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**STRATEGIC OBJECTIVE GRANT AGREEMENT**

**BETWEEN**

**THE UNITED REPUBLIC OF TANZANIA**

**AND**

**THE UNITED STATES OF AMERICA**

**FOR**

**IMPROVED CONSERVATION OF COASTAL RESOURCES AND WILDLIFE  
IN TARGETED AREAS**

DATE: 29 Sept 2006

# Strategic Objective Grant Agreement

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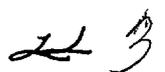
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## STRATEGIC OBJECTIVE GRANT AGREEMENT

This STRATEGIC OBJECTIVE GRANT AGREEMENT, is entered into between the UNITED REPUBLIC OF TANZANIA, acting through the Ministry of Finance ("Tanzania Government"), and the UNITED STATES OF AMERICA, acting through the U.S. AGENCY FOR INTERNATIONAL DEVELOPMENT ("USAID").

This STRATEGIC OBJECTIVE GRANT AGREEMENT (SOAg) consolidates activities that promote "Improved Conservation of Coastal Resources and Wildlife in Targeted Areas." These include, but are not limited to, activities which have heretofore been funded under the Participatory Environmental Resources Management (PERM) Project Grant Agreement dated 1995; University Linkage Limited Scope Grant Agreement dated 1989; and USAID/Washington Field Support into this single SOAg, and

UNDERSTANDING that, all prior understandings, implementation letters and implementation arrangements made under PERM, University Linkages and USAID Field Support to the extent not inconsistent with this Agreement, continue in force,

WHEREAS, the Tanzania Government and USAID (the "Parties") hereby express their continued commitment to the goals of the PERM Project, University Linkage Agreement and USAID/Washington Field Support activities specified above which promote "Improved Conservation of Coastal Resources and Wildlife in Targeted Areas",

WHEREAS, the Tanzania Government and USAID hereby reaffirm their financial and other commitments and understandings made pursuant to PERM, University Linkages, and USAID/Washington Field Support activities specified above,

WHEREAS, the Parties from this date forward desire to consolidate into this single Strategic Objective Grant Agreement all activities which promote improved conservation of coastal resources and wildlife in targeted areas including but not limited to activities heretofore funded under the PERM Project Grant Agreement, the University Linkage Limited Scope Grant Agreement, and USAID/Washington Field Support and,

WHEREAS, in order to focus and strengthen the efforts of the Parties in promoting "Improved Conservation of Coastal Resources and Wildlife in Targeted Areas,"

NOW, THEREFORE, the Parties hereto hereby agree as follows:

### Article 1: Purpose.

#### Section 1.1. Purpose.

The purpose of this Strategic Objective Grant Agreement (hereinafter referred to as the Agreement) is to provide financial support to the Tanzania Government for the Strategic Objective described below in Article 2.1 and Annex 1.

Section 1.2. Title of Agreement.

The title of this Agreement is "Improved Conservation of Coastal Resources and Wildlife in Targeted Areas."

Article 2: Strategic Objective and Results

Section 2.1. Strategic Objective.

The Strategic Objective is "Improved Conservation of Coastal Resources and Wildlife in Targeted Areas"(the "Objective").

Section 2.2. Results.

Activities under this agreement should accomplish, or contribute to, one or more significant results ("Results") which, taken together, are expected to achieve the Objective. The Results sought under this Agreement are:

1. Key policies applied;
2. Increased effectiveness of institutions that support natural resources conservation;
3. Improved management of target protected areas; and
4. Community based conservation regimes functioning in target areas.

These Results may only be amended by formal written amendment of this Agreement.

Section 2.3. Annex 1, Amplified Description.

Annex 1, attached, describes the program established to achieve the Objective and Results. Within the limits of the above definition of the Objective in Section 2.1, Annex 1 may be changed by written agreement of the authorized representatives of the Parties without formal amendment of this Agreement.

Article 3: Contributions of the Parties.

Section 3.1. USAID Contribution.

a) The Grant: Current Amount. To help achieve the Objective and Results set forth in this Agreement, USAID, pursuant to the Foreign Assistance Act of 1961, as amended, hereby grants to the Tanzania Government under the terms of this Agreement an amount not exceeding Two Million Nine Hundred Seventy Three Thousand United States ("U.S.") Dollars (\$2,973,000). This represents the first portion of funding pursuant to this Agreement.

Prior funding obligated pursuant to the PERM Project, University Linkages Agreement and pursuant to agreements for USAID Field Support activities shall remain separate and is not incorporated herein.

b) Total Estimated USAID Contribution. USAID's total estimated contribution to the achievement of the Objective and Results during the period from the signing of the Agreement through September 30, 2003 will be Sixteen Million U.S. Dollars (\$16,000,000), which will be provided in separate installments. Subsequent amounts will be subject to the availability of funds to USAID for this purpose and the mutual agreement of the Parties, at the time of each subsequent amount to proceed with the program. Estimates of Life of Project funding and other funding levels anticipated under the PERM Project Grant Agreement, the University Linkage Limited Scope Grant Agreement, and other activities which have been funded under those agreements and USAID/Washington Field Support, shall remain in force and any anticipated amounts not provided to date shall be provided in future under this Agreement, unless otherwise agreed to by the Parties

c) Excess Funds. If at any time USAID determines that its contribution under Section 3.1(a) exceeds the amount which reasonably can be committed for achieving the Objective and Results or activities during the current or next U.S. fiscal year, USAID may, upon written notice to the Tanzania Government, withdraw the excess amount, thereby reducing the amount of the Grant as set forth in Section 3.1(b). Actions taken pursuant to this subsection will not revise USAID's total estimated contribution set forth in 3.1(b), subject to the availability of funds to USAID for this purpose and the mutual agreement of the parties at the time of each subsequent increment, to proceed with the program.

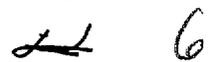
d) Uses of the Grant. The grant funds may be used to finance foreign currency and local currency costs of goods and services which are associated with the implementation of activities designed to achieve results listed in Article 2 above and in Annex 1 hereto.

### Section 3.2. Tanzania Government Contribution.

USAID agrees to waive the host country contribution required of the Tanzania Government by USAID policy. The commitment of the GOT for the achievement of this Objective is very strong. With the waiver of the host country contribution, The Tanzania Government agrees, however, to supply in-kind contributions which are judged vital to the achievement of the Objective and Results under this Agreement. Such in-kind contributions may include office space, salaries, operating expenses, and other costs of Tanzanian Government institutional counterparts. Although necessary for achieving the Objective, such contributions need not be tracked under this agreement.

