

Results Review and Resources Request (R4)

FY 2003

ZIMBABWE



March 2001

The attached results information is from the FY 2003 Results Review and Resource Request (R4) for Zimbabwe and was assembled and analyzed by USAID/Zimbabwe. The R4 is a “pre-decisional” USAID document and does not reflect results stemming from USAID budgetary reviews. Additional information on the attached can be obtained from the Office of Southern Africa Affairs in USAID/Washington. Related document information can be obtained from:

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Agency for International Development
Washington, D.C. 20523

Please Note:

The attached FY 2002 Results Review and Resource Request ("R4") was assembled and analyzed by the country or USAID operating unit identified on this cover page.

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MEMORANDUM

DATE: April 6, 2001

TO: Mr. Jay Smith, AFR/DP

FROM: Rose Marie Depp, Director, USAID/Zimbabwe

SUBJECT: FY 2003 Results Review and Resource Request (R4) – Cover Memo

I am pleased to present the USAID/Zimbabwe R4 for FY 2003. Due to the continuing political, economic and social upheaval, the past year has been particularly challenging for the USAID Mission in Zimbabwe – but we believe we have met the challenges successfully. The crisis mitigation Country Strategic Plan (CSP) that was approved by the Bureau in May 1999 has served as an excellent crisis mitigation blueprint for the United States Government’s development assistance program to Zimbabwe. It has also served as a model for the Agency in how it can begin to look at *flexible* crisis mitigation and conflict prevention responses through a different lens. Briefly, some of our highlights, followed by management issues:

- We have just completed another Crisis Monitoring Plan update. Significantly, we have made a “scenario shift” into what we called in our CSP “Breakdown.”
- The mission Team has built strong bridges to civil society that both guide and inform our flexible implementation plan so that we can enhance dialogue. We maintain collegial links with counterpart ministries, but have also reached out to the new opposition party.
- We are leaders in providing new HIV/AIDS behavior change technologies. We predict that Zimbabwe’s Voluntary Counseling and Testing technology will be a model for other countries.
- Even as a man-made humanitarian disaster unfolds, our program has social safety net provisions and will be ready to provide creative, targeted assistance outside traditional channels.
- Each of our strategic objectives is strategically linked, and pre-conflict work with the Office of Transition Initiatives (OTI) is breaking new ground for the Agency. New ESF resources are timely and appropriate.

Our management contract remains essentially valid. Increased resources through OTI, ESF, HIV and Victims of Torture accounts are being creatively marshalled in this rapidly changing crisis. USDH staffing levels for projected resources remain sufficient.

There are a few management issues that we would like to bring to your attention:

Debilitating operating environment.

The economic stagnation and political repression have reached points where mission results are negatively impacted. Fuel shortages affect the movement of our partners and

ability to achieve intended results. Expected legal maneuvers by the ruling party may well reach a point where USAID may not be permitted to provide assistance to certain GOZ (Parliament, in particular) and NGO partners. The nature of our program means there will be increased scrutiny and, thus, increased risks to the personal security of staff, especially our Zimbabwean colleagues. Additionally, a humanitarian crisis will mean the diversion of human resources (at least) toward currently unprogrammed assistance.

Personnel issues.

- Efficiency and FSN morale. We lost three senior FSN staff to third countries this past year because the USG Local Compensation Plan is not keeping up with the cost of living (in some cases, barely paying a living wage). This worldwide, perennial issue should be brought to the fore to protect USAID programs in high inflation environments. We are preparing management options including requesting exception rates for certain key FSN staff.
- HIV/AIDS workplace policy. AFR/SD technical assistance in working with the Department of State's Medical Services Office to ensure that USAID-specific concerns are addressed is essential.
- The impending humanitarian crisis and the addition of HIV/AIDS and ESF funds may well lead to a need to increase USPSC and FSN staff beyond currently projected levels. We reiterate the need for flexibility that was outlined in our CSP.
- The early departure of our Program Officer for long-term training and the recent resignation of our senior FSN Program Officer create a void that will require a creative response and, perhaps, assistance from AFR and HR.

Procurement/Resource issues.

- Both our HIV/AIDS and microenterprise objectives have been significantly slowed by a procurement process that does not permit us to respond quickly to the crisis. Our Contracting Office in the RCSA is severely understaffed.
- Centers for Disease Control (CDC)/LIFE Initiative. We are concerned about the future of CDC's participation in LIFE. CDC has begun important surveillance work that helps the USG monitor the epidemic. If there are no future appropriations, there are ramifications for our ability to continue these important activities.
- OFDA/PL-480 assistance may be required in the case of a humanitarian program.

Program extensions of residual activities.

- Natural Resources Management Strengthened for Sustainable Development of CAMPFIRE Communities (613-001). In the coming year, we will consider a no-cost extension in order to complete a rational program close-out.
- The Private Sector Housing Program (within SO 613-002) was no-cost extended until 9/30/02 to permit a smooth transition out of the low-cost housing sector and into more relevant local governance development activities.

The USAID/Zimbabwe Team anticipates another challenging year. We will continue to allocate significant management and staff time to our monthly and biannual crisis/country monitoring reports and request USAID/Washington feedback on our response to, and monitoring of, the ongoing crisis.

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PART I

OVERVIEW AND FACTORS AFFECTING

PROGRAM PERFORMANCE

OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE

Summary Progress in Implementing Current CSP: Zimbabwe is a country experiencing a deepening political and economic crisis. The mission response to this crisis is demonstrated in the USAID/Zimbabwe Country Strategic Plan (CSP 2000-2005), a crisis mitigation strategy approved by USAID/Washington in April 1999. The mission has made steady progress in responding to the development and management challenges presented by the crisis.

Implementation is underway in two approved Strategic Objectives (SOs), while a contract for the implementation of the Special Objective (SpO) has just been awarded. The Office of Transitional Initiatives (BHR/OTI) has an established program to complement the overall USAID/Zimbabwe response to the crisis. A request for significant Economic Support Funds (ESF) has been approved by Washington for strengthening political parties, international observers and opinion polling. Resources have also been received to provide legal and medical assistance to victims of torture and violence

U.S. National Interest: Building a stronger democracy and implementing an effective response to the catastrophic HIV/AIDS infection rate are the top two goal areas in the U.S. Mission to Zimbabwe's Mission Performance Plan (MPP). Both are key contributors to encouraging regional stability.

Significant Changes: While significant, rapid but negative changes continue to occur in the Zimbabwean social, political and economic environments at a precipitously unpredictable pace, the mission assumptions and "scenarios"¹ in the CSP 2000-2005 continue to remain valid and a basis for strategic evolution. Therefore, no significant changes have occurred to warrant the mission proposing to change or eliminate an SO. In March 2001, the mission reported to Washington a scenario shift – Zimbabwe had moved into "Breakdown." The mission is now planning for the inevitable humanitarian crisis which will hit hard beginning later this year. P.L. 480 and OFDA resources will be needed.

Most Significant Program Achievements: The most significant program achievements in the year under review have been multifold:

- ❑ A total of 10 Voluntary Counseling and Testing (VCT) "New Start" clinics are now fully functional, instituting private sector business practices and behavior change technologies in the mitigation of the HIV/AIDS crisis.
- ❑ Enhanced quality of advocacy efforts to the Parliament of Zimbabwe by civil society organization (CSOs) partners and greater collaboration and networking among CSOs.
- ❑ Start-up and building of trust with portfolio committees through USAID grantee under the Parliamentary Strengthening activity with the Parliament of Zimbabwe.
- ❑ Funding and logistical support to the Zimbabwe Election Support Network's national command center during the historic June 25-26 2000 Parliamentary elections; 16,000 local election monitors trained and deployed and independent media support.

¹ The USAID Zimbabwe Country Strategic Plan 2000-2005 presents a discussion of national scenarios under which USAID would make programmatic responses in Annex D.

- ❑ Rapid response in support of victims of Cyclone Eline through support to the International Committee of the Red Cross/Zimbabwe Chapter.
- ❑ Award of an implementing contractor for nationwide expansion of micro-enterprise and associated training of business development services to a company with excellent links to the Zimbabwe private sector.
- ❑ Novel reporting of the crisis in Zimbabwe through virtual teaming and an evolving Country Monitoring Plan (CMP) that enables tactical responses to the rapidly evolving political and economic situation. (These monthly and biannual reports are available in AFR/SA.)
- ❑ Excellent collaboration with the Ministry of Finance and Economic Development in the management of the USAID/Zimbabwe portfolio under a politically sensitive context.
- ❑ Consultations expanded with local authorities concerning citizen participation in local government decision making.
- ❑ Increased revenues from CAMPFIRE ivory sales increased community and household-level benefits from the program while over 40 proposals were received for CAMPFIRE Development Fund grants.

Country Factors Most Influencing Progress: Zimbabwe's unfolding political and economic crisis has been the greatest challenge facing the program. In the period under review, the country has faced increased violence, a breakdown in the rule of law, a flawed election process, state-sponsored criminality, political polarization exemplified by a lack of constructive dialogue between the major political and social players and intolerance. The ingredients and prospects of an economic meltdown are demonstrably evident. The social dimension of the crisis is captured by the high incidence of HIV/AIDS at 25% of the sexually active adult population, increased poverty as 76% of the population live under the Poverty Datum Line, collapsing social services and infrastructure, a marked increase in crime and the increased deterioration of social cohesion.

The crisis facing Zimbabwe is one of failed political leadership. The current Government can no longer claim to enjoy the support of the majority of Zimbabweans. It has lost legitimacy. It is headed by an ideologically bankrupt group of men and women with despotic and fiercely partisan leanings. As Government resources – people, equipment and time – are actively and openly deployed to improve the sagging fortunes of the ruling party, key democratic institutions such as the courts and Parliament have been deliberately undermined in order to render them ineffectual. Zimbabwe liberation war veterans have assumed unprecedented levels of impunity – killing innocent citizens on the basis of their political affiliation, a blanket amnesty to perpetrators of violence during the 2000 elections period, closing down government offices they suspect to be occupied by civil servants sympathetic to the opposition and ignoring judicial judgements -- all with the tacit approval and material support from the leadership in Government.

The ruling party is determined to stifle all democratic avenues of protest and representation. Progressive civil society organizations have been repeatedly intimidated and publicly denounced as “enemies of the state”, putting their continued existence under threat. Their operations and effectiveness are under severe stress, though they remain critical players in national affairs. They continue to generate debate and ideas on the basis of competitive political processes.

Basic resources for productive effort such as fuel and electricity have become scarce and erratic in their availability, making planning and efficient delivery of goods and services, very difficult and affecting our implementing partners' programs. As the health delivery system has faced increased levels of under-funding, poor management and the stress of the HIV/AIDS pandemic, so too has been the pressure on individual households to pay the cost of good quality health care. Instability in the rural areas is also beginning to affect program implementation.

Commercial agriculture, the main economic sector, has been under siege from war veterans and state-sponsored militias. Agricultural production declined by over 15% in 2000 while Zimbabwe's economy – characterized as the fastest shrinking in the world -- is estimated to shrink by 10% in 2001. Tourism suffered major setbacks due to the political violence leading up to, and now, beyond the Parliamentary elections as the nation gears itself for a predictably bloodier Presidential campaign². Tourist arrivals to Zimbabwe declined by over 85% in the last two quarters of 2000 compared to the same period in 1999. Mining suffered from foreign currency shortages caused by protracted economic mismanagement in the last decade and expenditures on the war in the Democratic Republic of Congo.

New regulations promulgated by the GOZ to curb the economic crisis have been largely ineffectual because they do not focus on the cause of the problems, only the symptoms. A fixed exchange rate, expansionary monetary policy and controls on prices of basic commodities are cases in point. The net effect of all this has been to make production more costly and inefficient. As a result, prices have gone up, reducing both savings and investment to their lowest levels since independence in 1980. In short, the economic indicators show a dire situation.

Against this background, Zimbabwe as a nation has had to come to terms with the new reality and find coping mechanisms to the myriad of challenges. USAID/Zimbabwe has positioned itself to remain relevant to the context and meet the challenges using its comparative advantage and limited resources.

Overall Prospects for Progress through Budget Request Year: Prospects for political dialogue and reduced violence appear to be limited based on recent statements by leading members of the ruling party, mobilization of more militias and the impending Presidential election. The economic prospects are bleak as it is expected that the multilateral financial institutions will remain disengaged from Zimbabwe. Major sectors of the economy will continue to shrink, as the debt burden increases, arrears mount, economic fundamentals continue to be ignored and the Government is unwilling to make hard but prudent economic decisions. It is widely expected that economic sense will continue to be sacrificed on the altar of political expediency. The HIV/AIDS epidemic will continue to be the greatest development challenge within the crisis context, both in national resource and human survival terms.

Prospects for achieving the mission strategic objectives (SOs) are discussed below.

² According to the Human Rights Forum of Zimbabwe, 38 opposition supporters were killed by ruling party supporters and 18,000 suffered from some form of violence perpetrated by war veterans, police, army and militias in the campaign period leading up to the June 25-25 2000 Parliamentary elections. Presidential elections are due by April 2002 although they can be called earlier by the incumbent President.

Enhanced Citizens' Participation in Economic and Political Decision-Making. There is an increasing number of issues on which to advocate and a growing demand for more sophisticated advocacy efforts. As more citizens aspire to inclusion in the decision-making processes of the state, there is likely to be an increasing need for cohesiveness in making constituents' views known and heard by Parliament. As long as civil society organizations are allowed to operate and represent their members, as well as receive appropriate technical support and training, the prospects for a dynamic and successful SO are excellent. Technical assistance interventions are expected to strengthen the reform agenda of the Parliament of Zimbabwe, although the Presidential elections may change the scope and norms of parliamentary debate in the Parliament. There are increasing signs that the government will attempt to shut down any form of foreign support for political parties and civil society. USAID is investigating alternative delivery mechanisms but we would signal the need for an inter-agency policy review should this occur.

HIV/AIDS Crisis Mitigated. HIV/AIDS remains the single biggest development challenge to Zimbabwe and will remain so in the foreseeable future. Experiences from Africa in managing the disease through efforts aimed at behavior change such as Voluntary Counseling and Testing (VCT) offer bright prospects for mitigating the disease and its effects in the next few years. The immediate challenge is to get more of the population informed of their HIV status through VCT. Interventions in reproductive health, contraceptive availability and assistance to children affected by HIV/AIDS will also remain key interventions of this SO, offering measured prospects for significant successes in mitigating the HIV/AIDS crisis. Cross-sectoral linkages to improve chances of success will be explored and nurtured. Key GOZ and non-governmental partners will continue to be forced to operate under very difficult circumstances in this sector.

Access to Economic Opportunities for Disadvantaged Groups Expanded. A contract has been awarded to allow an implementing partner to come on board. Baseline information is expected in the FY 2004 R4 as planned.

Residual Activity from USAID Zimbabwe CSP 1997-2003: The mission will continue to report on the Natural Resources Management Project (NRMP II) until its close out.

Office of Transitional Initiatives Program. The agile resources of OTI are having an important complement to our development assistance program. Support for the independent media, especially in the wake of the bombing of the only independent daily newspaper, legal assistance, support for constitutional reform and other dialog efforts are allowing the mission to respond in unique ways to the crisis and political transition.

