



THE URBAN INSTITUTE 2100 M STREET, NW ! WASHINGTON, DC 20037

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Marcus L. Stevenson  
Director of Grants, Contracts and Pricing

Direct Dial: 202.261.5818  
FAX: 202.728.0231  
e-mail: MStevens@ui.urban.org

January 27, 2003

Mr. Eliah Tafangombe  
CTO  
Regional Urban Development Office  
USAID/Zimbabwe  
PO Box 6988  
Harare, ZIMBABWE

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

Dear Mr. Tafangombe:

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

Please direct any technical questions to Mr. Barry Reed, CoP, UI/Zimbabwe, 263-4-739-945 or E-mail at [barry@urban.co.zw](mailto:barry@urban.co.zw). Questions of a contractual nature should be addressed to me at 202-261-5818.

Sincerely,

Marcus L. Stevenson

Enclosures

cc: Ms. Cynthia Judge (CO, USAID/Botswana)  
Mr. Dale Gredler (CTO, USAID/Washington)  
Mr. Barry Reed (COP, UI/Zimbabwe)  
Ms. Rebecca Lawrence (UI/Washington)  
USAID Development Clearinghouse  
IAC Deliverables File (06967-006)

**QUARTERLY TASK ORDER  
PROGRESS AND COST  
REPORT**

**OCTOBER TO DECEMBER  
2003**

**LONG-TERM LOCAL  
GOVERNANCE PROGRAM  
ZIMBABWE**

Prepared for



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

Prepared by

Barry Reed  
Rebecca Lawrence  
*The Urban Institute*



**THE URBAN INSTITUTE**  
2100 M Street, NW  
Washington, DC 20037  
(202) 833-7200  
[www.urban.org](http://www.urban.org)

January 2004  
UI Project 06967-006

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**ATTACHMENT: Cost Report**

## QUARTERLY TASK ORDER PROGRESS AND COST REPORT

OCTOBER TO DECEMBER 2003

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

<b>Task Order No.:</b>	LAG-I-00-99-00036-00, TO No. 805
<b>Date of Issuance:</b>	June 5, 2001
<b>Amount Obligated Under Task Order:</b>	\$ 2,455,264
<b>Total Potential Task Order Amount:</b>	\$ 2,908,171
<b>Dollars Expended To-date:</b>	\$ 1,180,934

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

#### Task Order Description

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

#### I. HIGHLIGHTS

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

- All seven pilot LAs prepared their 2004 budgets using participatory approaches in consultation with UI
- The Urban Councils Association of Zimbabwe (UCAZ) conducted new councilor orientation for almost all councilors in Zimbabwe
- UI conducted a training session on "Holding Effective Council Meetings" with Kariba and Town of Chipinge
- CSO subgrant was awarded to the Manicaland Development Association (MDA) in Chipinge Rural District Council (RDC)
- Adjudication committee meeting held on Mutoko CSO grant application and two awardees were chosen.



- Request for Applications (RFA) advertised for CSO grants in Gwanda, Masvingo and Kariba
- Kick-off workshop held by the Ministry of Local Government, Public Works, and National Housing (MLGPWNH), USAID and UI for the newly selected LAs participating in the LLGP
- Sent delegation to African Union of Local Authorities (AULA) conference in Bloemfontein, South Africa and participant to Durban Colloquium on local governance topics
- Participated in Ministry's decentralization strategy development

## II. PROGRESS OF MAJOR ACTIVITIES

The local government elections slowed activities during the third quarter of 2003, but the fourth quarter saw considerable progress in all areas and most pilot LAs. The new crop of Executive Mayors and councilors appears more supportive of the program, although much less experienced than previous mayors and councillors. It will take time for them to adjust to their new roles and become comfortable. Both the broader meetings conducted by LLGP and the training conducted by UCAZ will assist them. The broader meetings were used to bring the new officials up to speed as well as to push all LLGP programming forward. LLGP considered these initiatives to be quite successful in Kariba, Masvingo and Gwanda. Unfortunately, Gweru continues to lag behind. The Town Clerk continues to undermine the program. The Chief of Party held a meeting in December with the new Mayor and the leadership team (without the Town Clerk) in an effort to generate movement on LLGP programs. While the local council and staff were supportive, the situation has not yet improved, but LLGP remains hopeful that progress can be made in Gweru.

Finalizing the newly participating LAs was a major development this quarter. The following LAs were officially added to the program: Mutare, Chitungwiza, Kwekwe, Chinhoyi, Bulawayo and Victoria Falls. If conditions improve, Chegutu and Harare might also be added. The Ministry, USAID and UI held a workshop to introduce the new LAs to the program and also had pilot LAs discuss the program. The Permanent Secretary (Perm Sec) from the Ministry encouraged the LAs to utilize the program and fully endorsed the LLGP. This should provide considerable support to our efforts to quickly bring the new LAs into the program and get them started.

