

UNCLASSIFIED

Results Review and Resources Request (R4)

FY 2000

ZIMBABWE



March 1998

**Agency for International Development
Washington, D.C. 20523**

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INTRODUCTION

USAID/Zimbabwe's first year of implementation of its graduation and phase-out strategy provided solid achievements in each strategic objective area. Zimbabwe, a country of immense potential, remains a strong development partner. Unfortunately, the development environment has deteriorated due to actions by an increasingly isolated political leadership that have resulted in a decidedly weaker economy.

Zimbabwe--a powerful regional economic locomotive with enormous development potential--is at a crossroads. There are encouraging signs that Zimbabwean citizens are ready to advance a reform agenda that will give more Zimbabweans a greater voice in economic and political affairs. Thus, USAID/Zimbabwe sees excellent opportunities as it prepares to move aggressively into its new Special Objective, *increased opportunities for participation in the private sector and political processes*.

USAID/Zimbabwe presented a phase-out of its development assistance program by FY 2003 in its Country Strategic Plan (CSP). In approving the strategy, USAID/Washington asked the mission to reassess its program requirements and inform it in this Results Review and Resources Request (R4) what the resource ramifications would be in two main areas:

- staff requirements to implement the Special Objective, including development of the Zimbabwe American Development Foundation; and
- staff and budget requirements to extend Strategic Objective One, *natural resources management strengthened for sustainable development of CAMPFIRE communities*.

This R4 follows the mission's management contract with Washington--to consolidate gains and maximize results in each strategic objective area, while advancing into a new Special Objective which will pave the way for a new U.S.-Zimbabwe relationship for the 21st century based on strengthened trade ties and reduced development aid. The key issues raised in this R4 which need to be resolved are:

- the strategy review decision to provide more program resources and more time for two strategic areas requires more operating expenses for a longer period of time than envisioned in the CSP;
- the mission's local currency trust funds, which have covered up to 50% of operating expenses in recent years, will expire early in FY 1999, thus requiring a significant increase of OE dollar funds beginning in FY 1999; and
- the troubled Government of Zimbabwe economic reforms, combined with a fluid political environment and a probable presidential transition by 2002, may give cause for consideration of flexibility concerning the 2003 close-out date.

PART I:OVERVIEW AND FACTORS AFFECTING PROGRAM PERFORMANCE

Zimbabwe's Current Development Challenge

Zimbabwe is a country with enormous development potential, being endowed with a wealth of human and natural resources, an evolving industrial base, a diversified economy, and a well developed infrastructure. After South Africa, it is the most highly developed country in the southern Africa region. It is a major player in the regional economy and in regional peace-keeping efforts. USAID, present since 1981, has had a long and highly productive development partnership with Zimbabwe, and the country is projected to graduate from USAID assistance in 2003. However, a series of events over the past year has brought about major changes in the development context. These events--which include two major episodes of civil disturbances, a precipitous drop in the value of the currency, double-digit increases in the cost of basic necessities, and a series of questionable government policy decisions with decidedly negative economic repercussions--are themselves symptoms of serious, long-standing problems within the Zimbabwean political economy. If these problems are not appropriately addressed in a timely fashion, they have the potential to jeopardize not only the ability of USAID's assistance program to achieve lasting positive impacts but, ultimately, the country's ability to achieve sustainable development and reach its optimum economic potential.

The most serious of these problems are prolonged economic stagnation, deepening poverty among the majority of the population, and a government that appears increasingly remote from, if not indifferent to, the problems and aspirations of its citizenry. Adding to this already volatile mix are regular public revelations of gross and flagrant corruption by political elites, chronic fiscal indiscipline leading to persistent large government deficits and prohibitive interest rates, government responses to political pressures that are short-sighted and economically destructive, and a growing tendency on the part of various disaffected groups to resort to violence when their demands are not met (for further details, see *Zimbabwe: Political and Economic Events Present Opportunities*, attached).