PART II

RESULTS REVIEW BY

STRATEGIC OBJECTIVES/SPECIAL OBJECTIVE

PARTICIPATION STRATEGIC OBJECTIVE (613-008)
**ENHANCED CITIZENS' PARTICIPATION IN ECONOMIC AND POLITICAL
DECISION-MAKING**

I. Operating Unit Self-Assessment: MEETING EXPECTATIONS

II. SO SUMMARY: *SO Link to Agency Objectives and MPP:* The “Participation” SO contributes primarily to the Agency Strategic Objective of encouraging credible and competitive political processes (ASO 2.2). It also contributes to the MPP goal of: “Enhanced Zimbabweans’ stake in their future by increasing participation in both economic and political decision making, thereby preventing/mitigating conflict and crisis.”

Statement of Change and Ultimate Beneficiaries: The SO increases competition in political and economic decision-making by encouraging participation on two fronts: 1) Civil Society Organizations (CSOs) that demand good governance and accountability through advocacy to the Parliament of Zimbabwe (POZ); and 2) by strengthening selected government institutions (e.g. Parliament, land reform institutions, and local government authorities) to become more effective and open to public input. The ultimate customers are the citizens of Zimbabwe.

Synergies: The advocacy work with CSOs has encouraged cross-team collaboration. CSOs from the mission health and business portfolios are benefiting from the resources available from this SO, gaining advocacy skills and hence, an enhanced ability of these organizations to represent their constituents in government decision making.

III. Key Results: The Participation SO is a critical part of the USAID/Zimbabwe strategy because of the centrality of political and economic decisions that will mitigate (or exacerbate) the national crisis that threatens Zimbabwe. Having evolved from an SpO in 1998, the SO has achieved the double impact of achieving results while building bridges and an analytical framework for other USAID interventions through its network of advocacy partners and ten CSOs grantees. Below are some key results:

- ◆ Measurement of “valid engagement with Parliament” rose substantially among CSOs from an indexed score of 3 (baseline in 1999) to 16. This score reflects the increase in the number of CSOs involved in advocacy to Parliament and not yet the quality of the engagement. Prior to 1999 only one CSO engaged in any way with the POZ relying instead on contacts with the Executive Branch.
- ◆ From a baseline of ‘0’ in 1999, 9 out of 10 organizations have made progress in 2000 in terms of their advocacy efforts to Parliament. This means the CSOs have developed objectives and strategies to work with the POZ and are beginning to understand the importance of the portfolio committees.
- ◆ CSOs value the Advocacy Index beyond a tool for performance measurement; they have adopted and are applying the tool to focus, consult, plan and manage CSO programs. For this reason, the Index has been very well received by the grantees (see ‘success story’ in Annex C).
- ◆ Through the selection criteria in RFAs, the team identified and awarded grants to five CSOs that represent women and/or marginalized communities. This has been an important result

because CSOs representing marginalized groups are not always the most visible and are often not in a position to create a platform for advocacy on their own in the Zimbabwean context.

- ◆ A dynamic group of core partners shapes the program, giving ownership to Zimbabweans.

Gender Issues: Gender analysis of policy alternatives is one of the 11 elements of the Advocacy Index by which performance is assessed by CSOs. All 10 grantees increased their score on the “gender” element of the Index. This is directly attributed to the content on the subject at two USAID sponsored workshops. Incorporating gender into policy analysis is challenging, but the grantees have definitely achieved higher awareness and momentum. One of the grantees is a prominent women’s organization; it has offered its services to the other nine grantees, allowing leveraging of scarce resources and group learning. Additionally, two women (out of five) serve on the independent panel that assesses the CSOs’ progress in the Advocacy Index and half of the ‘Core Partners’ group – a group that serves as the main advisors to USAID’s democracy and governance program – are women.

Parliamentary Strengthening: USAID’s Parliamentary Strengthening Program was developed with the full cooperation of Parliament and addresses the priority recommendations of the Parliamentary Reform Committee. In late 1999, the State University of New York (SUNY) was selected to implement the program. The first six months of implementation were during the waning days of the 4th Parliament. The June parliamentary elections introduced the first ever multi-party Parliament with 58 of the 120 elected seats being won by the opposition. (The Constitution provides for 30 seats approved by the President, for a total of 150 MPs.) During the second half of the year, SUNY focussed on orientation of the 102 new MPs.

SUNY has built trust, a knowledge base of the institution, and an understanding of how MPs and leadership respond to their new roles and the new dynamic created by the opposition. SUNY has broadened its contacts and networks while assessing how Parliament handles pressing business of the house, and understanding the expectations of varying interest groups. As well, SUNY has engendered trust from the staff of the POZ as well as Committee members who value its ability to help them understand legislation referred for consideration. The first three sittings of Parliament were significant to the development of democratic thought and action in that a wide variety of issues of public concern were raised and debated, largely in full public view (see ‘success story’ in Annex C). SUNY carried out the following activities that are described in lieu of results indicators for this baseline year:

Technical assistance through consultancies: Development of a consultant database to help portfolio committees use the services of local experts; assistance to the Public Relations Office of the Parliament to help with public education; and provision of a three-person team to assist the Budget and Finance Committee in analyzing the Government’s 2001 budget, resulting in a budget debate that was the most thorough and penetrating in history.

Training: preparation of a new member orientation program and a training workshop for 11 committee clerks and research staff on the new standing orders which help acquaint clerks with new ways of doing business.

Pre-budget Seminars: Two well-attended seminars on “Budget Roles – Functions of the Executive and Legislative Branches” and “Parliament’s Role” informed the 2000 Zimbabwe Budget debate.

Land: While USAID remains engaged in dialogue on land with donors, some levels of the GOZ, and key local partners, activities with GOZ land institutions have not progressed due to the highly controversial and partisan approach to land reform by the GOZ. Notwithstanding, the LTC advisor is in place and initial policy studies are underway. Progress in developing the policy research agenda is being made. This is positive as it will hopefully inform stakeholders when the wider debate on the land issue is de-politicized.

Local Governance: An RFP for an April 2001 contract, was issued for a pilot program to work in four local government authorities, three of them urban and one rural. The program will strengthen local level CSOs and local authorities in 4- pilot sites to increase citizen participation in civic decision-making.

IV. Performance and Prospects: The program is on track. Work with Parliament made a promising start despite the high level of political hostility, suspicion and the breakdown in the rule of law that prevailed in 2000. Given this challenging context, the large number of new MPs, and the appointment of a new Speaker whose commitment to reform has yet to be verified, USAID focused on building demand for SUNY’s assistance by working with Parliament staff and MPs, and establishing a good relationship with Parliament through joint work planning for 2001. Initial work is focussed on the Budget and Finance Committee and the Public Accounts Committee. Targeted assistance will strengthen them in their oversight role of the executive branch and in their outreach to civil society. Results will be reported in the next cycle.

While numerous donors support civil society and a few help Parliament, we believe USAID’s strategy is unique in that it is working to strengthen both civil society and Parliament and improving the dialogue between the two. Much of the improvement in the advocacy efforts of CSOs in Zimbabwe is directly attributable to USAID’s program.

V. Possible Adjustments to the Plans: We do not foresee a need to alter the strategy. This SO must however remain flexible given the quickly evolving and now volatile political environment ahead of the Presidential election.

VI. Other Donor Programs: These include the United Kingdom, Norway, Sweden, Denmark, Canada, Australia, the Netherlands, Germany and UNDP. UNDP is the second largest donor to Parliament and funds study tours, equipment, and constituent relations. The other donors fund CSOs that focus on civic education, media, constitution, and human rights issues.

VII. Major Contractors and Grantees: These include ZADF Pact, SUNY, University of Wisconsin’s Land Tenure Center, Parliament and 10 local CSOs.

PARTICIPATION INDICATORS 2000: PERFORMANCE DATA TABLES

OBJECTIVE NAME: Enhanced Citizens' Participation in Economic and Political Decision-Making			
APPROVED: 1999 CSP		COUNTRY/ORGANIZATION: USAID/Zimbabwe	
OBJECTIVE ID: 613-008			
RESULT NAME: As above.			
INDICATOR: SO Level 1a – CSO perceptions of valid engagement with Parliament on issues relevant to their area of concern			
UNIT OF MEASURE: See below		YEAR	PLANNED
<p>SOURCE: Each of the USAID-targeted CSOs engaging in advocacy with Parliament will be asked to rate its perception of its engagement with Parliament (each will do so on a scale of 0 - 5). The unit of measure will be the total of their scores.</p>		1999 (B)	3
		2000	8
<p>INDICATOR/DESCRIPTION: 'Valid Engagement' refers to a situation in which the CSO assesses that it was given adequate time and information to consider legislative initiatives or drafts, opportunity to present its views, to react to Parliamentary responses and changes and was listened to and taken into account in policy decisions. Perception will be on the following scale: No engagement at all (0); very limited gestures only/there is a desire for interchange but no follow through (1); limited/possibly a few meetings/superficial exchanges (2); reasonable engagement/some meetings/some serious discussion (3); substantial engagement/serious meetings with individual MPs and with committees/consideration of policy alternatives (4); substantial interchanges with CSOs being given enough time and information to work with Parliament, and a strong sense that their input was fully considered in policy formulation (5).</p>		2001 (T)	14
		2002 (T)	24
		2003 (T)	30
<p>COMMENT: The CSOs involved in the assessment are the local grantees. CSOs score this for the major issue areas on which they focus, and only if they have tried to engage Parliament. An aggregate is used rather than an average for the following reason: An aggregate measures both the <i>number</i> of CSOs (that believe Parliament is of sufficient importance to advocate to and that they are ready and able to advocate to Parliament) and their <i>perception of their working relationship</i>, or 'validity of engagement' with Parliament. As more targeted CSOs engage Parliament and as their perception of the relationship improves so the score will increase.</p> <p>At the start of 2000 only one of the targeted CSOs had engaged Parliament and scored a '3' for it's relationship with Parliament – therefore '3' was the baseline score. This year 9 organizations gave an assessment of their perception. Their individual scores were: 1,1, 2.5, 3.5, 3, 2, 1, 1, and 1. The aggregate of CSO perceptions was 16. We do not wish to overstate the importance of this increase. It is based on an increase in the number of organizations coming on board and giving attention to advocacy to Parliament, rather than on an improvement in the quality of the engagement. In future years individual scores should increase as the quality of each CSO's advocacy program improves.</p>		ACTUAL	16

OBJECTIVE NAME: Enhanced Citizens' Participation in Economic and Political Decision-Making			
APPROVED: 1999 CSP		COUNTRY/ORGANIZATION: USAID/Zimbabwe	
OBJECTIVE ID: 613-008			
RESULT NAME: IR1- Improved Civil Society Organization Representation of Citizens Interests at National and Local Levels			
INDICATOR: IR 1.1b) : # of targeted CSOs (that work at the national level) that show improvement on the Advocacy Index			
UNIT OF MEASURE: # of targeted CSOs	YEAR	PLANNED	ACTUAL
SOURCE: ZADF Pact (in cooperation with grantees, USAID & an independent panel) INDICATOR/DESCRIPTION: Components of the CSO Advocacy Index. 1) Issue is timely and locally significant; 2) CSO collects information, carries out research, and gets input about the issue; 3) CSO polls its members and the public on the issue; 4) CSO formulates a viable policy position on the issue; 5) CSO provides a gender analysis of the implications of alternative policies; 6) CSO allocates resources (especially time and money) for advocacy on the issue; 7) CSO provides public education/builds public support through public meetings and the media; 8) CSO builds coalition and networks to obtain cooperative efforts for joint action on the issue; 9) CSO take action to influence policy or aspects of the issue ex news release, letter writing, visits to Parliament; 10) CSO takes follow up action, after decision is made to foster implementation and or maintain public interest; 11) Indications of institutionalization of advocacy role in CSO; ex establishment and funding of an advocacy or policy or parliamentary relations office, officer or committee	1999 (B)		0
	2000	7	9
	2001 (T)	10	
	2002 (T)	14	
	2003 (T)	15	
COMMENT: Each component of the index is rated on scale of 0-5 and then totaled by all five members of an independent panel. So this score could be between 0 and 55. The scores of panelist are averaged for each CSO; that provides the CSO score for that year. For a CSO to qualify as showing 'improvement' it should demonstrate positive change on the scale. (Note: in its first year a CSO registers improvement by increasing its score in comparison with its baseline; after that, it registers improvement by increasing its score from the previous year.) It is impossible for a CSO to register improvement before a baseline is set. Therefore, only in the year after the baseline is set can it do so. The baseline therefore was '0' in the first year. The Panel concluded that 10 organizations scored numeric increases. However, one of these registered a very modest increase, and the panel judged the improvement as only 'marginal.' We have therefore chosen to exclude this organization from the list of organizations that have registered improvement.			

OBJECTIVE NAME: Enhanced Citizens' Participation in Economic and Political Decision Making				
APPROVED: 1999 CSP		COUNTRY/ORGANIZATION: USAID/Zimbabwe		
OBJECTIVE ID: 613-008				
RESULT NAME: Improved Civil Society Organization Representation of Citizens Interests at the National and Local Levels				
INDICATOR: IR1.2 - # of targeted CSOs that show improvement on the advocacy index that represent women and marginalized communities or their issues				
UNIT OF MEASURE: # of targeted CSOs		YEAR	PLANNED	ACTUAL
SOURCE: ZADF (in cooperation with grantees, USAID & an independent panel)		1999 (B)		0
INDICATOR/DESCRIPTION: "Marginalized" is a term intended to incorporate communities such as rural communal farmers, urban poor, micro/informal sector-entrepreneurs, disabled people, ethnic minorities. For CSOs to qualify, they must represent or give most of their attention to such communities.		2000	4	5
		2001 (T)	6	
		2002 (T)	6	
		2003 (T)	7	
COMMENTS: The universe from which this is drawn is a subset of the total # of targeted CSOs that show improvement on the advocacy index (IR1.1a). The intention of this indicator is to encourage USAID to give attention in its advocacy work to CSOs that reflect the interests of women and marginalized communities, an overarching project objective, and to enable it to monitor progress with these groups.				
For reasons explained under IR1.1a, the baseline was '0.'				

OBJECTIVE NAME: Enhanced Citizens' Participation in Economic and Political Decision Making			
APPROVED: 1999 CSP		COUNTRY/ORGANIZATION: USAID/Zimbabwe	
OBJECTIVE ID: 613-008			
RESULT NAME: IR 2.1 More Effective and Accessible Selected National Government Institutions: Parliament			
INDICATOR: IR 2.1.3 - # of targeted Parliamentary Committee meetings open to citizens, citizen groups and the media			
UNIT OF MEASURE: # of targeted Parliamentary Committee meetings per year	YEAR	PLANNED	ACTUAL
SOURCE: SUNY (in cooperation with Parliament)	2000 (B)		0
INDICATOR/DESCRIPTION: "Open" means that the Committee fulfills the following requirements: invites relevant CSOs and stakeholders (and this list accords with a CSO definition of relevant CSOs and stakeholders) and the media; invites them with adequate notice (i.e. enough time to consider the materials or the issue); provides the relevant materials (where applicable); makes itself available for reasonable questions; and allows members of the public (essentially CSOs representing citizens interests) to attend.	2001 (T)	6	
	2002 (T)	8	
	2003 (T)	10	
COMMENTS: For 2001, the program will be target two important committees, the Budget and Finance Committee and the Public Accounts Committee. Setting targets in such an untested environment is difficult. The target of 6 in the for the baseline is based on 4 such meetings of the Budget and Finance Committee and 2 of the Public Accounts Committee; in 2002 the target of 8 is based on the targeted committees that receive assistance holding 4 open meetings. (The number of committees will be expanded next year and the targets adjusted accordingly.) This quantitative indicator is intended as a supplement to the more comprehensive qualitative process indicator IR2.1.2 that will be developed with Parliament this year.			

