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April 30, 2003

Mr. Neil G. Price  
Contracting Officer  
Regional Center for Southern Africa  
United States Agency for International Development  
Plot No. 14818 Lebatlande Road  
Gaborone West, Extension 6  
Gaborone, Botswana 2170

RE: Contract No. LAG-I-00-99-00036-00, Task Order No. 805  
UI Project 06967-006, Long-Term Local Governance Program, Zimbabwe  
*Quarterly Task Order Progress and Cost Report, January to March 2003*

Dear Mr. Price:

Please find enclosed the *Quarterly Task Order Progress and Cost Report, January to March 2003*, Long-Term Local Governance Program, Zimbabwe as required under Section F.12 of the above referenced contract.

Please direct any technical questions to Mr. Barry Reed, CoP, UI/Zimbabwe 263-4-739-945 or E-mail at [barry@urban.co.zw](mailto:barry@urban.co.zw). Questions of a contractual nature should be addressed to me at 202-261-5396.

Sincerely,



Maria C. Andrade-Stern

Enclosures

cc: Mr. Elish Tafangombe (CTO, USAID/Zimbabwe)  
Mr. Dale Gredler (CTO, USAID/Washington)  
Mr. Barry Reed (CoP UI/Zimbabwe)  
Ms. Rebecca Lawrence (UI/Washington)  
USAID Development Clearinghouse  
IAC Chron File  
IAC Deliverables File (06967-006)

**QUARTERLY TASK ORDER  
PROGRESS AND COST  
REPORT**

**JANUARY TO MARCH 2003**

**LONG-TERM LOCAL  
GOVERNANCE PROGRAM  
ZIMBABWE**

Prepared for



Long-Term Local Governance Program in Zimbabwe  
United States Agency for International Development  
Contract No. LAG-I-00-99-00036-00, Task Order No. 805

Prepared by

Barry Reed  
Rebecca Lawrence  
*The Urban Institute*



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April 2003  
UI Project 06967-006

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ATTACHMENT: Cost Report

## QUARTERLY TASK ORDER PROGRESS AND COST REPORT

JANUARY TO MARCH 2003

### LONG-TERM LOCAL GOVERNANCE PROGRAM: FOLLOW-ON TO THE PILOT PROGRAM ON LOCAL GOVERNANCE IN ZIMBABWE

<b>Task Order No.:</b>	LAG-I-00-99-00036-00, TO No. 805
<b>Date of Issuance:</b>	June 5, 2001
<b>Amount Obligated Under Task Order:</b>	\$ 1,969,264
<b>Total Potential Task Order Amount:</b>	\$ 2,908,171
<b>Dollars Expended To-date:</b>	\$ 519,316

**Key personnel** Mr. Barry Reed, UI/Harare, [tsarreed@yahoo.com](mailto:tsarreed@yahoo.com), 263-4-252 787/8/9  
Ms. Rebecca Lawrence, UI/Washington, [Rlawrenc@ui.urban.org](mailto:Rlawrenc@ui.urban.org), 1-202-261-5764

#### Task Order Description

This Task Order supports a program to assist local authorities in Zimbabwe to implement mechanisms for improving local governance. The program will: provide small grants to local civil society organizations (CSOs), technical assistance (TA) to local authorities in more accountable financial management practices, train local authorities and CSOs in participatory local governance, and develop restructuring action plans for local government operations, particularly to improve own-source revenue generation and restructure council debt.

#### I. HIGHLIGHTS

The highlights of the first quarter of 2003 included the following:

- Recruiting, interviewing, approval, and arrival of new chief of party Barry Reed to lead the Long-Term Local Governance Program;
- Conducting report-back meetings in each pilot local authority with local officials and civil society organizations to review the pilot program and discuss next steps;
- Develop and deliver a program-wide capacity-building seminar on the restructuring action plan process for treasurers and deputy treasurers in pilot local authorities;
- Conducted the wrap-up roundtable for all pilot local authorities and civil society organizations;
- Facilitated a meeting in Gwanda of Town officials and local stakeholders on developing a new strategic plan in accordance with new Ministry guidelines;



- Held meeting in Chipinge with presentations from CSOs responding to grant RFA.

## II. PROGRESS OF MAJOR ACTIVITIES

Start-up of technical and administrative activities for the Long-Term Program was the primary focus of UI staff and consultants in Zimbabwe this quarter, following the completion and dissemination of all deliverables of the Pilot Program as well as conducting wrap-up meetings in each pilot site and a program-wide roundtable of all pilot LAs and CSOs.