### Article 4: Completion Date.

(a) The Completion Date, for activities under this Strategic Objective Agreement (SOAg) is September 30, 2003 or such other date prior thereto, which the Parties might have agreed to in writing as the date by which the Parties estimate that respective activities necessary to achieve the



(b) Except as the Parties may otherwise agree to in writing, USAID will not issue or approve documentation which would authorize disbursement of the Grant for services performed or goods furnished after the Completion Date.

(c) Requests from implementing agencies for disbursement and approved by the Ministry of Finance, accompanied by necessary supporting documentation prescribed in Implementation Letters, are to be received by USAID no later than nine (9) months following the completion date or such other date as USAID agrees to in writing before or after such period. After such period USAID, at any time or times, may give notice in writing to the Tanzania Government and reduce the amount of the grant by all or any part thereof for which requests for disbursement, accompanied by necessary supporting documentation prescribed in Implementation Letters, were not received before the expiration of such period.

Article 5: Conditions Precedent to Disbursement.

Section 5.1. First Disbursement.

(a) Prior to the first disbursement under the Grant, or to the issuance by USAID of documentation pursuant to which disbursement will be made, the Tanzania Government will, except as the Parties may otherwise agree in writing, furnish to USAID in form and substance satisfactory to USAID:

(b) A statement of the names of the person holding or acting in the office of the Tanzania Government specified in Section 7.5, and of any additional representatives authorized to sign documents and communications on behalf of the Tanzania Government other than formal amendments of this Agreement, together with a specimen signature of each person identified in such statement. This condition was satisfied pursuant to the Project Grant Agreement and Limited Scope Grant Agreement specified above and implementing documents for USAID Field Support activities specified above and the representatives named and specimen signatures provided remain in force. If a Tanzania Government representative changes or an additional representative is appointed, USAID shall be notified within 45 days. For new activities, this condition shall be satisfied as requested by USAID in writing.

Section 5.2. Notification.

USAID will promptly notify the Tanzania Government when USAID has determined that a condition precedent has been met.

Section 5.3. Terminal Date for Conditions Precedent.

The terminal date for meeting the condition specified in Section 5.1 is 45 days from the date of this Agreement or such later date as USAID may agree to in writing before or after the terminal date above. If the condition precedent in Section 5.1 has not been met by the above terminal date, USAID, at any time, may terminate this Agreement by written notice to the Tanzania Government.

#### Section 5.4. Continuation of Prior Conditions Precedent and Covenants.

The Tanzania Government will not in any way discontinue, reverse or otherwise impede any action it has taken in satisfaction of any condition precedent or covenant agreed to in the Project Grant Agreement, Limited Scope Grant Agreement or agreements for USAID Field Support activities specified above, or implementation letters related thereto, or to any condition precedent or covenant contained herein, except as USAID and the Tanzania Government may otherwise agree in writing.

#### Section 5.5. Conditions Precedent to Future Disbursements.

The Parties agree to collaboratively establish conditions precedent to be met prior to the disbursement of future increments of funds under this Agreement if assessments of progress achieved towards the Objective and Results indicate such undertakings are necessary in order to ensure that the Objective and Results specified are achieved under the Agreement.

#### Article 6: Special Covenants.

##### Section 6.1. Guiding Principles.

The parties pledge to cooperate fully and use best efforts to achieve the Objective "Improved Conservation of Coastal Resources and Wildlife in Targeted Areas."

##### Section 6.2. Collaborative Assessment of Progress.

The Parties agree to cooperate fully in determining whether satisfactory progress is being made towards the Objective and Results under this Agreement. The Parties further agree to make available all relevant information to achieve this collaborative assessment of progress, as more fully described in Annex 1 and Implementation Letters.

##### Section 6.4. Salaries of Government Officials.

The Tanzania Government agrees that no individuals paid salaries from funds provided under this Agreement will, at the same time, draw a Tanzania Government salary.

##### Section 6.5. Visas, Work Permits and Assignment Approvals.

The Tanzania Government will facilitate the prompt and timely approval and issuance of visas, work permits, and assignment approvals for individuals working for partner organizations receiving USAID financing in furtherance of the Objective and Results.

##### Section 6.6. Personnel Exemptions, Privileges and Benefits.

All personnel under contract with, or employed by public or private organizations under contract with the Government of the United States of America, or financed by the Government of



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the United States of America, who, not being citizens of or normally resident in Tanzania, are present in the United Republic of Tanzania to perform work in furtherance of the Objective and Results, shall enjoy the exemptions, privileges and benefits set forth in Paragraph 5(d) of the Agreement on Economic and Technical Cooperation, dated February 8, 1968, between the Government of the Tanzania and the Government of the United States of America, including without limitation the benefit conferred by the Private Motor Vehicles Registration Tax (Technical Assistance Exemption) Order, 1965. Such personnel shall include without limitation employees of the institutions and any other contractor, Tanzania Government, subcontractor or other cooperating agencies of the Government of the United States financed in connection with the furtherance of the Objective and Results.

Article 7: Miscellaneous.

Section 7.1. Maintenance of Records.

The Tanzania Government shall maintain, or cause to be maintained, in accordance with generally accepted accounting principles and practices consistently applied, such books and records and underlying documentation relating to the Project Grant Agreement, Limited Scope Grant Agreement, the agreements for USAID Field Support activities specified above, and this Agreement, as are necessary to show adequately, without limitation, compliance with all of these agreements. Such books and records will be audited regularly in accordance with generally accepted auditing standards, and shall be maintained for three (3) years after the Completion Date.

Section 7.2. Inspections and Audits.

The Tanzania Government will afford authorized representatives of USAID the opportunity at all reasonable times to inspect the books, records, and other documents maintained by the Tanzania Government relating to this Agreement. Notwithstanding the provisions of this paragraph, USAID reserves its rights with respect to audits of records, documents, and accounts which will not be infringed by arrangements for audits by the Tanzania Government or by arrangements for audits by independent auditors.

Section 7.3. Implementation Letters.