Thus, considerable progress was made toward program goals. The 2003 workplan was approved and a revised 2004 workplan was submitted to USAID. The LLGP has tremendous optimism going into 2004!

### **Improved Communication and Participation Between LAs and Their Stakeholders**

The team worked with Gwanda officials to finalize their service delivery handbook. The officials received input from their stakeholders at their broader meeting. The next step involves the Town preparing the final draft for UI to work on formatting. To date this has not yet happened. (The 2004 budget process took considerable local council staff time and is probably responsible for this delay.)

Kariba and Masvingo both expressed interest in newsletters and were thus asked to provide proposals for LLGP funding, but none were received by the end of the quarter.

In early 2004, LLGP will make a concerted effort to get these local government outreach projects up and running.

### **Strengthening the Legislative Framework of Local Governance**

UI held further discussions with SUNY and UCAZ about providing technical assistance in this area. In addition, the Ministry started its decentralization effort. They have four pillars: 1) Empowering Communities, 2) Empowering Local Authorities, 3) Re-alignment of the Center and 4) Capacity Building. The Ministry held workshops for the first two and UI staff participated (and the Ministry of Local Government, Public Works, and National Housing noted UI as a partner in the effort). This effort will continue until July/August.

LLGP began advertising for a local part-time legal advisor for the project, mainly for this activity.

### **Local CSO Capacity Development**

UI officially signed a sub-grant with the Chipinge District office of the Manicaland Development Association and they will begin their project in January. The Chipinge Residents Association sub-grant was nearly complete by quarter's end and should be signed in early January.

The CSO grant adjudication committee for Mutoko met and ultimately chose two grantees. Mini-grants were provided to CSOs to help them in the final planning and design stages. The staff provided technical assistance, particularly during December, to prepare the Mutoko Residents Association and the Informal Traders Association for grant-funded activities. LLGP hopes to finalize full sub-grants with these two organizations in January as well.

During the quarter in Kariba, Gwanda and Masvingo, LLGP facilitated broader meetings between the LA and its stakeholders. One result was community approval of and support for the CSO grant program. By the end of the quarter, the RFA had been redesigned and published for those three LAs. Applications will be received in January and the selection process will begin immediately thereafter.

Again, it has required considerable time and effort by our CSO development specialists to train the local CSOs in advocacy and participation in the grants program. LLGP has advertised to hire two more specialists to assist in this area.

### **Local Authority Capacity Development**

Several major initiatives took place in this sphere. Perhaps the most significant involved sub-contracting with UCAZ to conduct new councilor orientation following the local government elections. They held a series of workshops around the country for all councilors. The sessions were very well received and should make a significant positive contribution to better local governance. An additional result involves production of the ten modules used during the training; each councilor will receive a copy of these modules.

The fourth quarter also saw LAs preparing their 2004 budgets. Six of the pilot LAs chose to undertake a participatory approach to budget preparation, with significant involvement by CSOs and other stakeholders.



UI provided significant technical assistance to these LAs but most started designing their efforts before contacting UI. Even the 7<sup>th</sup> local authority, Gweru, which has otherwise resisted technical assistance, reached out to its stakeholders in a modest effort, showing the sustainability of previous work there during the PPLG and LLGP. This was a significant success story for 2003.

UI also sponsored delegations of local government and CSO officials to attend the AULA conference in Bloemfontein, South Africa and the Durban Colloquium on Local Governance.

By the end of the quarter, the necessary data was gathered to assess the status of implementing the credit rating report recommendations in each pilot and begin the process of preparing further implementing steps. The staff will complete the final reports in January for each pilot.

Training assessments, plans and training status reports were also completed for each pilot.

The team held a workshop for Kariba and Chipinge Town on “Conducting Effective Meetings”. This workshop also served as the starting point for them to develop standing orders for their respective councils.

Finally, the PROMUN project moved a step forward with Mr. Matthias, an experienced city treasurer and Promun specialist, creating his team. UI submitted the Scopes of Work for this local team to the CTO. Most of the local team received their permission from their respective employer LA to work on this project. Preliminary discussions with BURCO were on our plans.

### **Development of Integrated Strategic Plans and Restructuring Action Plans (RAPs)**

The team worked on finalizing strategic plans in Gwanda, Masvingo and Kariba during the quarter. Gweru and Chipinge Town had already completed their plans. These plans served as the basis for the RAPs. The team spent considerable time on the RAPs following completion of the strategic plans. Mutoko held their final RAP workshop and December and the final draft was prepared. Draft RAPs were prepared for each of the other pilots and they will each conduct a final workshop on the documents in January.