HIV/AIDS STRATEGIC OBJECTIVE (613-009)

HIV/AIDS Crisis Mitigated

I. Operating Unit Self-Assessment Statement: MEETING EXPECTATIONS

II. SO Summary: *SO Link to Agency Objectives and MPP* - The “HIV/AIDS Crisis Mitigated” SO contributes to USAID’s Agency Strategic Objective (ASO 4.4) “transmission and impact of the HIV/AIDS pandemic in developing countries reduced.” It also contributes to SO 4.1, “unintended and mistimed pregnancies reduced” through social marketing of dual protection methods – contraceptives and condoms. The SO contributes to the Mission Performance Plan (MPP) health goal: “Mitigate a national (HIV/AIDS) crisis by instituting proven behavior change services and communication strategies.”

Statement-of-Change and Ultimate Beneficiaries: This SO was established to mitigate the HIV/AIDS crisis in Zimbabwe through three Intermediate Results (IRs): 1) Behavior change via *increased* use of quality services proven to prevent transmission of HIV (nationwide Voluntary Counseling and Testing (VCT) and condom/contraceptive social marketing). Both are ongoing, but will scale up through 2005); 2) *enhanced* capacity to support AIDS-related policy and advocacy; and 3) *enhanced* capacity to support community-based responses to assist children affected by AIDS. The SO design was completed in March 2000 and competitive awards for the implementation of IRs 2-3 will occur before the end of FY 2001.

Synergies: The “Participation” SO provides support to NGOs that advocate on HIV-related issues. The “Economic Opportunity” Special Objective will begin to provide micro-finance services to communities affected by AIDS in FY 2001. Ultimate customers include the entire population of Zimbabwe as the HIV/AIDS pandemic affects the entire country directly or indirectly.

III. Key Results: Zimbabwe previously had one of the best public health systems in Africa, however its service delivery system has deteriorated. Approximately 25% of the sexually active adult population are HIV positive. AIDS has contributed to a sharp decline in adult life expectancy (60 years in 1990, 39 years in 1998), and an increase in child mortality (up from 62 per 1000 in 1994 to 102 per 1000 in 1999). Implementation of the National AIDS Policy, launched in 1999, languishes. By the end of 2000, the National AIDS Council (NAC) still lacked an Executive Director and staff and had disbursed only one-fifth of its funds meant to support people affected by HIV/AIDS.

USAID has contributed to significant results. Key results achieved by USAID follow:

- ◆ Fifty percent of women of reproductive age use modern contraceptives (1999 DHS). The Total Fertility Rate (TFR) decreased to less than 4.0 (DHS 1999).
- ◆ As a direct result of the introduction of VCT, Zimbabweans are presented with an opportunity to make informed life-changing decisions – first, to get counseling and be tested for HIV, and second, to take appropriate actions based on the results.

- ◆ In FY 2000, 11,384 clients visited VCT centers, exceeding mission targets by 42%. During periodic free VCT promotions in FY 2000 (e.g., for one week in honor of World AIDS Day) increases in client flow ranged from 100-300% at VCT sites.
- ◆ By December 2000, USAID Zimbabwe had established 10 “New Start” VCT sites. Shortly after opening, an independent VCT site in Harare that averaged 150 clients per day.
- ◆ A mobile VCT clinic pilot in a rural area had 400 clients per month. A program will begin in FY 2001 to reach out to the vast rural populations that lack access to VCT.
- ◆ About 45% of VCT clients are women. This shows success in targeting women, persuading them to be tested for HIV and empowering them to protect their health.
- ◆ Condom social marketing greatly exceeded targets with over 9 million condoms were sold during 2000, 82% more than the target of 5 million.
- ◆ 21 AIDS and Orphan Care NGOs increased their capacity to mitigate the HIV/AIDS epidemic. Training was provided to 1,442 NGO staff and community members in skills such as strategic planning and community mobilization to help focus and direct spontaneous but often ineffective initial responses of communities to the AIDS crisis.
- ◆ USAID/Zimbabwe established and hosted an HIV/AIDS Donor Group throughout the reporting period in order to coordinate strategies, identify collaborative opportunities and leverage limited funds.

IV. Performance/Prospects: Prospects of the SO are discussed under the three Intermediate Results (IRs) below:

IR1: The VCT activity exceeded expectations by establishing 10 sites, an increase of 60% above the target of 6 new sites. At a stand-alone VCT site in the Harare central business district, the number of clients increased to an average of 150 per day within two months of opening. Due to the high quality of counselling and the nominal fee of \$0.50, more than 90% of clients return for their HIV test results – the highest VCT client return rate in Africa. The number of clients is expected to increase dramatically with the launch of same-day rapid test kits in 2001. The VCT program will also continue to expand with three additional independent sites to be established in FY 2001. Mobile VCT services will be launched to further extend services to the poor in major cities and rural areas.

IR 2-3: Most of FY 2000 was spent on planning, design and procurement for these IRs. Awards are to be made before the end of FY 2001. Baseline data will be established in FY 2002. Full results reporting will begin in FY 2003. IR 3 addresses the needs of the estimated one million children expected to be orphaned by AIDS by 2005. In FY 2000, USAID conducted a study on orphans and vulnerable children in Zimbabwe and developed an RFA for community support to children affected by HIV/AIDS. USAID’s proposed program has attracted attention from the World Bank and other donors and will serve as a model program for others.

Strengthening Local NGOs for HIV/AIDS Control and Orphan Care. Through PACT, USAID supports 21 local AIDS and Orphan Care NGOs that address critical local needs unmet by the GOZ. A mid-term assessment confirmed that PACT had strengthened the local AIDS NGOs and that they are now better able to facilitate and mobilize community efforts.

USAID had planned to phase-down its supply of public sector contraceptives. However, given the economic and political crisis in Zimbabwe and the lack of GOZ and new donor support, USAID will continue assistance. USAID estimates it will need an additional US\$4.5 million from FY 2002 – 2005. USAID also collaborates with DFID that provides approximately \$2 million per year for public sector contraceptives. The mission is working with the Ministry of Health and other donors to identify additional support.

V. Possible Adjustment to Plans: Based on an FY 2000 review of social marketing activities, USAID is now focusing more on independent sites and post test clubs. USAID will reprogram support to the higher-performing VCT sites while closing relative non-performing sites. A new cooperative agreement will be awarded in March 2001 to PSI for VCT and condom/contraceptive social marketing. While this is a continuation of an ongoing activity, new indicators will be established using existing performance data. Baselines will be established in FY 2001. Results reporting will start in the FY 2004 R4.

Illustrative indicators include: IR2 – the number of AIDS advocacy organizations that show improvement on an AIDS Advocacy Index; IR 3 – the number of communities increasing their capacity to assist orphans. Definitive indicators for IRs 2 and 3 will be determined early in FY 2002. Due to the slow procurement process, significant delays were experienced leading to late startup of implementation of IRs 2 and 3. Nevertheless, implementation awards for these two IRs are scheduled before the end of FY 2001.

USAID also benefits from collaboration with the Centers for Disease Control. CDC established an office in Zimbabwe in FY 2000. CDC will develop HIV/AIDS surveillance systems to track the epidemic and provide valuable data for future R4s. The mission is uncertain about the future of the CDC/LIFE initiative. There are resource implications for USAID should we have to assume funding of CDC surveillance activities.

VI. Other Donor Programs: USAID is the lead donor in HIV/AIDS mitigation and pioneered VCT in Zimbabwe. In FY 2000, USAID was also the leading donor of public sector contraceptives; however, DFID and the Government of the Netherlands are key partners in both public and private sector contraceptive procurement. The Japanese Embassy is funding rapid test kits for the VCT sites. SIDA supports training for VCT counselors. A local organization, the Oak Foundation, co-funds a VCT site. USAID took a pro-active role by establishing and hosting an HIV/AIDS Donor group.

VII. Major Contractors and Grantees: USAID works with the National AIDS Coordination Program (NACP) and the Zimbabwe National Family Planning Council (ZNFPC). Key contractors and cooperating agencies include: Population Services International (PSI) for VCT, family planning and condom social marketing activities; and PACT for the NGO Strengthening activity. USAID provides Field Support to three projects: DELIVER for family planning logistics support; Advance Africa to upgrade Community Based Distributor (CBD) skills in HIV/AIDS/STI outreach; and the Central Contraceptive Procurement project.

HIV/AIDS CRISIS MITIGATED INDICATORS 2000: PERFORMANCE DATA TABLES

OBJECTIVE: HIV/AIDS Crisis Mitigated			
APPROVED: 2000 CSP		COUNTRY/ORGANIZATION: USAID/Zimbabwe	
OBJECTIVE ID: 613-009			
RESULT NAME: IR 1: Increased Use of Quality Services Proven Effective to Prevent Transmission of HIV			
INDICATOR: Number of clients tested and counseled for HIV/AIDS at USAID funded VCT sites			
<p>UNIT OF MEASURE: Individuals who seek counseling and testing.</p> <hr/> <p>SOURCE: PSI Reports</p> <hr/> <p>INDICATOR/DESCRIPTION: The voluntary decision of an individual to be tested for HIV, then to receive the results and counseling indicates the individual's willingness to change his/her behavior.</p> <hr/> <p>COMMENTS:</p> <ol style="list-style-type: none"> 1. This indicator was adopted in 1998. It was incorporated into the New Objective HIV/AIDS Crisis Mitigated Design (March 2000). 2. Targets have been revised upwards since the last R4 to reflect the overwhelming response of the stand-alone VCT model. The targets may change in next year's R4 as USAID will establish additional stand-alone sites, launch rapid-test kits, and provide services to rural areas through a mobile VCT unit. 3. Mission will report on this indicator in the FY 2004 R4. 4. Data based on calendar year. 	YEAR	PLANNED	ACTUAL
	1999	3,000	2,117
	2000	8,000	11,384
	2001 (T)	22,000	
	2002 (T)	30,000	
	2003 (T)	36,000	

OBJECTIVE NAME: HIV/AIDS Crisis Mitigated			
APPROVED: 2000 CSP		COUNTRY/ORGANIZATION: USAID/Zimbabwe	
OBJECTIVE ID: 613-009			
RESULT NAME: IR 1: Increased Use of Quality Services Proven Effective to Prevent Transmission of HIV			
INDICATOR: Total Number of condoms sold			
UNIT OF MEASURE: Condoms sold by social marketing program.	YEAR	PLANNED	ACTUAL
SOURCE: PSI data for Protector condom sales.	1998	3 million	4.5 million
INDICATOR/DESCRIPTION: Number of condoms sold.	1999	4 million	8.2 million
COMMENTS: 1. This indicator was incorporated into the new “HIV/AIDS Crisis Mitigated” SO. As such we will continue to report on this indicator in subsequent R4s. 2. The targets have been revised upwards since last year’s R4 to reflect the success of this activity in reaching non-traditional condom sale outlets like bars, beer halls, night clubs, gas stations, tourist hotels, etc. 3. All data is fiscal year.	2000	5 million	9.1 million
	2001 (T)	11 million	
	2002 (T)	12.5 million	
	2003 (T)	13.5 million	

OBJECTIVE NAME: HIV/AIDS Crisis Mitigated			
APPROVED: 2000 CSP		COUNTRY/ORGANIZATION: USAID/Zimbabwe	
OBJECTIVE ID: 613-009			
RESULT NAME: IR 1: Increased Use of Quality Services Proven Effective to Prevent Transmission of HIV			
INDICATOR: Contraceptive Prevalence Rate (CPR)			
UNIT OF MEASURE: Percentage of married women of reproductive age (15 –49) who use modern contraceptives	YEAR	PLANNED	ACTUAL
SOURCE: 1999 DHS Final Report	1984 (DHS)		26.6
INDICATOR/DESCRIPTION: Percentage of married women of reproductive age (15 –49) who use modern contraceptives	1988 (DHS)		36.1
COMMENTS: 1. This indicator was incorporated into the new “HIV/AIDS Crisis Mitigated” SO. 2. We will report on this indicator in 2004 based on next DHS. 3. Next DHS will be in 2004. CPR projections for 2004 are not available at this time.	1994 (DHS)		42.2
	1999 (DHS)	48.0	50.4
	2004 (DHS)		

OBJECTIVE NAME: Reduced Fertility and Increased Use of HIV/AIDS preventive measures				
APPROVED: 1997 CSP		COUNTRY/ORGANIZATION: USAID/Zimbabwe		
OBJECTIVE ID: 613-009				
RESULT NAME: Total Fertility Rate (TFR)				
INDICATOR: Total Fertility Rate				
UNIT OF MEASURE: Births per woman		YEAR	PLANNED	ACTUAL
SOURCE: 1999 Demographic and Health Survey (DHS)		1984		6.5
INDICATOR/DESCRIPTION: Number of children a woman would have by the end of her childbearing years if she were to pass through those years bearing children at the currently observed age-specific rates. (ref: 1999 DHS)		1988		5.5
		1991		4.29
COMMENTS: Actual is from 1999 DHS Final Report which was just received in January 2000. This is the last year that USAID Zimbabwe will report the TFR in the R4. TFR is not a key component or indicator for the new 2000-2005 SO, "HIV/AIDS crisis mitigated." This indicator is in fact drawn from the 1997-2003 Country Strategic Plan		1999	4.0	3.96
However, TFR remains an important measure of family planning progress. As such, USAID will continue to monitor TFR via the DHS in the future (next DHS scheduled for 2004). TFR data will be available to AIDW on a regular, ongoing basis via the DHS.				

ECONOMIC OPPORTUNITES STRATEGIC OBJECTIVE (613-010)
ACCESS TO ECONOMIC OPPORTUNITY FOR DISADVANTAGED GROUPS
EXPANDED

I. Operating Unit Self-Assessment: MEETING EXPECTATIONS

II. SpO Summary: *SO Link to Agency Objectives and MPP* – The “Economic Opportunities” Special Objective (SpO) contributes to the Agency Strategic Objective of expanded and more equitable access to economic opportunity for the rural and urban poor (ASO 1.3), but is primarily relevant as a crisis mitigation tool to afford vulnerable groups with a social safety net. Thus, the SpO also contributes to the MPP goal of mitigating conflict and crisis.

Statement of Change and Ultimate Beneficiaries: Approved in April 1999 as a part of the USAID Zimbabwe CSP 2000-2005, the SpO is designed to mitigate against economic crisis at the household level among disadvantaged and vulnerable groups of the population – orphans, women, the unemployed, rural and peri-urban residents and others. Special attention will be given to those groups affected by HIV/AIDS.

The SpO is premised on worldwide empirical evidence that in a quickly deteriorating and unpredictable economic environment such as the one Zimbabwe is experiencing, disadvantaged and vulnerable groups suffer more acutely than other groups in the population. Additionally, evidence has shown that group approaches to a crisis situation offer better chances for success than other options. On the basis of this understanding, USAID/Zimbabwe decided to target “disadvantaged groups”.

The SpO will expand economic opportunities through value-added business development services and access to microfinance for micro-entrepreneurs organized as groups. Ultimate beneficiaries will be those living in poverty, including people affected by HIV/AIDS.