Project Implementation Letters were issued which furnish additional information about matters related to the Project Grant Agreement, Limited Scope Grant Agreement, and the agreements for USAID Field Support activities specified above. These remain in force. From the date of this Agreement, Implementation Letters will be issued pursuant to this Agreement. The Parties may use these Implementation Letters to confirm and record additional understandings and commitments related to this Agreement. Implementation Letters may not be used to amend the text of this Agreement, but can be used to record revisions or exceptions which are permitted by the Agreement, including the revision of elements of the Amplified Description and budget as set forth in Annex 1. Signature authority for Implementation Letters shall be delegated to appropriate government units responsible for implementation of this agreement and they shall be approved by the authorized signatories of the Ministry of Finance on

behalf of the Tanzania Government. Implementation Letters shall be binding on the Parties unless revoked, modified, or superseded by subsequent Implementation Letters or amendments to this Agreement.

Section 7.4. Communications.

Any notice, request, document, or other communication submitted by either Party to the other under this Agreement will be in writing or telefax, and will be deemed duly given or sent when delivered to such Party at the following address:

To USAID:

Mailing Address: Director  
USAID/Tanzania  
P.O. Box 9130  
50 Mirambo, 2<sup>nd</sup> Floor  
Dar es Salaam, Tanzania  
Fax: 255-022-2116559

To the Tanzanian Government:

Mailing Address: Permanent Secretary  
Ministry of Finance  
The United Republic of Tanzania  
P.O. Box 9111  
Dar es Salaam, Tanzania  
Fax: 255-022-2123924

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.

Section 7.5. Representatives.

For all purposes relative to this Agreement, the Tanzania Government will be represented by the individual holding or acting in the office of the Permanent Secretary, Ministry of Finance. USAID will be represented by the individual holding or acting in the office of the Mission Director, USAID Mission to Tanzania. Each of whom, by written notice, may designate additional representatives for all purposes other than signing formal amendments to the Agreement. The names of the representatives of the Tanzania Governments, with specimen signatures, will be provided to USAID, 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 7.6. Standard Provisions Annex.

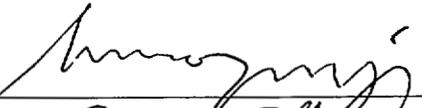
A Standard Provisions Annex is attached as Annex 2 to this Agreement and forms part of this Agreement.



IN WITNESS WHEREOF, the United Republic of Tanzania and the United States of America, each acting through its duly authorized representative, have caused this Strategic Objective Grant Agreement to be signed and delivered in their names as of the day and year first above written.

THE UNITED REPUBLIC OF TANZANIA

THE UNITED STATES OF AMERICA

BY: 

BY: 

NAME: Gray S. Mganzé

NAME: Lucretia Taylor

TITLE: Deputy Permanent Secretary

TITLE: Director

DATE: 29/Sept. 2000

DATE: 29 Sept 2000





## Strategic Objective Grant Agreement Amplified Description

### I. Introduction.

USAID/Tanzania's seven-year Country Strategic Plan 1997-2003 (CSP) includes five Strategic Objectives (SOs) to achieve the goal of "*Sustainable Economic Growth and Improved Human Welfare.*" As set forth in the CSP, USAID/Tanzania's environment and natural resources SO, Strategic Objective No. 2 (SO2), was "*A Foundation Established for Adoption of Environmentally Sustainable Natural Resource Management.*"

To date, the SO2 Program has achieved important results towards realization of the overall objective. In achieving these results, the SO2 Program has also significantly evolved in terms of direction and approaches. To account for the successful evolution of the SO, and in order to plan for continued SO2 Program activities over the remainder of the strategy period, the USAID/Tanzania SO2 has been revised. This revision has come as a result of in-depth and lengthy consultations between USAID and its Government of Tanzania (GOT) partners, together with other relevant stakeholders. The new SO2 is "*Improved Conservation of Coastal Resources and Wildlife in Targeted Areas.*"

This Amplified Description takes into account the experience and success of SO2 Program activities undertaken thus far during the strategy period, and charts the course for the remainder of the period. The document revisits the evolving context for the SO; defines the new SO2 and its associated results framework; outlines activities to be supported; defines roles and responsibilities; and presents a financial plan for the overall SO.

### II. Context

In setting the context for this Amplified Description, this section briefly highlights Tanzania's natural resource endowment; reviews SO2 Program achievements to date; and presents challenges and opportunities that lie ahead.

**Natural resource endowment.** Tanzania includes some of the most diverse ecosystems in the world and is internationally recognized as a key country for the conservation of African biodiversity. This diversity is found inland as well as in coastal areas. In response to this diversity, the tourist industry in Tanzania has grown in importance in recent years, contributing 18 percent of the country's GDP in 1998, up from only three percent in 1996; a record number of tourists visited the country in 1998 (400,000).

Agriculture is the mainstay of the Tanzanian economy, accounting for about 50 percent of Gross Domestic Product and 60 percent of foreign exchange earnings. Rural communities in Tanzania are among the poorest in the world. These communities depend on natural resources for their economic livelihood, yet have poorly or unsecured access to the resources, particularly in the arid and semi-arid woodlands of the steppes and lowlands, and Tanzania's coastal areas. Local tenure rights over uncultivated land, grazing, forest products, wildlife resources, mineral wealth,

and fisheries are elusive at best. In the more prosperous highlands, traditional tenure rights apply and dwellers count on domestic livestock production, and coffee and other crop production as their main sources of income.

Tanzania's coastline encompasses a diversity of ecosystems, including sandy beaches, rocky outcrops, coral reefs, sea grass beds and extensive mangrove stands. Much of the coastline is relatively undeveloped, but the resource base is degrading as unplanned coastal development increases. The coastal region accounts for 32 percent of the national income with significant growth potential. The challenge is to maintain and improve the resource base on which the rural coastal economy depends, while developing new economic opportunities that benefit the local people and the nation as a whole.

The current (June 1999) rate of inflation of 8.8 percent, down from 37 percent in 1994, strongly suggests that macroeconomic stability is being achieved as prudent fiscal and monetary policies encouraging the emergence of an increasingly vibrant private sector are applied. All indications are that the economy should grow faster in the coming years than the four-percent rate realized between 1986 and 1999.

Tanzania's relative abundance of biodiversity and natural resources requires improved management and conservation. Sustainable development can only be achieved if a number of constraints are addressed: human and institutional capacity; knowledge and access to sustainable resource management practices; security of tenure; a consistent policy and legal environment; intersectoral coordination; commitment to long-term sustainable use of the natural resource base; and access to markets. The GOT is increasingly recognizing this and is actively testing new management approaches.