### **Performance Management System Development**

The Municipal Finance team, through the RAPs and strategic planning initiatives, will work on developing performance management systems in the LAs. The team will take indicators developed through the strategic planning process and work to improve their development and usefulness to the LA. The process will involve LAs and CSOs working together to develop and monitor the indicators. The program will also include work by LAs and CSOs on budget monitoring. The team had to delay this activity due to the problems of completing the strategic plans and the RAPs and the postponement of George Peterson’s trip. It looks like this activity will get underway in February.

### **Other Activities**

The team held meetings with different organizations about the website and library; a location has not been finalized for either of these. Work is continuing with UCAZ on their Local Governance Institute; the recently

conducted new councilor orientation will serve as the starting point for building greater UCAZ training capacity.

### **Program Administration**

USAID approved the 2003 workplan. UI also submitted the second draft of the 2004 workplan.

In December LLGP received approval for the hiring of Richard Kamhoti. He plans to start on January 1 2004. LLGP also began advertising for additional personnel in CSO development and municipal finance specialist positions.

Municipal Finance Specialist Thandi Mlobane resigned at the end of December.

A special UI internal audit on the project was conducted in December.

### **III. DELIVERABLES AND REPORTS**

The project deliverables during the third quarter included the 2003 Workplan and the following trip reports:

- Gweru One-Day Planning Session – October 1 2003
- Mutoko CSO Grant Presentations – October 2 2003
- Kariba LA-Stakeholder Broader Meeting – October 7-8 2003
- Masvingo One-Day Planning Session – October 10 2003
- Gwanda Strategic Planning Meeting/Service Delivery Handbook Review – October 13-14
- Chipinge CSO Grant Activity Scheduling and Budget Review – October 14-16
- Gwanda Budget Stakeholder Consultation Meeting I – October 17
- Gwanda Budget Stakeholder Consultation Meeting II – October 24
- Kariba Strategic Planning Workshop – October 28
- Masvingo LA-Stakeholder Broader Meeting – October 30-31
- Gwanda LA-Stakeholder Broader Meeting – November 3-4
- Kariba Strategic Planning Review Workshop – November 13-14
- Effective Meeting Workshop (Kariba and Chipinge Town) – November 16-19
- Mutoko CSO Capacity Building/Adjudication Feedback Meeting – November 17
- Gwanda-Makhado Twinning Workshop – December 4
- Gweru RAP preparedness and Credit Rating Implementation Assessment – December 4-5
- Gweru One-Day Planning Session/PROMUN Meeting w/ Matthias – December 11
- Mutoko RAP Workshop – December 18-19

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



The program continued to experience problems related to the unstable political and economic environment, as well as hostile attitudes to CSOs, foreign governments and NGOs in Zimbabwe, and strained bilateral (USA-GoZ) relations. All pilot LAs prepared their 2004 budget during this quarter and this limited our access to key staff. It took two months to receive approval for the new hire (Kamhoti), which created delays in some activities. The time involved in the convenience exchange transfer of funds lengthened considerably, and this created cash flow problems for the project.

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

LLGP requests approval of the 2004 workplan as soon as possible in the new year. The following represents some of the activities planned for the first quarter of 2004:

- Propose Mutoko grant awards to USAID (upon USAID approval, finalize sub-grants and begin implementation)
- Sign sub-grant with Chipinge Residents Association and initiate the implementation process of the CSO activities in Chipinge Town and RDC
- Conduct adjudication committee meetings in Gwanda, Kariba and Masvingo
- Conduct LA-Stakeholder Broader Meeting in new LAs as LLGP start-up
- Begin CSO profiling in new Local Authorities
- Conduct training workshops for CSOs and LAs on the grants program in the new cities
- Assist Gwanda with printing and distribution of a service delivery handbook
- Finalize RAP in all pilot cities and start process in new cities
- Finalize PROMUN project and begin implementation
- Assist Kariba in preparation and distribution of first newsletter
- Conduct training program on local governance for CSOs
- Begin development of model code of conduct/ethics with Town of Chipinge
- Prepare reports for each pilot LA on status of implementing credit rating recommendations

## **VI. SPECIFIC ACTION REQUESTED**

UI again requests that USAID expedite approval of upcoming proposed candidates for the CSO Development Specialist, Junior CSO Development Specialist and Municipal Finance Specialist positions in order to carry out all planned activities in pilot and new cities in a timely manner. Also, UI would ask for speedy consideration of requests such as travel approvals, sub-grants, sub-contracts, scopes of work, etc. Delays in these approvals lead to consequent delays in programming.