Synergies: This SpO complements the “HIV/AIDS Crisis Mitigated” SO through support to people affected with HIV/AIDS to generate income for sustaining their livelihoods at a household and community level as organized business groups. The SpO is already benefiting from advocacy efforts of business-focused civil society organizations under the Participation SO.

III. Key Results: The period under review was of design and start up activities; therefore, summary output and process data are presented in this section. Baseline indicators will be set in FY 2001, while results reporting will begin in FY 2002.

The following was achieved:

- ◆ The SpO team produced a detailed “Request for Proposals” (RFP) to solicit bids for the design and implementation of the SpO in March 2000.
- ◆ A Phase I Technical Evaluation Committee consisting of a multi-disciplinary team of USAID personnel reviewed concept papers from 9 bidders on the proposed design and implementation of the SpO. Four bidders were selected to compete in Phase II of the competition.

- ◆ A grant of \$120,000 was sourced from USAID Global Bureau (EGAD) to facilitate the design process by wholly or partially underwriting the design costs of the initial four winning bids from Phase I.
- ◆ In November 2000, a joint USAID/Zimbabwe, Ministry of Commerce and International Trade and USAID/EGAD team constituted a Technical Evaluation Committee that evaluated the four bidders that advanced to Phase II. A recommendation of award was made to the Regional Contracting Officer in December 2000 and a contract award was made in March 2001.
- ◆ During FY 2000, the SpO team engaged in discussions with the HIV/AIDS Crisis Mitigation Team on the expansion of economic opportunities for groups affected by HIV/AIDS. Similar engagement has continued with the Participation Team with special reference to advocacy on microfinance and business issues. SpO activities will reflect and exploit these linkages.
- ◆ In January 2001 the SpO team made an unsuccessful bid for the FY 2001 Prime Funds to supplement its resources.

IV. Performance and Prospects: Analysts forecast a deepening economic crisis in Zimbabwe in the short to medium term. The economy is expected to under-perform in all previous “growth” sectors while investment is likely to be negative. More retrenchments and corresponding rises in the cost of basic goods and services are likely to further increase the demand for SpO activities.

As the economy deteriorates, more groups of the population will join the ranks of the “disadvantaged” or vulnerable groups and hence increase demand for SpO services. Once the contractor is in place, the challenge will be to effect a quick start-up that will allow greater opportunities in the dire situation now facing disadvantaged groups.

V. Possible Adjustment of Plans: Increased levels of violence in peri-urban and rural areas is a cause for concern as this may disrupt or curtail prospects for micro-business activity. Some rural communities are facing increased violence and intimidation as the Presidential election campaign takes the same characteristics as the bloody period leading up to the June 2000 Parliamentary elections (in which 38 people were murdered). Of equal concern is the prospect of economic meltdown that may require the SpO to focus more on humanitarian efforts rather than micro-business for household survival and livelihoods. New delivery mechanisms and microfinance products will be needed if there is widespread civil unrest.

VI. Other Donor Programs: Key donors and collaborators in the sector are DFID, GTZ, Japan, Sweden, the European Union and private foundations from Germany, Italy and Sweden. In collaboration with these donors, USAID helped establish the Zimbabwe Consortium of Microfinance Donors, a body that coordinates donor activities in the sector. USAID currently co-chairs the consortium with DFID.

VII. Major Contractors and Grantees: Implementation will begin in April 2001. The winning firm, Development Alternatives, Inc., has partnered with some of the strongest local non-profit and for-profit organizations, such as Zambuko Trust and International Capital Corporation (ICC).

STRATEGIC OBJECTIVE ONE (CSP 1997-2003)
NATURAL RESOURCES MANAGEMENT STRENGTHENED FOR SUSTAINABLE DEVELOPMENT OF CAMPFIRE COMMUNITIES

I. Mission Self-Assessment Statement: MEETING EXPECTATIONS

II. SO Summary

Relationship to USAID Objectives and MPP Goals: The SO primarily contributes to the USAID Objective of increasing sustainable natural resource management (USAID Objective 5.5); secondary linkages are to: to conserving biological diversity (5.2), contributing to broad-based economic growth (1.3), developing a politically active civil society (2.3) and encouraging more transparent and accountable government institutions (2.4). The SO also contributes to the MPP environment goal: "Promote the conservation of biodiversity in Zimbabwe."

Statement-of-Change and Ultimate Customers: SO targets for the final two years of implementation have been revised downwards due to the deteriorating political, economic and social situation prevailing throughout the country and the beginning of a phased reduction of program support services in preparation for activity closeout.

While this SO was not formally approved until 1997, USAID/Zimbabwe has been assisting Zimbabwe's Communal Areas Management Programme for Indigenous Resources (CAMPFIRE) since 1989 through the US\$28.1 million Natural Resources Management Program (NRMP). The program strengthens the capacities of participating rural communities for sustainable natural resources management (NRM) and use. Ultimate customers are Zimbabwe's poorest rural communities in the country's marginal communal areas.

III. Key Results Narrative: In meeting most of its targets this year, SO1 continues to make solid progress in achieving its conservation-based community development goals.

Although an accurate census of participating communities and households was not completed this year due to capacity constraints, 37 out of 57 Rural District Councils (RDCs) in the country are now CAMPFIRE members, with 28 Districts – approximately 50% of all RDCs – actively participating in program activities. In 1999, 53 of CAMPFIRE's most active 175 communities were reported to have achieved "model" status as well-functioning, self-sustaining and environmentally sound decision-making entities (15% less than the 60 community target).

CAMPFIRE continues to generate substantial income for its membership, with 13 of the 28 most active RDCs producing a total of US\$2.8 million this year. This represents a 47% increase over last year's reported income (with two less reporting districts), and is 19% above the 1999 target³. This brings the total cumulative program revenues earned over 11 years to almost US\$16 million, half of which has been devolved to the local communities either as cash dividends to

³ Due to the length of time required to compile complete annual program revenue data, including the devolution and expenditure of income by participating local communities, complete and accurate program financial data is not available until the end of the following CY (i.e., CY2000 financial data will not be available until late-CY2001).

households or for community development projects. Overall, seven Districts reported increases in total income this year, while four reported a decrease in income in US dollar terms compared to 1998.

The CITES⁴-approved ivory sale to Japan was an important component of this year's improved financial performance. Of the total US\$2 million earned at the Zimbabwe auction, approximately 28 % (US\$568,000) went to CAMPFIRE RDCs. This special, "one-off" event and financial supplement is not expected to be repeated in the near term.

For 1999, US\$1.3 million or 49% of total revenues were devolved to communities, representing a real increase of US\$431,000 from last year. In gross terms, this represents a 1% increase over 1998 (48%), continuing the modest trend of improvement in devolved revenues over the past few years. At the local level, the average Ward benefit was Z\$80,875 (US\$ 2,110) among the 63 reporting Wards, ranging from Z\$5,500 in Bulililamangwe to Z\$714,976 in Hurungwe District. Of the 95,000 households reported to have received program benefits in 1999, the median household-level benefit was Z\$222 (US\$5.78). This represents a 250% increase over last year's household benefit (Z\$87), exceeding the 1999 target (Z\$125/household) by 78%, and providing a significant financial increment for increasingly hard-pressed, poor rural peasants.

Although only 70% of program revenues were derived from sport hunting this year (25% less than last year), approximately 20% of revenues were earned through the ivory sale. Tourism proceeds accounted for only approximately 3% of total 1999 revenues, indicating continued slow progress on increased program diversification objectives.

CAMPFIRE continues to be an environmentally sound land use strategy in wildlife-producing RDCs. Elephant and buffalo populations -- key wildlife indicator species -- remained relatively stable or increased in most of these districts. 1999 aerial survey data is substantiated by sport hunting quotas in CAMPFIRE areas, which have remained largely stable since 1995, indicating that they are both realistic and sustainable. While this year's aerial survey results indicated an increase in poaching activity in some areas of the Zambezi Valley, the majority of the activity occurred within State-controlled (rather than CAMPFIRE) areas. All available evidence indicates that this activity was of external, professional origin and not attributable to communal sources. Additional details of bio-physical trends in CAMPFIRE areas is provided in the WWF aerial survey and habitat monitoring documents forwarded separately to AFR/SD.

IV. Performance and Prospects: As noted in the overview, political, economic and social conditions in Zimbabwe have deteriorated seriously since 1999, resulting in Zimbabwe's worst economic crisis since independence. Poverty, unemployment and inflation are all rising, and the acute shortage of foreign currency has affected all sectors of the economy. These developments have serious implications for the success of CAMPFIRE. These include:

a. **Land use in the communal areas:** Declining real incomes and reduced opportunities for formal sector employment have exacerbated the demand for land in communal areas to act as a secure home base. To such economic migrants, facilitated by current short-sighted Government

⁴ The Convention on International Trade in Endangered Species of Flora and Fauna

land policies, land designated as wildlife habitat is increasingly viewed as under-utilised and is being settled and converted to agricultural production.

b. Real incomes for Rural District Councils: Over the past several years, central Government funding and local revenue collection have been significantly below the increasing rate of inflation. This has meant that rising RDC operational costs are exceeding income. This deficit has placed severe pressure on a fundamental CAMPFIRE principle -- the devolution of wildlife revenues from district to producer wards -- with only six of the 13 reporting districts this year devolving at least 50% of gross program revenues directly to producer communities in conformance with program guidelines.

c. Sport hunting: In 1999, 2,122 hunters visited the country (just over 55% of whom were from the U.S.), a slight fall from 1998 (2,140 hunters), resulting in declines in the total number of days of hunting (from 23,010 in 1998 to 21,852), the total gross hunting revenue (from US\$20.6 million to US\$18.6 million), and in the average trophy fees paid for elephant, buffalo and leopard. While it is clear from this data that Zimbabwe remains an important destination for sport hunters, the longer-term implications of these results remain unclear. Additional monitoring of market trends in this area will be required.

d. Tourism: Although official 1999 data indicate a slight (10%) increase in total tourist arrivals over 1998, this situation has deteriorated markedly over the past two years, as the escalating social and political violence and instability increasingly affects the country's image abroad. Preliminary data from 2000, for example, indicate as much as a 60-70% reduction in tourism receipts. If this trend continues, this could have significant effects on CAMPFIRE performance, especially within the critical area of program diversification that is focused to a large extent on eco-tourism alternatives to sport hunting.

V. Possible Adjustment to Plans: The SO is scheduled to closeout in 2002. As of the end of CY2000, there were 27 community projects under development and/or implementation under the program's CAMPFIRE Development Fund. As some of these worthwhile activities may not be able to be completed by the 2002 deadline, the mission is considering the possibility of a one-year, no-cost extension of this activity until September 2003. A final decision on this matter will be made by the mission over the coming year in relation to performance prospects and the country situation.

VI. Other Donor Programs: USAID is the major donor to CAMPFIRE. Other support has come from Australia, the Netherlands, the European Union, Norway, France, Italy and others. Counterpart contributions have totaled almost US\$16 million to date; this has been augmented by significant 'in-kind' contributions of staff time, operating costs, local materials and labor from participating Zimbabwean partners and communities.

VII. Major Contractors and Grantees: Development Associates, Inc. assists the program's lead agency, the CAMPFIRE Association (CA), to strengthen management capabilities and administer sub-grants to the program's non-governmental (NGO) partners and to the CA's 37 Rural District Council members. The NRMP also provides and receives support through several GOZ agencies (i.e., National Parks, Natural Resources, Forestry and Local Government).

NRMP INDICATORS 1999: PERFORMANCE DATA TABLES

OBJECTIVE NAME: NRM Strengthened for Sustainable Development of CAMPFIRE Communities			
APPROVED: 1997 CSP		COUNTRY/ORGANIZATION: USAID/Zimbabwe	
OBJECTIVE ID: 613-001			
RESULT NAME: SO#1B			
INDICATOR: Value of total CAMPFIRE benefits			
UNIT OF MEASURE: Z\$ and US\$	YEAR	PLANNED	ACTUAL
SOURCE: CAMPFIRE Association and WWF	1989 (B)	N/A	US349,811 (Z743,699)
INDICATOR/DESCRIPTION: "Total" means all revenue generated from CAMPFIRE activities.	1996	N/A	US1,732,453 (Z17,445,801)
<p>COMMENTS: The 1998 data reflects total CAMPFIRE revenues from 13 major producing districts. This sample size is five less than the 18 districts normally included in this data set, as no data was received from Gokwe South, Gwanda, Matobo, Rushinga and UMP Districts for the 1999 reporting year.</p> <p>The bulk of CAMPFIRE's natural resource products are export-oriented and, hence, foreign exchange earners. Since 1997, the Z\$ has devalued steadily and, more recently, markedly against the US\$. Due to this continuing instability of the local currency, future year targets are being expressed solely in US\$, although actual performance data will be reported in both US and ZW \$.</p> <p>Due to the length of time required to compile complete annual program income data, including the devolution and expenditure of income by participating local communities, 2000 program financial data will not be available until mid-CY2001. With this constraint and a current SO completion date of September 2002, CY2001 will be the final year of reporting on this SO.</p> <p>* The revenue targets for 2000 & 2001 have been straight-lined from this year in anticipation of diminished financial performance due to the recent adverse country situation.</p>	1997	US\$1,900,000 (Z\$23,750,000)	US1,944,308 (Z22,865,071)
	1998	US\$2,200,000	US1,942,451 (Z46,109,904)
	1999	US\$2,350,000	US2,753,958 (Z105,581,246)
	2000 (T)*	US\$2,000,000	
	2001 (T)*	US\$2,000,000	
	2002	N/A	
	2003	N/A	

OBJECTIVE NAME: NRM Strengthened for Sustainable Development of CAMPFIRE Communities			
APPROVED: 1997 CSP		COUNTRY/ORGANIZATION: USAID/Zimbabwe	
OBJECTIVE ID: 613-001			
RESULT NAME: SO #1D			
INDICATOR: Value of local-level CAMPFIRE benefits per benefiting household			
UNIT OF MEASURE: Z\$ and Households (#)	YEAR	PLANNED	ACTUAL
SOURCE: CAMPFIRE Association and WWF	1989 (B)	N/A	Z\$44
INDICATOR/DESCRIPTION: "Household", as used here, follows accepted Central Statistical Office (CSO) criteria, and includes only those CAMPFIRE member households actually receiving financial (\$) benefits. "Local-level" benefits refer to that amount of total CAMPFIRE revenues which is devolved to participating communities and households. "Devolved" means that communities and households determine how these financial benefits should be used.	1996	Z\$135	84
	1997	Z\$150	59
	1998	Z\$118	87
	1999	Z\$125	222
	2000 (T)	Z\$125*	
	2001 (T)	Z\$125*	
	2002	N/A	
2003	N/A		
COMMENTS: It is important to monitor not only the percentage of total CAMPFIRE revenues which is being devolved to communities, but also the average household-level impact from such benefit distributions.			
<p>In 1999, 49% (Z\$51,443,942) of total CAMPFIRE revenues (see SO#1B) was devolved to Category 1 ("most active") households. RDCs disbursed, on average, an additional 22% of total program income on behalf of participating communities to support program management and operations, construction and maintenance of program infrastructure, and procurement and maintenance of program equipment. In the absence of complete 1999/00 program revenue and household data (see Comments in Tables SO#1B & SO#1C), a sub-set of data covering 112 wards was used for the calculation of this year's Ward- and household-level benefits.</p> <p>For the reasons indicated in Table SO#1B above, 2000 program financial data will not be available until mid-CY2001. With this constraint and a current SO completion date of September 2002, CY2001 will be the final year of reporting on this SO.</p>			
* Due to the negative affects of the recent adverse country situation, program revenues (especially for CAMPFIRE's tourism-based services) are expected to be reduced at least over the near term period. The targets for this indicator have been straight-lined accordingly for 2000 & 2001.			