**SO2 Program achievements.** The USAID/Tanzania SO2 Program has been in operation since August, 1996. Since that time, considerable progress has been made towards achievement of targeted results. These results have been achieved through the efforts of the Participatory Environmental Resource Management (PERM) Project; University Linkage Project; and through USAID/Washington-managed "Field Support" activities. In managing for these results, the SO2 Program has adapted and evolved. The following briefly highlights the major accomplishments of the SO2 Program to date:

Policy: With SO2 support, progress has been made on strengthening the National Environment Management Council's (NEMC) ability to champion development and institutionalization of the national environmental review guidelines. Environmental aspects of development projects are now being assessed alongside economic and political aspects. Collaboration with the Ministry of Natural Resources and Tourism (MNRT) has resulted in significant advancement of the legal and institutional framework for the wildlife sector, resulting in the enactment of the Wildlife Policy that promotes community involvement in natural resource management.

University linkages: An SO2-supported linkage program between the U.S. university Tuskegee, and Sokoine University of Agriculture (SUA) achieved considerable success in strengthening SUA, which is clearly performing its designated role as a national agricultural university. Through a farming systems approach, researchers and farmers collaborated to apply

environmentally friendly production techniques in Morogoro Region. SUA has also designed innovative activities to reduce the conflict between the economic viability of communities and sustaining wildlife in protected area buffer zones.

Protected areas: In partnership with the GOT's National Parks Agency (TANAPA), the SO2 Program has strengthened capacity of two national parks – Lake Manyara and Tarangire, enabling park authorities to better manage and protect the resource, and to more effectively interact with surrounding communities. In the areas surrounding Ugalla Game Reserve, SO2's partnership with MNRT's Wildlife Division has promoted economic opportunities for local populations, helping to alleviate poverty and reduce unsustainable pressures on the reserve.

Coastal zone management: As part of the SO2-supported Tanzania Coastal Management Partnership, GOT agencies responsible for coastal resources management developed Mariculture Guidelines that specify requirements for siting, construction, and improved monitoring, especially for large projects. This laid the foundation for the Integrated Coastal Policy, which, once approved, will make Tanzania the first country in the Western Indian Ocean to put into place a coastal governance system.

SO2 Program ownership. Perhaps most importantly, the SO2 Program has successfully built ownership of the program with Tanzanian partners. During the early part of the current strategy period, USAID/Tanzania made its first investments in sustainable Natural Resource Management (NRM), promoting program learning to provide the groundwork for later investments in the sector. As the SO2 Program evolved, a Strategic Objective Team (SOT) was created and has played a central role in ensuring that SO2 activities remain properly targeted and on track. Most recently, following a period of intensive strategy refinement by the SOT, a common vision has been forged. It is that vision, reflected in the new SO2 strategic objective statement and its associated results framework, that forms the basis for this document.

**Challenges and Opportunities.** A number of challenges constrain efforts towards “*Improved Conservation of Coastal Resources and Wildlife in Targeted Areas.*” With each challenge comes a set opportunities to address constraints and achieve SO2 Program results. Several key challenges are highlighted.

Protected area management capacity: There has been a substantial effort on the part of the GOT to create and maintain protected areas for wildlife. Continued strengthening of management capacity will be critical to the long-term conservation of these areas, and to maximizing economic returns from these areas. Currently, inadequate resources and limited capacity jeopardize core conservation functions and may lead to loss of species and habitat. Moreover, the lack of resources constrains the growth rate in the sector – and potential additional funding for management.

Management of unprotected landscapes: Informed management of non-protected areas by both the GOT and local authorities can positively impact both conservation status and the economic well-being of local populations. Current management of such areas may have adverse impacts on areas outside the parks and game reserves to which wildlife migrate. Agencies in charge of allocating unprotected land and determining land management lack a coordinated and systematic

approach to conservation. TANAPA, for example, recognizes that the national parks are becoming ecologically isolated as wildlife migration becomes increasingly restricted. This problem cannot be adequately addressed until the GOT approves and applies the policy initiative in favor of the locally controlled Wildlife Management Areas (WMAs). SO2 will work to address this situation by supporting implementation of the progressive Wildlife Policy, increasing economic benefits that communities receive from wildlife, while maintaining the integrity of the larger ecosystem.

GOT environmental policies/legal framework: Tanzania has a number of progressive policies, plans, laws and regulations that affect different aspects of the environment and natural resources. However, application of these policies has been uneven and not always effective. Some policies and laws are outdated or contradictory in intent. A National Environment Action Plan was signed in June 1994 to provide a framework for tackling NRM in an integrated manner, but implementation has been slow. An Environmental Policy passed in 1997 establishes the overarching policy framework for the environmental sector, but sectoral policies requires strengthening. In the coastal areas, resource allocation decisions are often made unilaterally with no policy linking the different sectors. Opportunities for strengthening implementation of the Wildlife Policy (e.g., creating WMAs), developing and implementing an integrated coastal management policy, and other strategically targeted support to the policy and legal framework by SO2 will be required to ensure sustainability of on-the-ground efforts.

Land Tenure: Underlying many of the problems in the conservation of wildlife and natural resources in Tanzania are the difficulties in establishing appropriate ownership over these resources and the land they occupy. Proposed WMAs, for instance, will include land already occupied by communities which have no tenure rights. Key corridors for wildlife migrating between protected areas include land that is in most cases unmapped, and managed by no one. The interests and needs of the GOT, communities, and potential investors must be reconciled to ensure a cost-effective conservation of such lands. SO2 activities in and around its targeted areas will address these constraints and can provide a model for similar activities in other areas of Tanzania.

Technical capacity and practices: Community organizations have limited management and technical skills and inadequate access to necessary equipment/tools. There is an urgent need to upgrade these capacities in the local communities to help them become more knowledgeable and effective in preserving natural resources.

Focusing SO2 Program activities: In selecting activities to support under SO2, given the number and variety of important ecosystems in Tanzania, and in consideration of the SO2 Program's financial resources, it is critical that the program carefully focuses its activities. Program impact focus must remain specifically on wildlife and coastal resources, with complementary efforts in NRM in and around targeted protected areas. However, even within these somewhat narrowly defined sectors of "coastal resources and wildlife in targeted areas" there is still a considerable amount of work to be done, and need for investment by many other players. Coordination with activities of the GOT and other donors will be important. Transparent and objective systems must be in place to guide the SO2 Program in selecting the most appropriate activities for investment.