### ***Conferences on Local Planning in Zimbabwe***

**National Workshop on Community-Based Planning.** In January, Agnes Zhou, Rebecca Lawrence, and Ramson Mbetu participated in a national workshop convened by the Intermediate Technology Development Group of Southern Africa and the Ministry of Local Government, Public Works, and National Housing on community-based planning in Zimbabwe. The meeting focused on local government planning with community stakeholders in Gwanda and Chimanimani. The UI team gave a presentation on its program, building dialogue between LAs, CSOs, and stakeholders, and the Restructuring Action Plan process.

**Victoria Falls Strategic Planning Conference for Urban Councils** Israel Ndlovu, Agnes Zhou, and Ramson Mbetu participated in the nationwide conference on strategic planning in Victoria Falls on February 6-7. This meeting, convened by the Ministry of Local Government, Public Works, and National Housing, was attended by officials from urban councils throughout Zimbabwe and the Urban Councils Association. UI team members contributed to group discussions on increasing consultation with stakeholders, building transparency and accountability, and confronting constraints in resources and service delivery requirements. The meeting resulted in the agreement of all urban councils to revise existing strategic plans and to set targets for their operations in 2003 in an effort to develop performance-based management. UI's technical assistance and training in developing Restructuring Action Plans with urban local authorities will complement these efforts. A similar conference for rural district councils is planned for the next quarter.

### ***Restructuring Action Plan: Capacity-Building Seminar for Treasurers***

In January, the Urban Institute held a one-day meeting of treasurers and staff of the pilot LAs to assess the RAP framework in light of the financial management issues facing LAs. UI municipal finance specialists presented the RAP framework, responding to questions from local officials and clarifying issues on the design and implementation of a restructuring action plan. Treasurers presented their reviews of the RAP framework and proposed revisions.

### ***Roundtable Meeting on the Pilot Program to Develop Local Governance in Zimbabwe***

A Roundtable Meeting of the six pilot sites and partners of the Pilot Program on Local Governance (PPLG) was held on February 11, 2003 at the Sheraton Hotel, Harare. The roundtable reviewed the results of the Pilot Program on Local Governance, identified outstanding issues, and elicited recommendations for the follow-on program to the PPLG. Participants included USAID, five of the six pilot local authorities,

residents and civil society representatives from the pilot sites, and UNICEF and other national-level partner NGOs. Reports were presented jointly by a LA representative and a representative of residents and CSOs from the five local authorities in attendance. Each report described:

- The local authorities' participatory budgeting process for the current budget;
- Benefits of the PPLG, constraints and noteworthy experiences or illustrative stories;
- Gaps in the PPLG between LAs and CSOs' expectations and actual achievements; and
- LAs learning about CSOs' and stakeholders' objectives, roles and priorities.

CSOs also described positive outcomes of participation in the PPLG, including:

- A joint visioning process with the local authority and local CSOs agreeing and "owning" the output;
- Sustainable and consistent involvement of citizens and CSOs;
- Recognition and involvement of disadvantaged and marginalized interest groups;
- CSOs began to learn about and understand local government responsibilities, functions, decision-making processes, and actors; and
- Needs for capacity building within CSOs were identified for action in the Long-term Program

### ***Linkages and Network Building with Local Governments and CSOs***

Local Authorities – Report-back meetings on the PPLG were held in all six pilot local authorities to encourage them to follow on the agreed processes of interaction while looking for further strengthening of information dissemination and dialogue between LAs and residents/CSOs. The meetings strengthened the networks already in place.

Gwanda Strategic Plan – On March 25, at the request of the Town Clerk, Israel Ndlovu facilitated a meeting in Gwanda to update their strategic plan in accordance with new Ministry guidelines. The meeting involved the strategies UI had counseled them on, a broad stakeholder meeting to review the plan that included city officials, local CSOs and other concerned stakeholders. The CSOs were quite active in participating and the local officials welcomed their participation. The Town agreed to hold another report back meeting so the stakeholders group could review the final plan for submission and make sure it contains the strategies discussed at that meeting. Mr. Ndlovu's report of the meeting contained the following noteworthy evaluation:

*"I must say it felt really good to see how entrenched the principle of consultation is in this LA. Without suggesting that it should. I am sure even if the program were to stop now that process is irreversible in Gwanda."*

### ***CSO Grant Program***

On March 31 in Chipinge, a team consisting of UI staff, a Ministry Official, a USAID representative and representatives of the LAs (rural and urban) met and heard presentations from CSOs who sent in proposals to receive a grant from UI. The panel listened and questioned five different applicants for the grants. Thereafter, the panel unanimously agreed on a strategy to award two (2) grants to local CSOs for



work with the LAs. Pending USAID approval, UI will negotiate final contracts with the chosen CSOs to begin work in the near future.