OBJECTIVE NAME: NRM Strengthened for Sustainable Development of CAMPFIRE Communities				
APPROVED: 1997 CSP		COUNTRY/ORGANIZATION: USAID/Zimbabwe		
OBJECTIVE ID: 613-001				
RESULT NAME: SO #1A				
INDICATOR: Number of CAMPFIRE communities with established NRM programs				
UNIT OF MEASURE: Community (#)		YEAR	PLANNED	ACTUAL
SOURCE: CAMPFIRE Association, Zimbabwe Trust		1996 (B)	N/A	0
<p>INDICATOR/DESCRIPTION: "Established" means "well-functioning, self-sustaining and environmentally sound". "Community" means "Ward". "Self-sustaining" is appraised in terms of the amount of devolved revenue. "Environmental soundness" is judged in terms of aerial survey and habitat/vegetation reports, as well as stable offtake quotas. "Well-functioning" is determined by attaining a Process-Oriented Monitoring System (POMS) score of 75-100 percent (resulting in a "model" community rating). As indicated in the SO's Results Framework, POMS measures CAMPFIRE community institutional development across four basic dimensions: procedural functioning of the Ward Committee; Ward/Village Committees' composition and management; community participation; and natural resources management. "Model" communities require little/no further institutional development assistance.</p>		1997	2	2
		1998	5	46
		1999	60	53
		2000 (T)*	60	
		2001 (T)*	65	
		2002	N/A	
		2003	N/A	
		<p>COMMENTS: 1999 CAMPFIRE "graduate" communities include: Limpopo, Makakavhule, Chikwalakwala, Chabili, Shashe and Mtetengwe in Beitbridge District; Makhulela in Bulililamangwe District; Mahenye in Chipinge District; Chitsanzeni, Lisese, Chehondo, Chikupo, Chingele, Hlarweni, Muchingwizi, Zamani, Chihosi, Malipati, Gondweni, Dopi and Pahela in Chiredzi District; Kanyurira, Chapoto, Chisungo 10 and Chisungo in Guruve District; Wards 14, 17, 18 and 20 in Gwanda District; Chundu 8, Nyamakate, Kazangarara, Rengwe 1 in Hurungwe District; Silewu, Sidinda and Mabale in Hwange District; Mukota A in Mudzi District; Makhulela in Buliliamanagwe District; Mola 3, Gache Gache 1, Kasvisa 8, Nebiri 7, Kanyati 11 & 12, and Musambakaruma 9 & 10 in Nyaminyami District; and Wards 1-4 and 7-9 in Tsholotsho District. This information represents final, updated data on this indicator for the 1999 reporting year.</p> <p>* Due to the phased reduction in program support services, the targets for this indicator have been revised downwards this year for 2000 & 2001.</p>		

OBJECTIVE NAME: NRM Strengthened for Sustainable Development of CAMPFIRE Communities				
APPROVED: 1997 CSP		COUNTRY/ORGANIZATION: USAID/Zimbabwe		
OBJECTIVE ID: 613-001				
RESULT NAME: SO 1 #1C				
INDICATOR: Number of households in CAMPFIRE communities				
UNIT OF MEASURE: Household		YEAR	PLANNED	ACTUAL
SOURCE: CAMPFIRE Association and WWF		1989 (B)	N/A	9,000
INDICATOR/DESCRIPTION: "Household", as used here, follows accepted Central Statistical Office (CSO) criteria. The CAMPFIRE Association has divided participating households into three categories: 1) those located in Districts which are members of the Association, benefit from donor-funded technical assistance, training and/or awareness-building activities, and receive devolved revenues; 2) those located in member Districts, but only benefiting from technical assistance, training and/or awareness-building activities; and 3) those located in member Districts, but not, as yet, having received any tangible benefits from program membership.		1996	N/A	105,000
		1997	N/A	200,000
		1998	210,000	319,000
		1999	325,000	319,000
		2000 (T)*	330,000	
COMMENTS: The universe of CAMPFIRE households needs to be distinguished from the sub-set of households actually receiving financial (\$) benefits. Category 1 participants, comprising 207,000 households, are characterized as "most active". Category 2 and 3 participants, comprising an additional 112,000 households, are characterized as "moderately active" and "nascent", respectively.		2001 (T)*	335,000	
		2002	N/A	
		2003	N/A	
<p>This year, the program was unable to update its household database. For this reason, the same data reported in last year's report has been presented for this year. This decision is based on the reasonable assumption that the number of CAMPFIRE households did not decrease over the past year, which is supported by on-going program activities which indicate that the number of participating households continues to increase, both in total numbers and between Categories (e.g., "nascent" to "moderately active") as additional communities begin to receive program support services. Actual household data will be collected this year and updated in next year's R4.</p> <p>* Due to the reduction in program support services (and, hence, outreach capacity), the targets for this indicator have been revised downwards for 2000 & 2001. With a current SO completion date of September 2002, CY2001 will be the final year of reporting for this SO.</p>				

PART III

RESOURCES REQUEST

USAID ZIMBABWE

Performance and Program Resources: USAID’s crisis mitigation strategy remains appropriate and is having an impact despite deteriorating social, economic and political situation. Increased HIV/AIDS OYB levels are justified by the magnitude of the HIV/AIDS epidemic and the creative behavior change technologies being used. Economic Growth fund requests are modest for FYs 2001 and 2002 and respond to important microenterprise earmarks. The mission has considered DG pipeline issues and is scheduled to receive significant complementary Economic Support Funds in FY 2001 as well. Thus, DG requests are relatively modest given the importance of this sector in the crisis mitigation context. All SO pipelines are reasonable and expenditures are projected to increase in FY 2001 as all components of the 2000 – 2005 CSP will have implementation contracts and grant agreements in place. No new resources are being requested for the two Strategic Objectives (NRMP and Broadened Ownership) phasing out.

PROJECTED PROGRAM RESOURCES (\$000s)

	FUNDING TYPE	FY 2001 NOA	FY 2002 BJ	FY 2003
By Sector	Economic Growth (DA)	1,800	2,000	3,500
	Agriculture (DA)	0	426	500
	Democracy (DA)	2,000	1,385	2,000
	Population (DA)	2,084	1,878	2,000
	Other Health (DA)	500		
	HIV/AIDS (CSD)	5,939	5,939	6,000
	Vulnerable Children (CSD)	499	500	500
	TOTAL DA+CSD	12,822	12,128	14,500
	ESF	2,200*		
	GRAND TOTAL	15,022	12,128	14,500

*Requested, informal approval received

Workforce: Modest increases in Foreign Service National staff will occur. A New Entry Professional PHN Officer was recruited for the HIV/AIDS Team in FY 2000. We understand that our USDH ceiling will be reduced to six (6) by the end of FY 2002; thus, this position is eliminated in our projections. The workforce is projected to remain the same in FYs 2004/2005.

PROJECTED WORKFORCE SUMMARY, FY 2001 – FY 2003

	FY 2001	FY 2002	FY 2003
USDH	7	6	6
Local OE	*45	45	45
Program (FSN)	13	15	15
Program (U.S.)	4	4	3
TOTAL	69	70	69

Local OE recruitments: * Note that the FY 2001 FTEs were 41. Recruitments before the end of 2001: Procurement Specialist, Program Office M&E Specialist, Systems Specialist, Roving Secretary.

Local program funds recruitments: For 2001: HIV technical advisor; SED Technical Specialist; for 2002: Participation/local governance junior technical officer, Participation staff to assist with ESF activities.

U.S. program funds recruitments: For 2001, Contract/Procurement Advisor (possible OE funded, TBD); for 2002, RUDO advisor departs 10/02.

Operating Expenses (OE): OE costs remain relatively low due to the fact that the mission owns a compound of three office buildings and five residences. Nevertheless, U.S. dollar OE requests

will increase as circumstances now require that we use our local currency trust fund as quickly as possible. The mission is using an average exchange rate of 84.0 Zimbabwe dollars (Z\$) to US\$1.00 in budgeting local currency costs for fiscal year 2001. For FYs 2002 and 2003, Z\$100 and Z\$120 are used, respectively. These are reasonable estimates given the prevailing volatile currency markets and inability to access local currency at competitive rates. It is unclear when the next official devaluation will occur but, presently, the current official exchange rate is Z\$57 to US\$1 (even though the RAMC rate is currently Z\$100). Recent policy changes indicate that the GOZ's Reserve Bank is attempting to shut down the parallel market and this could dramatically affect the RAMC rate.

Local currency trust funds remain a major factor in the mission's OE equation due to the inflationary environment and unpredictable economic management by the GOZ. Until recently, these trust funds have been invested in money market instruments that outpaced inflation. However, in early 2001, the GOZ reduced money market interest rates significantly (from near 70% to 10%). High inflation makes these new rates negative in real terms, providing a disincentive to hold local currency. Because of these negative real rates, and the fact that the mission is holding the equivalent of US\$1.3 million in local currency that had been designated for OE budget costs for the period 2001 to 2005, it is now deemed prudent to expend these funds as rapidly as possible.

Overview of FYs 2001 OE Estimates: USAID/Zimbabwe's approved FY 2001 Operating Expense budget is \$1,828,000 in U.S. dollars of which \$253,000 has been authorized for trust funds use. Because of the "gains" we are accruing due to the Z\$ going further than expected, we are now adjusting our total needs for 2001 downward to US\$1,700,000. Local currency purchases are estimated to be the equivalent of US\$600,000. As discussed above, the mission intends to expend more local currency than earlier projected in order to prevent the further erosion of its value and hence save US\$ OE in 2001. Therefore, the mission will request the authority to spend the trust fund equivalent of \$US600,000 in FY 2001, lowering our US\$ requirements to \$1,100,000. If we receive this authority, our US\$ OE needs will go down as well in FY 2002, but will rise again in FY 2003 as our trust funds will likely be depleted (see below).

There are significant OE expenditures in 2001 due to the need to cover for staff leave vacancies, as well USPSC expenses to cover for the Program Officer who is leaving unexpectedly on long-term training. Another cost to be incurred is for a lightly armored vehicle (LAV), recommended for security purposes.

OE ICASS costs for FY 2001 are projected to be \$115,000. 10% annual increases are projected. The mission's ICASS costs are characterized as reasonable.

FSNPSCs represent the largest OE cost, accounting for one-third of the annual OE budget. OE-funded FSNPSC FTEs will increase by 10% from 2001 to 2002, but these positions will level off at 45 as the full team required to implement the 2000 – 2005 strategy will be in place. Annual FSNPSC budgets include an estimated 45% cost-of-living increase because of the highly inflationary environment. The cost of living may be offset to some degree by devaluations, but it is not possible to accurately predict the impact of any such devaluations at this time.

Overview of FYs 2002/2003 OE Estimates: Total OE requirements for FY 2002 are \$2,000,000, of which the US\$ portion is \$1,614,100 and the trust fund equivalent is \$385,900. Total OE requirements in FY 2003 are \$2,000,000, comprised totally of U.S. dollars, as the trust funds will have been expended by this time.

The following table graphically portrays the mission's OE situation and the basis for our intention to request authority to spend down our local currency as rapidly as possible. **Again, we are projecting significant U.S. dollar savings in FYs 2001 and 2002 due to the spending down of our local currency account, but we will require significant increases in U.S. dollars in FY 2003.**

Operating Expenses (Approved vs. Proposed)
(000s of \$US)

	FY 2001			FY 2002			FY 2003		
	\$US	TF	Total	\$US	TF	Total	\$US	TF	Total
Budget Total (Approved)	1,575.0	253.0	1,828.0						
Budget Total (Proposed)	1,100.0	600.0	1,700.0	1,614.1	385.9*	2,000.0	2,000.0	00.0	2,000.0
Difference	-475.0	+347.0	-128.0						
Exchange rate									
- official	\$Z57			?			?		
- proj. RAMC	\$Z84			\$Z100			\$Z120		

* Though the local currency accounts are valued at approximately US\$1.3 million at R4 submission, they are expected to devalue significantly before the balance is expended in FY 2002.

Security Note: USAID/Zimbabwe's FY 2003 R4 security requirements were forwarded to Washington via Harare 01189 (2 April 2001).

FY 2001 Budget Request by Program/Country

Table 2

Fiscal Year: 2001
 Approp: AEEB
 Scenario:

Program/Country: Regional Center for Southern Africa

FY 2001 Request															
S.O. # , Title	Starting Pipeline	Total	Agri-culture	Other Economic Growth	Children' Basic Education (*)	Other HCD	Population	Child Survival Maternal Health (*)	Other Infectious Diseases (*)	HIV/AIDS (*)	Vulnerable Children (*)	Environ	D/G	Est. S.O. Expenditures	Est. S.O. Pipeline End of 2001
SO 1: Natural Resources Management Strengthened for Sustainable Development of CAMPFIRE Communities															
Bilateral	5,371	0						0					0	2,000	3,371
Field Spt		0												0	0
	5,371	0	0	0	0	0	0	0	0	0	0	0	0	2,000	3,371
SO 2: Broadened Ownership in a Growing Economy															
Bilateral	796	0		0										790	6
Field Spt		0												0	0
	796	0	0	0	0	0	0	0	0	0	0	0	0	790	6
SO 3: Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods															
Bilateral	0	0										0		0	0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 4: Enhanced Citizens' Participation in Economic and Political Decision Making															
Bilateral	9,420	2,790	0	290		500							2,000	3,500	8,710
Field Spt		0												0	0
	9,420	2,790	0	290	0	500	0	0	0	0	0	0	2,000	3,500	8,710
SO 5: HIV/AIDS Crisis Mitigated															
Bilateral	8,794	5,938						499		5,439				5,300	9,432
Field Spt		2,084					2,084							2,000	84
	8,794	8,022	0	0	0	0	2,084	499	0	5,439	0	0	0	7,300	9,516
SO 6: Access to Economic Opportunity for Disadvantaged Groups Expanded															
Bilateral	2,940	2,010		1,510						500				1,000	3,950
Field Spt		0												0	0
	2,940	2,010	0	1,510	0	0	0	0	0	500	0	0	0	1,000	3,950
SO 7:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SO 8:															
Bilateral		0													0
Field Spt		0												0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral	27,321	10,738	0	1,800	0	500	0	499	0	5,939	0	0	2,000	12,590	25,469
Total Field Spt	0	2,084	0	0	0	0	2,084	0	0	0	0	0	0	2,000	84
TOTAL PRC	27,321	12,822	0	1,800	0	500	2,084	499	0	5,939	0	0	2,000	14,590	25,553

FY 2001 Request Agency Goal Totals	
Econ Growth	1,800
Democracy	2,000
HCD	500
PHN	8,522
Environment	0
GCC (from all Goals)	0

FY 2001 Account Distribution (DA only)	
DA Program Total	6,384
CSD Program Total	6,438
TOTAL	12,822

Prepare one set of tables for each Fiscal Year (FY2001, FY2002, FY2003)
 Prepare one set of tables for each appropriation Account
 Tables for DA and CSD may be combined on one table.
 For the DA/CSD Table, columns marked with (*) will be funded from the CSD Account.