### III. Funding

The Financial Plan for the SO2 Program is set forth in Annex 1 to the Amplified Description.

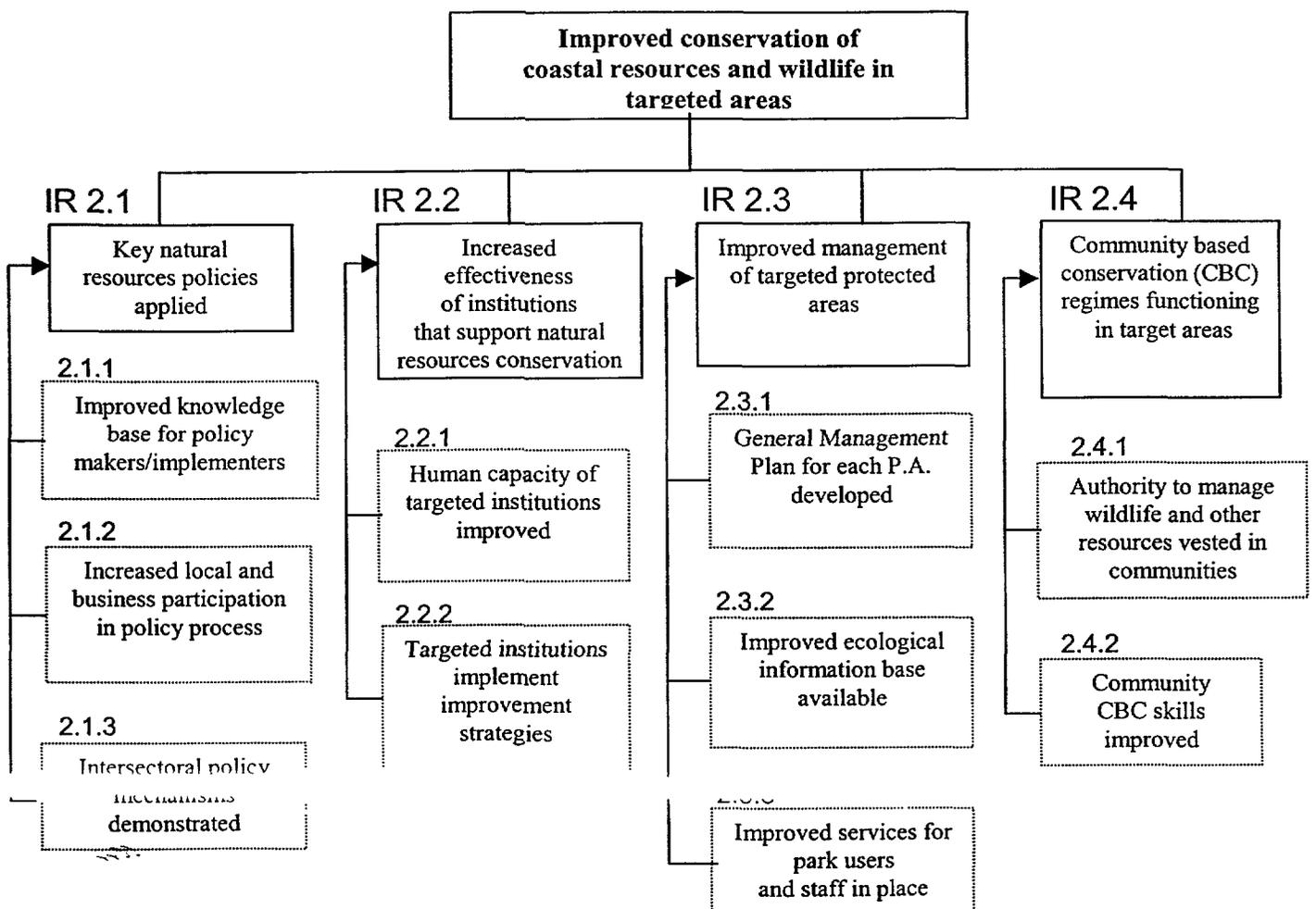
A total of \$24,851,599 has been previously provided by USAID in support of the SO2 Program under the University Linkage Project; the PERM Project; and Field Support. Currently ongoing SO2 Program activities have been initiated using these funds.

This Agreement provides an additional \$16,000,000 during the period of the Agreement. These funds will be allocated to five line items as follows: Coastal Activities; Terrestrial Activities; Policy and Legal Framework Activities; Cross-Cutting Activities; and Administration.

### IV. Results To Be Achieved/Results Framework

**Strategic Objective.** The new SO2 statement is *“Improved Conservation of Coastal Resources and Wildlife in Targeted Areas.”* The SO2 Results Framework, including all intermediate results (IRs) is depicted in Figure 1. In the SO statement, *“Conservation of Coastal Resources”* refers

