

external mid-term and final evaluation team and will participate in the preparation of annual project implementation plans as a member of the Joint Project Coordinating Committee.

CASS will be expected to cooperate in the dissemination of the results of its research through seminars, reports and publications. Quarterly financial statement of audited accounts of expenditures will be provided by the University Bursar. A semi-annual progress report to USAID will be prepared and submitted on the anniversary of the signing of the grant.

3.2.3. Zimbabwe Trust (ZimTrust)

Zimbabwe Trust (ZimTrust) will be responsible for working with the District Councils, wards, villages, and household members in the target areas in an effort to strengthen their capacity for managing their natural resources. This work will include providing advice on management, conducting training, and assisting in administration.

ZimTrust will provide the professional human resource inputs necessary to establish, monitor, and operate the project. Project managers will be provided, and their activities will be overseen by a Project Supervisor. Work will be carried out under the direction of the Director of the Trust, the General Secretary, and the Communal Areas Wildlife Management Program Director.

ZimTrust personnel will be responsible for assisting and advising the District Council and local institutions in project management, accounting, and record-keeping. The records will be reviewed by ZimTrust during the course of project implementation and made available to USAID upon request.

ZimTrust will be responsible for preparation in collaboration with other members of the Project Implementation Committee of an annual project implementation plan, semi-annual progress reports, and quarterly financial statements.

4. Illustrative Financial Plan

Attachment I presents the Project Financial Plan for the Zimbabwe Component. The Plan is illustrative and changes may be made to the plan by mutual agreement of the parties named in the text of the Project Agreement without formal amendment to the Agreement if such changes do not cause: (1) A.I.D.'s contribution to exceed the amount specified in the text of the Agreement, or (2) the Grantee's contribution to be less than the amount specified in the text of the Project Agreement. Future A.I.D. obligations not covered in the original Project Agreement are subject to the availability of funds and mutual agreement of the parties to proceed.

5. Financing Methods

This grant will be implemented using the standard operating procedures which have been established between the Government of Zimbabwe and USAID for

U.S.-funded programs. With the obligation of funds herein, USAID is authorized to negotiate and sign a Specific Support Grant agreement with the University of Zimbabwe, who will administer the research component of this project and a Cooperative Agreement with Zimbabwe Trust, who will be responsible for project management and implementation in the communal lands. The balance of funds will remain under the control of the Government of Zimbabwe and will be committed and disbursed upon the mutual concurrence of the USAID and the Government of Zimbabwe.

USAID/Zimbabwe will have responsibility for project management and financial accountability for the project, in order to facilitate regional project reporting responsibilities.

Payments to the Sub-grantees (ZimTrust and CASS) will be by direct payment or reimbursement. To the extent required, periodic advances will be provided to the Sub-grantees in order to facilitate commodity procurement or community based resource projects. Advances will be limited to the amount required for immediate disbursing needs in accordance with U.S. Treasury cash management guidelines.

A.I.D. will be responsible for procurement of vehicles and personal computers. The Sub-grantees will be responsible for procuring all necessary supplies and leasing of all necessary equipment through competitive procurement procedures. In addition, the Sub-grantees will be responsible for providing suitable individuals who will furnish short- and long-term technical assistance to the Government of Zimbabwe, USAID, and the District Councils.

ZimTrust will provide grants to local NGOs, District Councils, or other implementing groups who will implement pilot projects in community based resource utilization. The Sub-grantee will be responsible for ensuring that these organizations have adequate funds prior to approving any project proposal. In addition, the Sub-grantee will be responsible for ensuring the financial viability of each of the proposed activities or projects as well as its compliance with the guidelines established by the Implementing Committee. Funds for the activities will be provided on a cost-reimbursement basis unless the Grantee justifies the necessity of providing funds on an advance basis. Funds provided for pilot projects will be committed under a sub-grant or sub-contract using approved A.I.D. procedures.

In addition, each Sub-grantee will be responsible for identifying short- and long-term technical assistance needs in wildlife conservation, community based resource utilization, base-line research/studies, etc. It is anticipated that most of this technical assistance will come from within the SADCC region. Logistical support, housing and furnishings, and other benefits as required will be provided for long-term ex-patriate consultants by the Grantee in accordance with their personnel policies.

Project management will be the responsibility of the Sub-grantees for the funds budgeted for ZimTrust and CASS. Funds for a project director and necessary support staff for these Sub-grantees (secretary, accountant, etc.) have been provided as necessary under the project. Logistical support (housing, furnishings, customs clearance, etc.) will be arranged by the

Sub-grantee or the USAID. Costs for such will be charged to the project. The Sub-grantees will be responsible for providing all other logistical arrangements (travel, allowances, etc.).

Project funds have also been budgeted for a USAID Personal Services Contractor who will be located at DNPWLM and will have overall project management responsibility. A SADCC national will be considered for the position, in which case the contractor will receive allowances and benefits in accordance with USAID regulations for third-country nationals.

Project funds have also been budgeted for travel and conference/workshop attendance by Government of Zimbabwe employees. The funds will be obligated as part of the host government grant and will be committed using invitational travel orders or Project Implementation Letters. Such funds will be disbursed on a direct reimbursement basis, with advances permitted in accordance with A.I.D. regulations.

Non-Federal audits (NFAs) of the project will be funded from the project and will be carried out under the regional A.I.D. Indefinite Quantity Contracts or under an A.I.D. direct contract.

6. Evaluation

Evaluations will be funded from regional funds obligated under the USAID/Malawi bi-lateral grant agreement. Evaluations will be conducted on a regional project-wide basis and arranged by USAID/Zimbabwe at the end of Year 3 and the end of the project. USAID/Zimbabwe will prepare the documentation required for these evaluations. Non-federal audits of Zimbabwe Trust and of CASS grants will be funded under the Zimbabwe Component of the project and will be performed under A.I.D. arrangement at the mid-point and after completion of the Zimbabwe Trust and of the Project CASS grants respectively.

USAID/ZIMBABWE
ILLUSTRATIVE FINANCIAL PLAN
NATURAL RESOURCES MANAGEMENT PROJECT
PROJECT 690-0251

PROJECT ELEMENT	CURRENT YEAR OBLIGATIONS			FUTURE YEARS OBLIGATIONS			TOTAL		
	A.I.D.	GRANTEE	OTHER	A.I.D.	GRANTEE	OTHER	A.I.D.	GRANTEE	OTHER
I. WILDLIFE CONSERVATION		2,400,000			1,500,000			3,900,000	
II. COMMUNITY DEVELOPMENT	2,051,000	2,300,000	600,000	890,000	1,800,000		2,941,000	4,100,000	600,000
III. REGIONAL COMMUNICATION & TRAINING	350,000	200,000		549,295	292,895		899,295	492,895	
IV. PLNG & APPLIED RESEARCH	447,000		210,000	252,000			699,000		210,000
V. AUDIT				100,000			100,000		
VI. CONTINGENCY (5%)	142,400			89,565			231,965		
VII. INFLATION (5%)	230,100			13,463			243,563		
TOTAL	3,220,500	4,900,000	810,000	1,894,322	3,592,895		5,114,822	8,492,895	810,000

A.I.D. Project No. 690-0251.13
Annex I: Attachment 1

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