Washington and Overseas Workforce Tables

Org_USAID/ZIMBABWE								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
End of year On-Board	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
FY 2001 Estimate																
OE Funded: 1/																
U.S. Direct Hire	1		0				1	2	2	1	1				4	6
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0			1				1	1
Other FSN/TCN								0	5	11	28				44	44
Subtotal	1	0	0	0	0	1	0	2	7	12	30	0	0	0	49	51
Program Funded 1/																
U.S. Citizens			1	2				3							1	4
FSNs/TCNs	2	5	4			2		13							0	13
Subtotal	2	6	6	0	0	2	0	16	0	0	0	1	0	0	1	17
Total Direct Workforce	3	6	6	0	0	3	0	18	7	12	30	1	0	0	50	68
TAACS								0							0	0
Fellows								0							0	0
NEPs			1					1							0	1
Subtotal	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
TOTAL WORKFORCE	3	6	7	0	0	3	0	19	7	12	30	1	0	0	50	69

1/ Excludes TAACS, Fellows, and NEPs

Washington and Overseas Workforce Tables

Org_USAID/ZIMBABWE								Total SO/SpO	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
End of year On-Board	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
FY 2002 Target																
OE Funded: 1/																
U.S. Direct Hire	1		0				1	2	2	1	1				4	6
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0			1				1	1
Other FSN/TCN								0	5	11	28				44	44
Subtotal	1	0	0	0	0	1	0	2	7	12	30	0	0	0	49	51
Program Funded 1/																
U.S. Citizens			1	2				3				1			1	4
FSNs/TCNs		2	6	4			3	15							0	15
Subtotal		2	7	6	0	0	3	18	0	0	0	1	0	0	1	19
Total Direct Workforce	3	7	6	0	0	4	0	20	7	12	30	1	0	0	50	70
TAACS								0							0	0
Fellows								0							0	0
NEP								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	3	7	6	0	0	4	0	20	7	12	30	1	0	0	50	70

1/ Excludes TAACS, Fellows, and NEPs

Washington and Overseas Workforce Tables

Org_USAID/ZIMBABWE End of year On-Board FY 2003 Target	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2	Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
OE Funded: 1/																
U.S. Direct Hire	1						1	2	2	1	1				4	6
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0			1				1	1
Other FSN/TCN								0	5	11	28				44	44
Subtotal	1	0	0	0	0	1	0	2	7	12	30	0	0	0	49	51
Program Funded 1/																
U.S. Citizens			2					2				1			1	3
FSNs/TCNs	2	6	4			3		15							0	15
Subtotal	2	6	6	0	0	3	0	17	0	0	0	1	0	0	1	18
Total Direct Workforce	3	6	6	0	0	4	0	19	7	12	30	1	0	0	50	69
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	3	6	6	0	0	4	0	19	7	12	30	1	0	0	50	69

1/ Excludes TAACS, Fellows, and NEPs

Washington and Overseas Workforce Tables

Org USAID/ ZIMBABWE								Total SO/SpO Staff	Org. Mgmt.	Fin. Mgmt	Admin. Mgmt	Con- tract	Legal	All Other	Total Mgmt.	Total Staff
End of year On-Board	SO 1	SO 2	SO 3	SO 4	SO 5	SpO1	SpO2									
FY 2003 Request																
OE Funded: 1/																
U.S. Direct Hire	1						1	2	2	1	1				4	6
Other U.S. Citizens								0							0	0
FSN/TCN Direct Hire								0			1				1	1
Other FSN/TCN								0	5	11	28				44	44
Subtotal	1	0	0	0	0	1	0	2	7	12	30	0	0	0	49	51
Program Funded 1/																
U.S. Citizens				2				2				1			1	3
FSNs/TCNs	2	6	4			3		15							0	15
Subtotal	2	6	6	0	0	3	0	17	0	0	0	1	0	0	1	18
Total Direct Workforce	3	6	6	0	0	4	0	19	7	12	30	1	0	0	50	69
TAACS								0							0	0
Fellows								0							0	0
IDIs								0							0	0
Subtotal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL WORKFORCE	3	6	6	0	0	4	0	19	7	12	30	1	0	0	50	69

1/ Excludes TAACS, Fellows, and NEPs

USDH Staffing Requirements by Backstop, FY 2001 - FY 2004

Mission: HARARE/ ZIMBABWE

please fill in mission name

Occupational Backstop (BS)	Number of USDH Employees in Backstop in:			
	FY 2001	FY 2002	FY 2003	FY 2004

Senior Management				
SMG - 01	1	1	1	1
Program Management				
Program Mgt - 02				
Project Dvpm Officer - 94	2	2	2	2
Support Management				
EXO - 03	1	1	1	1
Controller - 04	1	1	1	1
Legal - 85				
Commodity Mgt. - 92				
Contract Mgt. - 93				
Sector Management				
Agriculture - 10 & 14				
Economics - 11				
Democracy - 12				
Food for Peace - 15				
Private Enterprise - 21				
Engineering - 25				
Environment - 40 & 75				
Health/Pop. - 50	1	0	0	0
Education - 60				
General Dvpm. - 12*	1	1	1	1

Total	7	6	6	6
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GDOs: If you have a position that is currently designated a BS-12 GDO, list that position under the occupational backstop that most closely reflects the skills needed for the position.
RUDOs: do not forget to include those who were in UE-funded RUDO positions.
 remaining **IDIs:** list under the occupational Backstop for the work they do.

Please e-mail this worksheet in Excel to: Maribeth Zankowski@HR.PPIM@aidw and to M. Cary Kauffman@HR.PPIM@aidw as well as include it with your R4 submission.

Org. Title: USAID/Zimbabwe

Org. No: 613

OPERATING EXPENSES

OC	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request			
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	
11.1	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
11.1	Base Pay & pymt. for annual leave balances - FNDH	0.0	9.5	9.5	12.0	0.0	12.0	17.0	0.0	17.0	17.0	0.0	17.0
	Subtotal OC 11.1	0.0	9.5	9.5	12.0	0.0	12.0	17.0	0.0	17.0	17.0	0.0	17.0
11.3	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
11.3	Base Pay & pymt. for annual leave balances - FNDH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
11.5	USDH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
11.5	FNDH	2.0	0.0	2.0	2.5	0.0	2.5	3.0	0.0	3.0	3.0	0.0	3.0
	Subtotal OC 11.5	2.0	0.0	2.0	2.5	0.0	2.5	3.0	0.0	3.0	3.0	0.0	3.0
11.8	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
11.8	USPSC Salaries	86.5	0.0	86.5	110.0	0.0	110.0	111.0	0.0	111.0	111.0	0.0	111.0
11.8	FN PSC Salaries	0.0	277.3	277.3	0.0	367.9	367.9	450.0	0.0	450.0	450.0	0.0	450.0
11.8	IPA/Details-In/PASAs/RSSAs Salaries			0.0	0.0	0.0	0.0			0.0	0.0	0.0	0.0
	Subtotal OC 11.8	86.5	277.3	363.8	110.0	367.9	477.9	561.0	0.0	561.0	561.0	0.0	561.0
12.1	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	Educational Allowances	145.9	0.0	145.9	110.0	0.0	110.0	105.5	0.0	105.5	105.5	0.0	105.5
12.1	Cost of Living Allowances	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	Home Service Transfer Allowances	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	Quarters Allowances	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	Other Misc. USDH Benefits	6.0	0.0	6.0	6.0	0.0	6.0	7.5	0.0	7.5	7.5	0.0	7.5
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FNDH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	Other FNDH Benefits	0.0	2.1	2.1	5.0	0.0	5.0	7.0	0.0	7.0	7.0	0.0	7.0
12.1	US PSC Benefits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
12.1	Other FN PSC Benefits	0.0	85.8	85.8	138.5	18.0	156.5	190.0	0.0	190.0	190.0	0.0	190.0
12.1	IPA/Detail-In/PASA/RSSA Benefits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 12.1	151.9	87.9	239.8	259.5	18.0	277.5	310.1	0.0	310.1	310.1	0.0	310.1
13.0	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FNDH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
13.0	Other Benefits for Former Personnel - FNDH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
13.0	Severance Payments for FN PSCs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
13.0	Other Benefits for Former Personnel - FN PSCs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			
21.0	Training Travel	45.0	0.0	45.0	49.0	0.0	49.0	50.0	0.0	50.0	50.0	0.0	50.0

Org. Title: USAID/Zimbabwe

Org. No: 613

OPERATING EXPENSES

OC		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Post Assignment Travel - to field	11.0	0.0	11.0	27.0	0.0	27.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Assignment to Washington Travel	5.5	0.0	5.5	12.0	0.0	12.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Home Leave Travel	13.9	0.0	13.9	55.0	0.0	55.0	17.5	0.0	17.5	17.5	0.0	17.5
21.0	R & R Travel	45.0	0.0	45.0	12.0	0.0	12.0	68.0	0.0	68.0	68.0	0.0	68.0
21.0	Education Travel	5.6	0.0	5.6	19.5	0.0	19.5	21.5	0.0	21.5	21.5	0.0	21.5
21.0	Evacuation Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Retirement Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Pre-Employment Invitational Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Other Mandatory/Statutory Travel	24.0	0.0	24.0	25.0	0.0	25.0	25.5	0.0	25.5	25.5	0.0	25.5
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
21.0	Site Visits - Headquarters Personnel	10.0	0.0	10.0	10.5	0.0	10.5	10.5	0.0	10.5	10.5	0.0	10.5
21.0	Site Visits - Mission Personnel	0.0	10.0	10.0	10.0	0.0	10.0	10.5	0.0	10.5	10.5	0.0	10.5
21.0	Conferences/Seminars/Meetings/Retreats	32.1	0.0	32.1	30.0	0.0	30.0	37.0	0.0	37.0	37.0	0.0	37.0
21.0	Assessment Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Impact Evaluation Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Disaster Travel (to respond to specific disasters)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Recruitment Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
21.0	Other Operational Travel	10.0	0.0	10.0	10.5	0.0	10.5	10.5	0.0	10.5	10.5	0.0	10.5
	Subtotal OC 21.0	202.1	10.0	212.1	260.5	0.0	260.5	251.0	0.0	251.0	251.0	0.0	251.0
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
22.0	Post assignment freight	69.8	0.0	69.8	172.5	0.0	172.5	0.0	0.0	0.0	0.0	0.0	0.0
22.0	Home Leave Freight	4.9	0.0	4.9	15.0	0.0	15.0	5.5	0.0	5.5	5.5	0.0	5.5
22.0	Retirement Freight	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
22.0	Transportation/Freight for Office Furniture/Equip.	42.0	0.0	42.0	30.0	0.0	30.0	23.0	0.0	23.0	23.0	0.0	23.0
22.0	Transportation/Freight for Res. Furniture/Equip.	15.0	0.0	15.0	20.0	0.0	20.0	22.0	0.0	22.0	22.0	0.0	22.0
	Subtotal OC 22.0	131.7	0.0	131.7	237.5	0.0	237.5	50.4	0.0	50.4	50.4	0.0	50.4
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.2	Rental Payments to Others - Office Space	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.2	Rental Payments to Others - Warehouse Space	0.0	5.1	5.1	25.0	0.0	25.0	26.5	0.0	26.5	26.5	0.0	26.5
23.2	Rental Payments to Others - Residences	0.0	13.9	13.9	14.0	0.0	14.0	14.5	0.0	14.5	14.5	0.0	14.5
	Subtotal OC 23.2	0.0	19.0	19.0	39.0	0.0	39.0	40.9	0.0	40.9	40.9	0.0	40.9
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
23.3	Office Utilities	0.0	23.4	23.4	24.5	0.0	24.5	26.5	0.0	26.5	26.5	0.0	26.5
23.3	Residential Utilities	0.0	17.4	17.4	18.0	0.0	18.0	22.0	0.0	22.0	22.0	0.0	22.0
23.3	Telephone Costs	10.0	30.0	40.0	45.0	0.0	45.0	46.0	0.0	46.0	46.0	0.0	46.0
23.3	IT Software Leases	0.0	3.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0	3.0	0.0	3.0
23.3	IT Hardware Lease	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3	Commercial Time Sharing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3	Postal Fees (Other than APO Mail)	0.0	0.2	0.2	0.2	0.0	0.2	0.5	0.0	0.5	0.5	0.0	0.5
23.3	Other Mail Service Costs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
23.3	Courier Services	0.0	6.0	6.0	6.5	0.0	6.5	7.5	0.0	7.5	7.5	0.0	7.5
	Subtotal OC 23.3	10.0	80.0	90.0	97.2	0.0	97.2	105.5	0.0	105.5	105.5	0.0	105.5
24.0	Printing and Reproduction	0.0	0.3	0.3	0.3	0.0	0.3	0.5	0.0	0.5	0.5	0.0	0.5

Org. Title: USAID/Zimbabwe
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 OC

OPERATING EXPENSES

	FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
Subtotal OC 24.0	0.0	0.3	0.3	0.3	0.0	0.3	0.5	0.0	0.5	0.5	0.0	0.5
25.1 Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.1 Studies, Analyses, & Evaluations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.1 Management & Professional Support Services	14.0	0.0	14.0	14.5	0.0	14.5	0.0	0.0	0.0	0.0	0.0	0.0
25.1 Engineering & Technical Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Subtotal OC 25.1	14.0	0.0	14.0	14.5	0.0	14.5	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.2 Office Security Guards	0.0	23.4	23.4	31.2	0.0	31.2	33.0	0.0	33.0	33.0	0.0	33.0
25.2 Residential Security Guard Services	0.0	18.7	18.7	25.0	0.0	25.0	27.0	0.0	27.0	27.0	0.0	27.0
25.2 Official Residential Expenses	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Representation Allowances	1.1	0.0	1.1	1.1	0.0	1.1	1.1	0.0	1.1	1.1	0.0	1.1
25.2 Non-Federal Audits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Grievances/Investigations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Insurance and Vehicle Registration Fees	0.0	0.5	0.5	0.5	0.0	0.5	0.6	0.0	0.6	0.6	0.0	0.6
25.2 Vehicle Rental	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Manpower Contracts	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Records Declassification & Other Records Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Recruiting activities	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Penalty Interest Payments	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.2 Other Miscellaneous Services	19.2	2.8	22.0	23.0	0.0	23.0	25.0	0.0	25.0	25.0	0.0	25.0
25.2 Staff training contracts	40.0	25.0	65.0	72.0	0.0	72.0	74.0	0.0	74.0	74.0	0.0	74.0
25.2 IT related contracts	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Subtotal OC 25.2	60.3	70.4	130.7	152.7	0.0	152.7	160.7	0.0	160.7	160.7	0.0	160.7
25.3 Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.3 ICASS	115.0	0.0	115.0	126.5	0.0	126.5	139.2	0.0	139.2	139.2	0.0	139.2
25.3 All Other Services from Other Gov't. accounts	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Subtotal OC 25.3	115.0	0.0	115.0	126.5	0.0	126.5	139.2	0.0	139.2	139.2	0.0	139.2
25.4 Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.4 Office building Maintenance	6.0	5.0	11.0	11.5	0.0	11.5	14.0	0.0	14.0	14.0	0.0	14.0
25.4 Residential Building Maintenance	0.0	25.0	25.0	26.0	0.0	26.0	28.0	0.0	28.0	28.0	0.0	28.0
Subtotal OC 25.4	6.0	30.0	36.0	37.5	0.0	37.5	42.1	0.0	42.1	42.1	0.0	42.1
25.6 Medical Care	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Subtotal OC 25.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7 Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
25.7 IT and telephone operation and maintenance costs	4.7	5.0	9.7	12.0	0.0	12.0	12.5	0.0	12.5	12.5	0.0	12.5
25.7 Storage Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
25.7 Office Furniture/Equip. Repair and Maintenance	0.0	3.6	3.6	4.0	0.0	4.0	4.5	0.0	4.5	4.5	0.0	4.5
25.7 Vehicle Repair and Maintenance	0.0	5.0	5.0	5.5	0.0	5.5	6.5	0.0	6.5	6.5	0.0	6.5
25.7 Residential Furniture/Equip. Repair and Maintenance	0.0	2.0	2.0	2.5	0.0	2.5	2.5	0.0	2.5	2.5	0.0	2.5
Subtotal OC 25.7	4.7	15.6	20.3	24.0	0.0	24.0	26.0	0.0	26.0	26.0	0.0	26.0