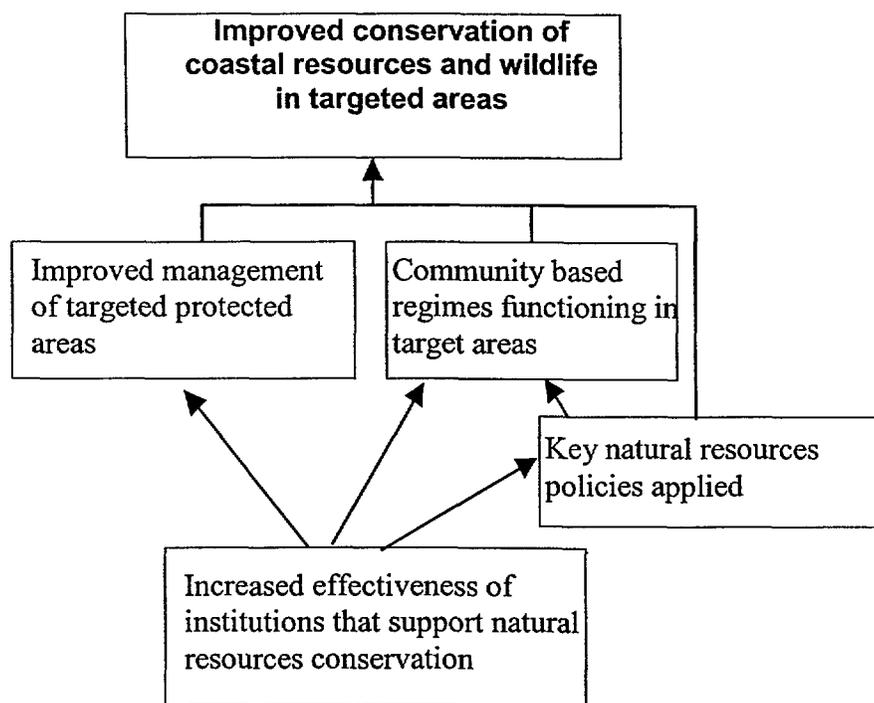
Figure 1: SO2 Results Framework



to integrated coastal management programs involving marine and estuarine ecosystems of Tanzania. “Wildlife,” as defined in the Wildlife Policy, refers to “those species of wild and indigenous animals and plants, and their constituent habitats and ecosystems.” For the purpose of SO2, however, most of the targeted wildlife will include primarily those plant and animal species and habitats with potential income generating value (through tourism, community based natural resource management, and other forms of sustainable use) in targeted geographical areas.

Development hypothesis. Figure 2 depicts the development hypothesis for the strategic objective and the causal linkages relating each of the four IRs.

**Figure 2: Development Hypothesis Logic**



Significant behavior change by key actors within the targeted protected areas and in communities surrounding these areas will occur as a result of the activities supported by SO2. The combined effect of the behavior change inside and outside these areas can be counted as gains in biodiversity conservation. These changes are complementary, yet significantly different in terms of the targeted implementers and intermediate customers. Inside the protected areas, emphasis will be placed on reducing encroachment pressures by identifying, analyzing and promoting alternative income-generating opportunities. Outside the protected parks and reserves, emphasis will be placed on identifying, analyzing and promoting new income-generating activities that capitalize on the presence of wildlife as a non-consumptive resource.

Measuring success. Achievements at the SO level will be measured by tracking the cumulative area or number of targeted ecosystems where conservation management practices have been adopted (where *conservation management* is defined as “management of wildlife and natural

resources that ensures that resources are used sustainably and biodiversity and ecosystem integrity is maintained for future generations”).

**Intermediate Results.** The Strategic Objective will be met through achievement of four first-level intermediate results, each further elaborated below.

***IR 2.1 Key policies applied***

Within this IR, SO2 will work on both coastal and terrestrial issues, emphasizing implementation of currently targeted policies on the terrestrial side, while also formulating policies on the coastal side. At the same time, the SO2 Program will assist the Tanzanian environment sector to develop a sound policy process for identifying and solving environmental issues. An important outcome of IR 2.1 is the institutional strengthening included under IR 2.2. By improving the policy capacity of the GOT, and the ability of civil society to influence policy formulation and implementation and to take advantage of policies as they affect conservation incentives on the ground. This IR directly supports the promotion of and access to incentives necessary to achieve fundamental behavior change manifest in IR 2.4.

The application of key natural resource policies embodied by IR 2.1 will require a transparent decision-making process using quality information (**IR2.1.1 Improved knowledge base for policy makers/implementers**); participation of stakeholders in the policy process (**IR 2.1.2 Increased local and business participation in the policy process**); and collaboration between sectors on environmental issues (**IR 2.1.3 Intersectoral policy mechanisms demonstrated**).

***IR 2.2 Increased effectiveness of institutions that support natural resources conservation***

Under this IR, the SO2 program will work with selected GOT institutions and Tanzanian NGOs to strengthen their capacity to achieve the results embodied by the RF. On the GOT side, key partners include those responsible for natural resource management sector policy development and implementation, including TANAPA; MNRT’s Wildlife Division; and the Division of Environment and NEMC of the Vice President’s Office; and others. On the NGO side, SO2 and its partners will work with selected Tanzanian NGOs whose goals are compatible with those of the SO, and where potential exists for significant and sustainable conservation results.

The SO2 Program approach under this IR will be to increase the skill base of individuals at targeted institutions (**IR 2.2.1 Human capacity of targeted institutions improved**); and improve the organizational management of the institutions themselves (**IR 2.2.2 Targeted institutions implement improvement strategies**).

***IR 2.3 Improved management of targeted protected areas***

IRs 2.3 and 2.4 focus on fundamental behavior changes. Under IR 2.3, the SO2 Program will seek to improve the management of protected areas, with focus on carefully selected areas. While management improvements will focus on the protected areas themselves, they will be comprehensive in addressing the needs of the associated local communities, the wildlife corridors, and wildlife dispersal. It is anticipated that success in this IR will result in improved park management, which, in turn, will improve the visitor experience. As tourism continues to grow in economic importance, we expect our efforts to increase growth even further as the revenues from the tourism-related micro-enterprises established in the adjacent communities are

added to the increasing tourism revenues. As such, success in achieving IR 2.3 will also boost the probability of success in achieving IR 2.4 “Community based conservation regimes functioning in target areas.”

Achieving success in this IR will entail sound protected area management planning and implementation (**IR 2.3.1 General Management Plan for each protected area developed**); access by natural resource managers to reliable ecological data to inform management (**IR 2.3.2 Improved ecological information available**); and availability of sound infrastructure (**IR 2.3.3 Improved services for park users and staff in place**).

#### *IR 2.4 Community based conservation regimes functioning in target areas*

Wildlife living outside the protected areas is at the greatest risk. This IR will address those risks by promoting community based conservation regimes designed to provide sustainable and/or non-consumptive use of natural resources. To do so, the SO2 Program will work towards the development and implementation of collaborative local government and community level plans for the use and management of natural resources adjacent to protected areas. Achievement of this IR, when combined with the results of IR 2.3 “Improved management of target protected areas,” will ensure that conservation management in targeted areas will lead in the long term to measurable biophysical impacts.

In addressing this IR, the SO2 Program will assist communities in gaining legal authority to manage the wildlife resources in their areas (**IR 2.4.1 Authority to manage wildlife and other natural resources vested in the communities**); and provide those communities with skills to implement plans and CBC enterprises (**IR 2.4.2 Improved technical and CBC enterprise management skills of community residents**).