Chief of Party Barry Reed and consultants Agnes Zhou and Dr. Ramsom Mbetu, along with Eliah Tafangombe of USAID, met on March 5 with Ms Ashella Ndhlovu, Deputy Secretary for Local Government Promotion and Administration for the Ministry of Local Government, Public Works and National Housing and her assistant Mr. Kuwanda. The meeting represented the first attempt to strengthen relation between the LLGP and the Ministry. Ms. Ndhlovu appeared receptive to the focus and goals of the LLPG and pledged the Ministry's support, including Mr. Kuwanda's participation in the Chipinge CSO Grants presentation.

On February 26 Barry Reed, Agnes Zhou and Rebecca Lawrence met with representatives of Price-Waterhouse-Coopers (PWC) to discuss the Harare turnaround plan. PWC had already done considerable advance work on such a plan and they agreed to provide UI with a scope of work and a price quote for the next steps. As of March 31 UI had not yet received it but PWC officials told UI a draft was prepared a final version imminent.

Barry Reed spent considerable time in late February and March meeting with different individuals and groups recommended by the CTO. This included:

- USAID officials
- US Embassy Officials
- The World Bank
- Other USAID Contractors and Grantees (SUNY, PACT, PSI, DAI/LEAD, etc.)
- SNV
- Municipal Development Partnership (MDP)
- The Urban Councils Association of Zimbabwe
- The Association of Rural District Councils

### ***Program Administration***

In January, new office space for the long-term program was evaluated by UI personnel and the USAID security team and a lease was negotiated. Vehicle and office equipment procurement was initiated. An advertisement for program and administrative staff openings was placed in the Financial Gazette and over 200 responses were received. Following ongoing recruitment for the chief of party position, Urban Institute staff member Barry Reed was interviewed and approved by USAID. Mr. Reed arrived in Harare in mid-February and took over direction of all administrative and technical activities of the Long-Term Program. Immediately upon arriving, Mr. Reed started the interview and selection process for local staff.

## **III. DELIVERABLES AND REPORTS**

### ***Preparation of Final PPLG Deliverable Reports***

Evaluation report - The PPLG Evaluation report was prepared and submitted to USAID for review. It was then revised, re-submitted, and distributed to program partners.

LA Final Reports - Six LA final reports have been prepared. The reports cover the activities of the PPLG from July 2001 to December 2002. They incorporate the individual quarterly, annual and terminal reports of each LA's participation in the PPLG. The reports are being edited, formatted, and encapsulated in executive summaries.

Restructuring Action Plan Framework - The draft RAP outline, a key deliverable of the program, was prepared in December 2002 for circulation to all LAs, stakeholders in municipal finance development, and USAID. A final version of the RAP outline/framework was then developed, with the addition of an introductory table setting out the primary, secondary, and peripheral issues to be addressed in developing the RAPs:

- Making the connection between current budget reality and a strategic plan;
- Identifying the most acute service deficiencies in the community;
- Examining how far it is possible to go within existing budget parameters;
- Spelling out the budget priority shifts involved; and
- Addressing revenue generation by identifying a community-approved strategy for improving collection rates and spell out responsibilities for implementation.

#### **IV. PROBLEMS OR DELAYS AFFECTING THE TASK ORDER PERFORMANCE**

The Program continued to experience problems related to the unstable political and economic environment, as well as hostile attitudes to CSOs, foreign governments and NGOs in Zimbabwe, and strained bilateral (USA-GoZ) relations.

#### **V. WORK PLANNED FOR THE NEXT REPORTING PERIOD**

- Initial site visits by Barry Reed to pilot cities
- Assessment of LA training needs
- Re-integration of Mutoko RDC into the program
- Finalize Chipinge CSO Grant Awards and sign contracts, begin implementation
- Develop plan of action for capacity building with identified Chipinge CSOs
- USAID finalize LA selection for LLGP
- Hold orientation/kick-off workshop for LLGP (old and new LAs)
- Visit by Consultant Burgert Gildenhuis for finalizing strategy on improving use of PROMUN in LAs
- Advertise CSO Grant RFA in remaining pilot LA's and conduct presentation meetings in each
- Assist Ministry on facilitating a follow-up workshop on the new strategic planning requirements
- Hold a staff team building retreat and consulting skills workshop for new staff
- Complete CSO profiling in Chipinge, Gwanda, Masvingo and Mutoko



- Assist Gwanda with printing and distribution of a service delivery handbook
- Continue RAP process in all pilot cities
- Facilitate report back meeting in Masvingo
- Provide support to Gweru CSO task force
- Facilitate stakeholders meeting on new strategic plan for Gweru

## **VI. SPECIFIC ACTION REQUESTED**

None.