Org. Title: USAID/Zimbabwe Org. No: 613 OC		OPERATING EXPENSES											
		FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.8	Substance & spt. of persons (by contract or Gov't.)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
	Subtotal OC 25.8	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
26.0	Supplies and materials	46.3	0.0	46.3	50.5	0.0	50.5	52.5	0.0	52.5	52.5	0.0	52.5
	Subtotal OC 26.0	46.3	0.0	46.3	50.5	0.0	50.5	52.5	0.0	52.5	52.5	0.0	52.5
31.0	Equipment	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
31.0	Purchase of Residential Furniture/Equip.	60.0	0.0	60.0	80.0	0.0	80.0	87.0	0.0	87.0	87.0	0.0	87.0
31.0	Purchase of Office Furniture/Equip.	100.0	0.0	100.0	75.0	0.0	75.0	93.0	0.0	93.0	93.0	0.0	93.0
31.0	Purchase of Vehicles	28.0	0.0	28.0	0.0	0.0	0.0	28.0	0.0	28.0	28.0	0.0	28.0
31.0	Armoring of Vehicles	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31.0	Purchase of Printing/Graphics Equipment	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
31.0	IT Hardware purchases	81.6	0.0	81.6	35.0	0.0	35.0	32.0	0.0	32.0	32.0	0.0	32.0
31.0	IT Software purchases	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 31.0	269.6	0.0	269.6	190.0	0.0	190.0	240.0	0.0	240.0	240.0	0.0	240.0
32.0	Lands and structures	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line		
32.0	Purchase of Land & Buildings (& bldg. construction)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0	Purchase of fixed equipment for buildings	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0	Purchase of fixed security equipment for buildings	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0	Building Renovations/Alterations - Office	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
32.0	Building Renovations/Alterations - Residential	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 32.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
42.0	Claims and indemnities			0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Subtotal OC 42.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL BUDGET		1,100.0	600.0	1,700.0	1,614.1	385.9	2,000.0	2,000.0	0.0	2,000.0	2,000.0	0.0	2,000.0

Additional Mandatory Information

Dollars Used for Local Currency Purchases	<u>0</u>		<u>454</u>		<u>870.9</u>
Exchange Rate Used in Computations (RAMC rate)	<u>1.0</u>	<u>84</u>	<u>1.0</u>	<u>100</u>	<u>120</u>
Official Exchange Rate (Not Used in Computations)		57		57	57

* If data is shown on either of these lines, you MUST submit the form showing deposits to and withdrawals from the FSN Voluntary Separation Fund.

On that form, OE funded deposits must equal: 0.0 0.0 0.0

Trust Funds (in US\$):

Begining bal.	1,300.0	525.0	0.0
Interest (10%)	50.0	26.3	0.0
Less devaluation (60%)	-225.0	-165.4	0.0
Amount spent	-600.0	-385.9	0.0
Ending bal.	525.0	0.0	0.0

Org. Title: Org. No: OC		USAID/ZIMBABWE 613		CONTROLLER COSTS											
				FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
11.1	Personnel compensation, full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
11.1	Base Pay & pymt. for annual leave balances - FNDH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
	Subtotal OC 11.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
11.3	Personnel comp. - other than full-time permanent	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
11.3	Base Pay & pymt. for annual leave balances - FNDH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
	Subtotal OC 11.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
11.5	Other personnel compensation	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
11.5	USDH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
11.5	FNDH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
	Subtotal OC 11.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0			
11.8	Special personal services payments	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
11.8	USPSC Salaries	21.5	0.0	21.5	37.9	0.0	37.9	39.4	0.0	39.4	39.4	0.0	39.4		
11.8	FN PSC Salaries	0.0	83.2	83.2	0.0	110.4	110.4	135.0	0.0	135.0	135.0	0.0	135.0		
11.8	IPA/Details-In/PASAs/RSSAs Salaries	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
	Subtotal OC 11.8	21.5	83.2	104.7	37.9	110.4	148.3	174.4	0.0	174.4	174.4	0.0	174.4		
12.1	Personnel benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
12.1	USDH benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
12.1	Educational Allowances	22.4	0.0	22.4	14.4	0.0	14.4	15.9	0.0	15.9	15.9	0.0	15.9		
12.1	Cost of Living Allowances	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
12.1	Home Service Transfer Allowances	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
12.1	Quarters Allowances	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
12.1	Other Misc. USDH Benefits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
12.1	FNDH Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
12.1	* Payments to FSN Voluntary Separation Fund - FNDH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
12.1	Other FNDH Benefits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
12.1	US PSC Benefits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
12.1	FN PSC Benefits	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
12.1	* Payments to FSN Voluntary Separation Fund - FN PSC	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
12.1	Other FN PSC Benefits	0.0	25.7	25.7	41.5	5.4	46.9	57.0	0.0	57.0	57.0	0.0	57.0		
12.1	IPA/Detail-In/PASA/RSSA Benefits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
	Subtotal OC 12.1	22.4	25.7	48.1	56.0	5.4	61.4	72.9	0.0	72.9	72.9	0.0	72.9		
13.0	Benefits for former personnel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
13.0	FNDH	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
13.0	Severance Payments for FNDH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
13.0	Other Benefits for Former Personnel - FNDH	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
13.0	FN PSCs	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
13.0	Severance Payments for FN PSCs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
13.0	Other Benefits for Former Personnel - FN PSCs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
	Subtotal OC 13.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
21.0	Travel and transportation of persons	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				

Org. Title: Org. No: OC		USAID/ZIMBABWE 613		CONTROLLER COSTS											
				FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21.0	Training Travel	11.2	0.0	11.2	11.6	0.0	11.6	13.3	0.0	13.3	13.3	0.0	13.3		
21.0	Mandatory/Statutory Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
21.0	Post Assignment Travel - to field	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
21.0	Assignment to Washington Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
21.0	Home Leave Travel	0.0	0.0	0.0	12.4	0.0	12.4	0.0	0.0	0.0	0.0	0.0	0.0		
21.0	R & R Travel	9.0	0.0	9.0	0.0	0.0	0.0	12.0	0.0	12.0	12.0	0.0	12.0		
21.0	Education Travel	0.0	0.0	0.0	6.6	0.0	6.6	7.1	0.0	7.1	7.1	0.0	7.1		
21.0	Evacuation Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
21.0	Retirement Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
21.0	Pre-Employment Invitational Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
21.0	Other Mandatory/Statutory Travel	6.0	0.0	6.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
21.0	Operational Travel	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
21.0	Site Visits - Headquarters Personnel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
21.0	Site Visits - Mission Personnel	0.0	2.5	2.5	2.4	0.0	2.4	2.8	0.0	2.8	2.8	0.0	2.8		
21.0	Conferences/Seminars/Meetings/Retreats	4.6	0.0	4.6	2.1	0.0	2.1	6.0	0.0	6.0	6.0	0.0	6.0		
21.0	Assessment Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
21.0	Impact Evaluation Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
21.0	Disaster Travel (to respond to specific disasters)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
21.0	Recruitment Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
21.0	Other Operational Travel	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
	Subtotal OC 21.0	30.8	2.5	33.3	35.1	0.0	35.1	41.2	0.0	41.2	41.2	0.0	41.2		
22.0	Transportation of things	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
22.0	Post assignment freight	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
22.0	Home Leave Freight	0.0	0.0	0.0	4.2	0.0	4.2	0.0	0.0	0.0	0.0	0.0	0.0		
22.0	Retirement Freight	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
22.0	Transportation/Freight for Office Furniture/Equip.	10.4	0.0	10.4	7.1	0.0	7.1	6.2	0.0	6.2	6.2	0.0	6.2		
22.0	Transportation/Freight for Res. Furniture/Equip.	2.1	0.0	2.1	3.3	0.0	3.3	3.6	0.0	3.6	3.6	0.0	3.6		
	Subtotal OC 22.0	12.6	0.0	12.6	14.6	0.0	14.6	9.8	0.0	9.8	9.8	0.0	9.8		
23.2	Rental payments to others	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
23.2	Rental Payments to Others - Office Space	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
23.2	Rental Payments to Others - Warehouse Space	0.0	1.3	1.3	5.9	0.0	5.9	7.0	0.0	7.0	7.0	0.0	7.0		
23.2	Rental Payments to Others - Residences	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
	Subtotal OC 23.2	0.0	1.3	1.3	5.9	0.0	5.9	7.0	0.0	7.0	7.0	0.0	7.0		
23.3	Communications, utilities, and miscellaneous charges	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
23.3	Office Utilities	0.0	5.8	5.8	7.3	0.0	7.3	7.0	0.0	7.0	7.0	0.0	7.0		
23.3	Residential Utilities	0.0	2.5	2.5	3.0	0.0	3.0	3.6	0.0	3.6	3.6	0.0	3.6		
23.3	Telephone Costs	0.0	9.4	9.4	11.3	0.0	11.3	12.2	0.0	12.2	2.9	0.0	2.9		
23.3	IT Software Leases	0.0	0.7	0.7	0.7	0.0	0.7	0.8	0.0	0.8	0.8	0.0	0.8		
23.3	IT Hardware Lease	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
23.3	Commercial Time Sharing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
23.3	Postal Fees (Other than APO Mail)	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.0	0.1	0.1	0.0	0.1		
23.3	Other Mail Service Costs	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
23.3	Courier Services	0.0	1.5	1.5	1.9	0.0	1.9	2.0	0.0	2.0	2.0	0.0	2.0		
	Subtotal OC 23.3	0.1	19.9	20.0	24.3	0.0	24.3	25.7	0.0	25.7	16.5	0.0	16.5		
24.0	Printing and Reproduction	0.0	0.1	0.1	0.1	0.0	0.1	0.1	0.0	0.1	0.1	0.0	0.1		

Org. Title: Org. No: OC		USAID/ZIMBABWE 613		CONTROLLER COSTS											
				FY 2001 Estimate			FY 2002 Target			FY 2003 Target			FY 2003 Request		
				Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
Subtotal OC 24.0		0.0	0.1	0.1	0.1	0.0	0.1	0.1	0.0	0.1	0.1	0.0	0.1		
25.1	Advisory and assistance services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
25.1	Studies, Analyses, & Evaluations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
25.1	Management & Professional Support Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
25.1	Engineering & Technical Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Subtotal OC 25.1		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
25.2	Other services	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
25.2	Office Security Guards	0.0	5.8	5.8	7.3	0.0	7.3	8.8	0.0	8.8	8.8	0.0	8.8		
25.2	Residential Security Guard Services	0.0	2.7	2.7	4.2	0.0	4.2	4.4	0.0	4.4	4.4	0.0	4.4		
25.2	Official Residential Expenses	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
25.2	Representation Allowances	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
25.2	Non-Federal Audits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
25.2	Grievances/Investigations	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
25.2	Insurance and Vehicle Registration Fees	0.0	0.1	0.1	0.1	0.0	0.1	0.2	0.0	0.2	0.2	0.0	0.2		
25.2	Vehicle Rental	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
25.2	Manpower Contracts	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
25.2	Records Declassification & Other Records Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
25.2	Recruiting activities	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
25.2	Penalty Interest Payments	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
25.2	Other Miscellaneous Services	5.5	0.0	5.5	5.4	0.0	5.4	6.5	0.0	6.5	6.5	0.0	6.5		
25.2	Staff training contracts	-5.0	6.2	1.2	1.3	0.0	1.3	19.7	0.0	19.7	19.7	0.0	19.7		
25.2	IT related contracts	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Subtotal OC 25.2		0.5	14.8	15.3	18.3	0.0	18.3	39.5	0.0	39.5	39.5	0.0	39.5		
25.3	Purchase of goods and services from Government accounts	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
25.3	ICASS	28.6	0.0	28.6	29.8	0.0	29.8	37.1	0.0	37.1	37.1	0.0	37.1		
25.3	All Other Services from Other Gov't. accounts	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Subtotal OC 25.3		28.6	0.0	28.6	29.8	0.0	29.8	37.1	0.0	37.1	37.1	0.0	37.1		
25.4	Operation and maintenance of facilities	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
25.4	Office building Maintenance	2.7	0.0	2.7	2.7	0.0	2.7	3.7	0.0	3.7	3.7	0.0	3.7		
25.4	Residential Building Maintenance	0.0	3.6	3.6	4.3	0.0	4.3	4.6	0.0	4.6	4.6	0.0	4.6		
Subtotal OC 25.4		2.7	3.6	6.3	7.0	0.0	7.0	8.3	0.0	8.3	8.3	0.0	8.3		
25.6	Medical Care	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Subtotal OC 25.6		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
25.7	Operation/maintenance of equipment & storage of goods	Do not enter data on this line			Do not enter data on this line			Do not enter data on this line			Do not enter data on this line				
25.7	IT and telephone operation and maintenance costs	0.0	2.4	2.4	2.9	0.0	2.9	3.3	0.0	3.3	3.3	0.0	3.3		
25.7	Storage Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
25.7	Office Furniture/Equip. Repair and Maintenance	0.0	0.9	0.9	0.9	0.0	0.9	1.2	0.0	1.2	1.2	0.0	1.2		
25.7	Vehicle Repair and Maintenance	0.0	1.2	1.2	1.2	0.0	1.2	1.7	0.0	1.7	1.7	0.0	1.7		
25.7	Residential Furniture/Equip. Repair and Maintenance	0.3	0.0	0.3	0.3	0.0	0.3	0.7	0.0	0.7	0.7	0.0	0.7		
Subtotal OC 25.7		0.3	4.5	4.8	5.3	0.0	5.3	6.9	0.0	6.9	6.9	0.0	6.9		

Organization: USAID/Zimbabwe

Foreign National Voluntary Separation Account									
Action	FY 2001			FY 2002			FY 2003		
	OE	Program	Total	OE	Program	Total	OE	Program	Total
Deposits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Withdrawals	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Local Currency Trust Funds - Regular				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year	1,300.0	525.0	0.0	0.0
Obligations	(600.0)	(385.9)	0.0	0.0
Deposits & Devaluation Adjust	(175.0)	(139.1)	0.0	0.0
Balance End of Year	525.0	0.0	0.0	0.0

Exchange Rate

Beginning	100.0	100.0	120.0	120.0
Ending	100.0	100.0	120.0	120.0

Local Currency Trust Funds - Real Property				
	FY 2001 Estimate	FY 2002 Target	FY 2003 Target	FY 2003 Request
Balance Start of Year	0.0	0.0	0.0	0.0
Obligations	0.0	0.0	0.0	0.0
Deposits	0.0	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0	0.0

Exchange Rate 0.0 0.0 0.0

ANNEX A

ENVIRONMENTAL IMPACT: Bureau Environment Officers and Program Offices

A. Environmental Review Requirements

USAID/Zimbabwe will have two Reg. 216 requirements this FY, including:

- a final IEE for our new "Economic Opportunities Expanded" Special Objective (to replace the Deferral we completed last year for this activity with REDSO/ESA Regional Environmental Officer (REO) assistance – see "30Zimbabwe2 SpO Econ Op.iew"); and
- a new IEE for the new "Local Governance" activity under IR #3 of our "Enhanced Citizen Participation" Strategic Objective (expected to be a Categorical Exclusion).