## V. Activities

Achievement of the results outlined above will be supported by a set of SO2 Program activities. These activities will include those presently ongoing at the signing of this SOAg, as well as carefully selected new or follow-on activities. All currently ongoing activities have been initiated under separate agreements and mechanisms. For the purposes of managing the SO2 Program, all prior agreements, understandings, implementation letters, and implementation arrangements, to the extent not inconsistent with this Agreement, remain in force. This SOAg does not replace or supercede the existing agreements but rather references them and provides a mechanism for future funding of ongoing activities. Existing agreements and mechanisms so-referenced in this Agreement include:

- *The University Linkage Limited Scope Grant Agreement (No. 621-0174)*;
- *The Participatory Environmental Resources Management (PERM) Project Grant Agreement (No. 621-0180)*; and
- *USAID Global Bureau Field Support* and related mechanisms.

Ongoing Activities: This section provides detail on ongoing SO2 Program activities. Activities are presented under categories: Coastal; Terrestrial; Policy and Legal Framework; and Cross-Cutting. For each ongoing activity, the following information is presented: Activity Title;

Implementing Organization; Funding Mechanism; Effective Date; Expected Completion Date; and Activity Description. Most of the present activities cross-cut the results of a number of IRs as described below.

### **Coastal Activities**

*Activity Title:* Tanzania Coastal Management Partnership (TCMP)  
*Implementing Organization:* University of Rhode Island Coastal Resources Center (URI/CRC)  
*Funding Mechanism:* Field Support  
*Effective Date:* April 20, 1998  
*Expected Completion Date:* September 30, 2001  
*Activity Description:* The TCMP program is managed under a Cooperative Agreement with URI/CRC, with a goal of furthering integrated management of coastal resources in Tanzania. The TCMP program works with a number of Tanzanian government and private sector partners arranged into working groups focused on various policies and strategic initiatives. Principal focus to date has been in the development of the National Integrated Coastal Management Policy for Tanzania, presently in the final stages of governmental adoption. This program primarily addresses the policy aspects considered under IR 2.1 and especially IR 2.1.1 through the use of media and organization of stakeholder forums and IR 2.1.2 and IR 2.1.3 through the development of interdisciplinary working groups for various aspects of coastal resource management.

### **Terrestrial Activities**

*Activity Title:* Partnership Options for Resource-Use Innovation (PORI 1-3) Project  
*Implementing Organization:* African Wildlife Foundation (AWF)  
*Funding Mechanism:* PERM  
*Effective Date:* April 20, 1998  
*Expected Completion Date:* April 9, 2002  
*Activity Description:* (see below)

*Activity Title:* Interpretation and Infrastructure for Tarangire and Lake Manyara National Parks (PORI 4)  
*Implementing Organization:* African Wildlife Foundation  
*Funding Mechanism:* PERM  
*Effective Date:* September 16, 1998  
*Expected Completion Date:* September 24, 2002  
*Activity Description:* Two separate but related PORI grant agreements, PORI 1-3, and PORI 4, are funded under two Cooperative Agreements with AWF. These activities include partnership support and community conservation work in areas surrounding Tarangire and Lake Manyara National Parks and infrastructure development within the parks themselves. PORI 1-3 provides support for the development of a community conservation center, for capacity building efforts in communities surrounding Lake Manyara and Tarangire National Parks, and for NGO strengthening and for various related partnership support activities. PORI 4 focuses on development and maintenance of environmentally sound roads and in the design and building of

new park interpretive centers, staff housing and other infrastructure developments in the parks. The PORI programs primarily address all the sub-IRs under IR 2.3 for Tarangire and Lake Manyara Parks. In addition, community based conservation approaches are utilized (IR 2.4) and a number of NGOs have been targeted for capacity building effort (IR 2.2.2).

*Activity Title:* Tarangire National Park Project  
*Implementing Organization:* World Wildlife Fund (WWF)  
*Funding Mechanism:* PERM  
*Effective Date:* September 21, 1998  
*Expected Completion Date:* April 19, 2003  
*Activity Description:* This activity is funded under a Cooperative Agreement with WWF, and supports biodiversity and ecosystem monitoring efforts in Tarangire National Park and in the greater Tarangire/Manyara ecosystem. Areas of focus include wildlife migratory patterns; behavioral ecology of elephants; stakeholder collaboration in the management of the aquatic resources; and development and dissemination of vegetation and land use maps. This work specifically addresses IR. 2.3.2 and in addition helps further individual and institutional capacity building efforts (IR 2.2).

*Activity Title:* Ugalla Community Based Conservation Project  
*Implementing Organization:* AFRICARE  
*Funding Mechanism:* PERM  
*Effective Date:* January 27, 1998  
*Expected Completion Date:* April 20, 2003  
*Activity Description:* This activity is funded under a Cooperative Agreement with AFRICARE, and is designed to involve district officials, Game Reserve management, area residents and other partners in improving the conservation and sustainable use of natural resources throughout this ecosystem. Work focuses on providing communities with environmentally sound income generating activities. This project primarily addresses IR 2.4 in the area around Ugalla Game Reserve near Tabora.

*Activity Title:* Sokoine University of Agriculture – Tuskegee University Linkage Project  
*Implementing Organization:* Tuskegee University  
*Funding Mechanism:* University Linkage Project  
*Effective Date:* September 21, 1990  
*Expected Completion Date:* September 30, 2000  
*Activity Description:* This Cooperative Agreement is designed to enhance the teaching and research capabilities of the Sokoine University of Agriculture (SUA). The first phase of this project, from October, 1990 to September, 1995 strengthened capacity of SUA faculty and staff (IR 2.2), while providing a foundation for community-based natural resource management in the surrounding area. The second (current) phase of the activity has focused increasingly on community based conservation work in the Morogoro Region and addresses IR 2.4 in this geographical area.

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## Policy and Legal Framework Activities

*Activity Title:* Tanzania Natural Resources Management Program  
*Implementing Organization:* International Resource Group (IRG)  
*Funding Mechanism:* Field Support  
*Effective Date:* September 30, 1997  
*Expected Completion Date:* September 30, 2000  
*Activity Description:* The Tanzania Natural Resources Management Program activity is implemented under the Environmental Policy and Institutional Strengthening Indefinite Quantity Contract (EPIQ). This activity supports SO2 Program policy and institutional strengthening initiatives, and provides support to management of the overall SO2 Program in terms of coordination, monitoring and evaluation, and partner logistical support. The principle work of this program has been to further development of wildlife and other natural resources policies to under IR 2.1.

*Activity Title:* Environmental Governance Initiative Project  
*Implementing Organization:* World Resources Institute (WRI)  
*Funding Mechanism:* Field Support  
*Effective Date:* October 1, 1998  
*Expected Completion Date:* September 30, 2000  
*Activity Description:* This activity is managed under a Cooperative Agreement with WRI. The activity is designed to strengthen capacity of selected Tanzanian NGOs working in the area of policy research and analysis and to package these results in ways that are useful to policy-makers within the country. This program works towards institutional capacity building (IR 2.2) and by doing so, also works to further the objectives of IR 2.1.

## Cross-Cutting Activities

*Activity Title:* Environment Education and Communication (GreenCOM) Project  
*Implementing Organization:* Academy for Educational Development  
*Funding Mechanism:* Field Support  
*Effective Date:* September 29, 1997  
*Expected Completion Date:* September 30, 2000  
*Activity Description:* The GreenCOM project supports a range of environmental education, training, and awareness activities. GreenCOM activities are intended to complement and reinforce other SO2 Program activities. All GreenCOM initiatives are designed and implemented in coordination with other SO2 Program coastal, terrestrial, and policy and legal framework activities. This work primarily addresses IR 2.1.1 in its awareness building activities, but also addresses IR 2.2.1 through the implementation of environmental education training programs for government and NGO staff.

*Activity Title:* Conservation of Biological Diversity Project  
*Implementing Organization:* United States Department of the Interior (DOI)  
*Funding Mechanism:* Field Support  
*Effective Date:* September 27, 1997  
*Expected Completion Date:* September 30, 2000

*Activity Description:* The Conservation and Biological Diversity Project, also known as the "Partnership for Biodiversity," is managed under an Interagency Agreement with DOI. This activity is intended to complement and reinforce other SO2 Program activities, with focus on terrestrial activities, by providing a flexible range of technical assistance to protected area managers. All DOI initiatives are designed and implemented in coordination with other SO2 Program activities, and address capacity building efforts (IR 2.2) and improved management of targeted protected areas (IR 2.3).

*Activity Title:* Community Based Natural Resource Management Project

*Implementing Organization:* United States Peace Corps

*Funding Mechanism:* PERM

*Effective Date:* January 2, 1996

*Expected Completion Date:* December 31, 2001

*Activity Description:* Under a Participating Agency Service Agreement, Peace Corps/Tanzania is collaborating with USAID on activities designed to improve the management of natural resources at the village level in selected districts of Tanzania. The activity supports training and small grants to Peace Corps volunteers in support of sustainable natural resource management initiatives. This work addresses community based conservation elements considered under IR 2.4.

*Activity Title:* SO2 Program Support Activities

*Implementing Organization:* Various

*Funding Mechanisms:* Various

*Effective Date:* 1997

*Expected Completion Date:* September 30, 2003

*Activity Description:* A range of activities are funded to support achievement of SO2 Program results. These include USAID management (such as SO2 Team Foreign Service National employees; professional fellows; short-term technical assistance); procurement; training support; monitoring and evaluation, and audit activities. These activities are implemented by various organizations, and at varying amounts and broadly help facilitate the work throughout the IRs of SO2.

## **New Activities**

Objective criteria and process for activity selection: Several of the ongoing activities listed above require continued funding under this SOAg to enable them to reach their authorized levels. However, significant resources will remain that may be used to support new or follow-on activities. Selection of such activities will be made using objective criteria and a transparent decision-making process. Essential criteria may include the following:

- *Importance to achievement of SO.* Activities must contribute to the results set forth in the SO2 Results Framework;
- *Ecosystems targeting.* Activities should be focused on SO2's targeted ecosystems;
- *Responsiveness to beneficiary (customer) needs.* Activities should involve local partners and be responsive to the needs of beneficiaries;

- *Cost effectiveness.* Activity costs should be commensurate with anticipated results. Where appropriate, partner cost sharing should be sought; and
- *Past performance.* Partner organizations responsible for implementing activities should have proven track records in the environment and natural resources sector.

## **VI. Indicators**

Indicators for the SO2 Program will be developed by the Strategic Objective Team and operationalized under a Performance Monitoring Plan (see also Section VIII. “Monitoring and Evaluation”).

## **VII. Roles and Responsibilities**

This section provides a general outline of the roles and responsibilities of the Parties as concerns the SO2 Program. For matters pertaining to financial responsibilities, see Section 6 “Financial Plan.”

SO2 Program: For the purposes of this Amplified Description, the SO2 Program includes and constitutes the management framework for: the PERM Project; the University Linkage Project; USAID/Washington Field Support activities; and any new or follow-on activities funded under this Agreement.

USAID: The USAID/Tanzania Mission will provide staff to oversee the day-to-day management of the SO2 Program.

Government of Tanzania: Key GOT partners in the achievement of SO2 include, but are not limited to: Division of the Environment (in the Vice President’s Office); NEMC; Wildlife Division (in MNRT); TANAPA; and Local Government. These key GOT partners will support implementation of SO2 through participation of relevant staff in SO2 Program activities and management fora. The GOT will also contribute to achievement of SO2 by supplying in-kind contributions, such as office space, salaries, operating expenses, and other costs.

Collaborative management: Overall management of SO2 will be by a Strategic Objective Team (SOT) comprised of GOT and USAID representatives, and other stakeholders. The SOT will be empowered to manage the SO under an SOT Charter. The Charter will define the membership, role and operating rules of the SOT, and will be approved by the GOT and USAID by Implementation Letter.

## **VIII. Monitoring and Evaluation**

An SO2 Performance Monitoring Plan (PMP) will provide the basis for ongoing assessment of progress toward achievement of SO2 Program goals and objectives as set forth in the Results Framework. The PMP will set forth indicators and targets to allow for efficient tracking of results. The PMP will also set forth guidelines on performance monitoring by SO2 Program activities and partners. Measures of performance will be based on several sources, including information systems of GOT partner organizations, USAID and other donor-financed studies,

and SO2 Program activity reports. In support of the SO2 PMP, all activities managed and/or funded under this Agreement will include monitoring and reporting requirements to help USAID and the GOT to evaluate achievement of activity results and overall SO2 performance targets. The SO2 Program PMP will be approved by the GOT and USAID by Implementation Letter.

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