The mission has scheduled a visit of REO Walter Knausenberger to assist it in addressing these requirements later this year. The mission's other obligations this year consist of incremental funding additions to existing activities with approved IEEs or EAs. Therefore, we foresee no need for additional Bureau assistance in complying with its Reg. 216 requirements this year.

B. Environmental Compliance Statement

All other mission activities:

- are covered by existing, approved IEEs or EAs; and
- are in compliance with the requirements of said existing, approved IEEs or EAs, principally relating to:

- continuing, pre-approved, "umbrella" or follow-on environmental review requirements for new sub-project activities (i.e., SO1/Natural Resources Management Program – see "28zimb3.iew", and the Private Sector Housing Program -- No. 613-HG-003 & 613-0235); and/or

- on-going program environmental monitoring requirements (i.e., the "Voluntary Counseling and Testing" component of the "HIV/AIDS Crisis Mitigated" Strategic Objective -- see "30Zimbabwe1 HIV/AIDS SO.iew").

REO Knausenberger reviewed each of these activities during last year's visit and found them to be in full compliance with all salient IEE and Reg. 216 requirements. He will continue to monitor mission compliance with these requirements during his planned visit this year.

ANNEX B

UPDATED RESULTS FRAMEWORK (CSP 2000-2005): PPC/CDIE/PME

Enhanced Citizens' Participation in Economic and Political Decision-Making (Strategic Objective 613-008)

- *Intermediate Results (IRs)*
 - IR. 1: Improved civil society organizations' representation of citizens' interests at national and local levels
 - IR. 2: More effective and accessible selected government institutions
 - IR. 3: Local authorities more capable and open to local citizen input
- *Sub-Intermediate Results (Sub-IRs)*
 - Sub-IR. 2.1: Parliament
 - Sub-IR. 2.2: Land reform institutions
 - Sub-IR. 2.3: Other national government institutions

HIV/AIDS Crisis Mitigated (Strategic Objective 613-009)

- *Intermediate Results (IRs)*
 - IR. 1: Behavior change resulting from increased accessibility to quality services with proven effectiveness
 - IR. 2: Behavior change resulting from communications interventions with proven effectiveness
 - IR. 3: Enhanced capacity of public institutions, non-governmental organizations (NGOs) and community based organizations (CBOs) to design and implement effective programs for orphans and others affected by the HIV/AIDS crisis

Access to Economic Opportunity for Disadvantaged Groups Expanded (Strategic Objective 613-010)

- *Intermediate Results (IRs)*

IR. 1: Access to financial services increased

IR. 2: Business capacity improved

(IR. 3: Legal and regulatory environment more supportive of MSMEs)

Residual Strategic Objective (CSP 1997-2003)

Natural Resources Management Strengthened for Sustainable Development of CAMPFIRE Communities (613-001)

- *Intermediate Results (IRs)*

IR. 1: Sustainable natural resources management practices adopted

IR. 2: Sound community decision-making processes established

IR. 3: Rural land pressure reduced (defined in USAID/Zimbabwe 1997-2003 CSP as falling largely outside USAID/Zimbabwe's manageable interest)

Results Packages (RPs)

RP. 1: CAMPFIRE Support Services

RP. 2: CAMPFIRE Development Fund

ANNEX C

SUCCESS STORIES: LPA and BUREAUS

Challenges and Opportunitites in the 5th Parliament of Zimbabwe

The 5th Parliament of Zimbabwe (POZ) was elected into office amidst the most violent election campaign since Independence in 1980. The violence was sponsored by the ruling party, ZANU-PF. During the run up to the election, 38 people were killed and thousands who were intimidated, injured and tortured. Despite the campaign of terror, for the first time in history, a substantial number of opposition members joined the House. Of 120 elected seats, 58 opposition members of Parliament (MPs) were elected. Another 30 appointed MPs brought the number of ruling party Members to 92. Of the total 150 MPs in the House, 102 were new. This new composition, combined with the revised Standing Orders, provided a unique opportunity to strengthen Parliament as a democratic institution. USAID is the lead donor partner with its Parliamentary Strengthening activity set to run until 2005.

Since the opening of the 5th Parliament in July 2000, there has been slow but discernable movement towards a real debate between the two political parties. As a result, there is a growing recognition of differing views as opposition MPs master their handling and packaging of facts and use the questioning sessions to critique government policies and programs.

Arguments and suggestions are steadily and increasingly being presented with the backing of research as the main political parties compete for space and the confidence of the electorate. This competition created the healthiest legislature in terms of the quality of public debate in the last four Parliaments. The ruling party MPs, hitherto accused of rubber-stamping executive decisions without debate, are now forced to engage, albeit slowly, on similar terms. Government Ministers who were particularly notorious for being truant when called to answer questions in the House have shown marked improvement in attendance and in attempts to answer difficult questions. There is a weekly question and answer session between legislators and Government Ministers, a session that is drawing increased numbers of ordinary citizens in the public gallery of the Parliament of Zimbabwe -- a true opening up of Parliament.

The challenge for the future is for Members of Parliament from both political parties to vote on the basis of their constituency representation and not necessarily party affiliation. So far, the voting majority held by ZANU-PF is used to block opposition concerns and initiatives in a way that protects government from accountability to Parliament and citizens. USAID assistance is playing a key role in fostering representation of issues in a non-partisan and representative way through the innovations recommended by the Parliamentary Reform Committee of 1998. Key assistance includes strengthening of the research capacity of Parliament, technical assistance to portfolio committees and mentoring of Members of Parliament on various skills of representation, legislative drafting and managing debate of motions.

USAID is in a key position to affect the new parliamentary dispensation in a very positive way on Zimbabwe's road to being a functional participatory democracy.

An Indicator that Advances Democracy... ...The *Advocacy Index* in Action

USAID/Zimbabwe promotes citizen participation in political and economic decision making through support to civil society the Parliament of Zimbabwe. One activity helps civil society organizations (CSOs) in their advocacy efforts to the Parliament of Zimbabwe.

In January 1999, USAID chose to use an “Advocacy Index” as the primary means to measure progress in advocacy work carried out by CSOs receiving grants from USAID. In contrast to a quantitative indicator, where the ‘number of issues’ addressed, the measure assesses ‘improvement in advocacy skills and organization.’

The first step was to initiate use of the Index as a monitoring tool for results reporting to USAID. The tool was proposed to distinguished Zimbabwean civil society leaders who supported its novelty, simplicity and appropriateness. As part of a participatory process, it was discussed fully and further developed with the CSOs that were selected as grantees. In January 2000 an independent panel was appointed to evaluate the work of the grantees using the Index.

Grantees have been through the process twice, once to determine a baseline and once to assess the first year of performance. Both grantees and panelists have been overwhelmingly supportive of the experience. Not only has the Index proven to be an excellent tool of measurement, but grantees and panelists report that it has helped them with strategic planning, learning, training and reporting as they build their respective organizations. It has provided the framework for lively and informed discourse about advocacy and served as an incentive to focus, to consult, to plan and to take action.

Grantees have embraced the Index as a management and monitoring tool. USAID’s participatory approach has meant that the grantees view the Index as *their* tool – not something imposed by the donor.

The Advocacy Index is not only an indicator for monitoring USAID’s progress for the Results Review and Resources Request (R4); it is proving to be an instrument capable of adding greater rigor and dimension to advocacy CSOs in Zimbabwe.

Voluntary Counseling And Testing Service (VCT) – Good News Out Of Zimbabwe

It is estimated that 1.8 million Zimbabweans are living with HIV, but approximately 90% are unaware of their HIV status. Unfortunately, due to stigma associated with HIV/AIDS, the epidemic has largely been “invisible.” “AIDS” is a word that is only whispered and filled with shame.

Since 1994, USAID/Zimbabwe's HIV/AIDS strategy has been to encourage responsible behavior change. In the early phases of implementation strategy, USAID used a comprehensive range of communications activities that targeted high-risk populations. This strategy contributed to near universal awareness of the epidemic. However, it met with limited success in reducing the number of new infections because the awareness did not lead to behavior change. The epidemic continued to spread in both urban and rural communities.

In 1998, the Government of Zimbabwe (GOZ) asked for USAID’s help in identifying best practices from countries that had achieved declining HIV infection rates. It became clear that one missing element in Zimbabwe was voluntary counseling and testing (VCT) services and sustained messages on behavior change. Elsewhere, VCT had been shown to have an important role in both HIV prevention and for people living with HIV infection. It is an entry point for personal care and responsible behavior. It provides people with an opportunity to learn and accept their HIV status in a confidential environment and provides counseling and referral for ongoing emotional support and medical care. Those who test positive can benefit from early and appropriate medical care and interventions to treat and/or prevent HIV-associated illnesses. Pregnant women who are aware of their HIV-status can take steps to prevent transmission to their infants.

Ultimately, USAID believes that the powerful self-knowledge conferred by VCT will create a critical mass for more effective behavior change. VCT will thus initiate a process to overcome stigma and, ultimately, break the silence that now cloaks HIV/AIDS.

USAID, in collaboration with PSI and the GOZ, launched 10 *New Start* VCT centers at strategic locations throughout the country. One *New Start* objective is to test different VCT service delivery models. The different service delivery models include: 1) public sector clinics, 2) NGO providers, 3) private sector providers, 4) public sector clinic and NGO partnership, and 5) one independently-managed experimental site. The first four service delivery models are integrated within institutions that offer other AIDS and/or health services. The goal is to determine which model has the greatest impact and to inform decisions about which approaches should be replicated.

In Zimbabwe, USAID has achieved the highest client return rate of any VCT program, in part, due to the high quality of counseling and the nominal fee of \$0.75 that clients pay for pre-test, post-test counseling and three follow-up visits. The newest independent VCT site is managed by PSI using business franchise techniques. It is located in downtown Harare near a bus terminal, open 12 hours a day, seven days a week, including public holidays, with a focus on quality counseling. It serves 150 clients/per day – approximately the same number as those that are seen at all the nine other sites combined. USAID Zimbabwe is learning and thus improving on this experiment in the fight against HIV/AIDS.

OTI Makes a Difference

The Office of Transition Initiatives' (OTI) Zimbabwe's country program seeks to mitigate the current political and economic crisis in Zimbabwe through the implementation of strategic, opportunistic projects designed to promote dialogue and advocate for a return to the rule of law. To this end, the program seeks to shore up the country's beleaguered constitution, promote freedom of the press, increase access to information, strengthen key components of Zimbabwean civil society and advocate for greater transparency and accountability of the country's political leadership and electoral processes.

The emergence in Zimbabwe of a vibrant constitutional and electoral debate and an increasingly vocal civil society are providing an important opportunity to support expanded participation in the political process and channel rising frustrations into constructive avenues for positive change. OTI is responding to the opportunity to encourage a peaceful transition in Zimbabwe by supporting democratic alternatives to violent conflict. Timely and carefully targeted assistance is aimed at facilitating the development of an institutional environment that is more democratic, transparent, accountable, and responsible to the social and economic needs of the population.

OTI's program addresses the most pressing aspects of the current crisis in governance by promoting dialogue and advocating a return to the rule of law. OTI supports civil society in its push for constitutional reform. In a national referendum on the constitution held in February, voters rejected the government's draft constitution. The "No" vote represented not only a rejection of concentrating power in the executive branch, but also a high level of dissatisfaction with the ruling party. Significantly, it demonstrated Zimbabweans' desire to use the ballot to send a message to their government.

OTI worked to promote fairness in Zimbabwe's historic June 2000 election, in which groups from a broad spectrum of society came close to winning a parliamentary majority despite government-instigated violence and intimidation. With only five weeks to prepare, OTI assisted in the training and fielding of 7,200 national election monitors and conducted extensive voter education activities. OTI also supported a local NGO that provided logistical support to Zimbabwe's Electoral Supervisory Commission. Through the Zimbabwe Enterprise Network, OTI co-sponsored the only event in the pre-election period which saw representatives of the ruling party and the opposition share the same stage in public to discuss their platforms. Commenting on Zimbabwe's election results, the *New York Times* credited the strength of the opposition's electoral returns to these and other civil society groups that monitored the balloting.

OTI also supported voter education through the printing and distribution of relevant newspaper supplements and sections produced by the local press. For many Zimbabweans this was their first exposure to printed news that was not controlled by the government. Through a variety of activities, OTI supports efforts to strengthen the right to freedom of speech and promote the rule of law and human rights. OTI is also promoting broader coverage and greater distribution of independent print media to maintain and strengthen an alternative to the state-controlled press.

The OTI program also seeks to bolster efforts to maintain the beleaguered rule of law in Zimbabwe. OTI initiatives support human rights violation documentation and reporting, a

pamphlet simplifying the Rules of Court at the magisterial level, a training seminar for magistrates and provide legal resources for human rights abuses. OTI also assisted Peace Monitoring initiatives by promoting a linkage between established South African Peace Monitors and interested partners in Zimbabwean civil society.

Zimbabwe's Private Sector Housing Program Evolves to Score More Successes

The USAID/Zimbabwe private sector housing program continues to produce demonstrable results, even after the formal conclusion of reporting to Washington in the FY 2002 R4. The housing program was established to alleviate an overwhelming demand for shelter while giving an asset base to low-income households. The program has gone on to create momentum for local municipal reform, providing valuable models for a business approach to management of Local Authorities' (LAs) and a basis for future USAID involvement in increasing citizen participation in local governments' decision making.

For the first time, Government entered into policy dialogue with local government and the private sector. A private-public sector Working Group on Expanding Municipal Finance was established for this purpose. A policy framework was developed by the three partners to manage the development interface of local authorities with central government and business. The framework addresses aspects of stimulating a private capital market for municipal finance for infrastructure requirements, an opportune intervention given central government's inability to fund local authorities from the national budget.

As a direct result of collaboration with USAID Zimbabwe, local authorities and the private sector, six LAs undertook credit ratings in the past year, bringing the total of credit rated LAs to twelve. With USAID facilitation, a Fiscal Decentralization Action Plan was produced to develop and promote policies and practices that will strengthen LA financial autonomy, and to resolve the issue of unfunded mandates in health, education and transport.

Years of investment in introducing and modeling best practices, study tours and interactive learning are sending messages that are percolating to the highest levels of government. The GOZ Cabinet accepted the Working Group's proposals to liberalize LA borrowings, allow LAs autonomy to set tariffs and taxes when adequate consultation of the residents is demonstrated, develop early financial warning mechanisms and responses and to set debt limitation guidelines. Some LAs have already begun to implement this new autonomy policy.

USAID Zimbabwe's experience, credibility and comparative advantage in the sector are being exploited in designing a local governance component of the democracy program. A culture of democratic participation in decision making and accountability at the local government level is being cultivated.

The positive results that emanate from this model are significant in relation to the modest resources invested by USAID.