Despite the gravity of the problems currently confronting Zimbabwe, the country is not necessarily on a road to decline and chaos, but rather at a crossroads. While there is ample cause for concern, there is also significant cause for hope that the country will transcend its difficulties and place itself firmly on the path to sustainable development. Zimbabwe's citizens, especially urban dwellers, are no longer quiescent and satisfied with mere promises; they are beginning to insist that their government address their legitimate needs and be held accountable for its actions. They are demanding a tangible return on their taxes (some of the highest in the world) and that public resources be used for the public good, not for the personal enrichment of a political elite. Civil society organizations have been invigorated and are challenging the status quo that has brought the country to its current precarious state. Many members of Parliament from the ruling party (ZANU-PF) are no longer blindly toeing the party line, but are questioning their leaders like the constituent representatives that they were elected to be. Some are even beginning to take the leadership to task publicly for poor policy decisions and corruption. A more vibrant, independent media increasingly echoes the growing discontent among increasing numbers of Zimbabweans. These are all signs of hope

for the future of democracy and a strong civil society that will enhance long-term development prospects.

USAID's Strategy for Meeting the Challenge

The same problems that threaten the viability of USAID's assistance program also present an opportunity for USAID to help Zimbabwe break with the "business as usual." Many of Zimbabwe's current difficulties are rooted in the failure of the political system to respond effectively to long-standing, complex and deep-rooted socio-economic problems that pre-date independence and that were the causes of the country's bitter civil war. As such, the weakest link in Zimbabwe's development context is a weak democracy. Addressing this problem in a creative and effective way will have positive effects far beyond the formal political system.

Though USAID/Zimbabwe is currently designated as a limited assistance mission scheduled to close in 2003, the mission is developing a strategy to address some of Zimbabwe's most significant democracy and governance (DG) issues. USAID/Zimbabwe's close-out Country Strategic Plan (CSP), which covers the period 1997-2003, is designed to consolidate the significant gains already made through its interventions in community-based natural resource management, family planning and HIV/AIDS prevention, low-income housing, and broadening economic ownership in the formal economy by the country's indigenous majority. The biggest challenge is to ensure that the positive impact of the program is sustained beyond mission close-out. The new DG Special Objective will increase the chances for the sustainable achievement of the other program objectives.

Given the extent, complexity and political sensitivity of many of the DG concerns and the limited resources available in the graduation management contract, some of the most significant issues remain beyond the mission's manageable interest. However, a well-targeted program of interventions can catalyze significant and sustainable positive change. The mission will pilot an endowed foundation mechanism, the Zimbabwe American Development Foundation (ZADF), as a vehicle for providing continued support to improved DG and to greater economic equity and opportunity. The ZADF would provide grants to non-governmental organizations (NGOs) working on DG and economic growth. Supplemental DG program funds will be used to promote improved democracy and governance outside of the ZADF mechanism.

USAID/Zimbabwe's portfolio, except for DG, will be brought to a conclusion over the next two to five years. The programmatic emphasis in each strategic objective will be on ensuring their sustainability after USAID's withdrawal. Their successful transition to self-supporting programs, and the contribution of the DG activities to that transition and to lasting improvements in democracy and governance, will remain as USAID's most important legacy in Zimbabwe.

PART II:PROGRESS TOWARD OBJECTIVES

Summary Table

Objective Name	Rating	Evaluation findings
SO 1: Natural resources management strengthened for sustainable development of CAMPFIRE communities	Met	The last evaluation was completed in 1993 which recommended program expansion nationwide based on highly successful results to that point in time. A second mid-term evaluation is taking place in February-March, 1998 which will guide final strategy adjustments to long-term sustainability.
SO 2: Broadened ownership in a growing economy	Met	No formal evaluation of the full SO is intended until late FY 1999/early FY 2000.
SO 3: Reduced fertility and increased use of HIV/AIDS prevention methods	Met	A 1997 evaluation of the Zimbabwe AIDS Prevention and Control Project (ZAPAC) found Zimbabweans had very strong knowledge of HIV/AIDS. Recommendations included increasing assistance to local NGOs and implementing "strategies that use intensified personalized behavior modification programs."
Percent funding through NGOs and PVOs: FY98 44%; FY99 77%; FY00 73%		

Brief Comments on SO Ratings.

SO1. The mission review team believed that the SO1 Team is progressing well, and is on track to meet its overall objectives; but, due to a lack of data for several new indicators this year, it is difficult to rate the SO higher than having "met" planned targets.

SO2. Mission review team disaggregated the SO by low-income housing and private sector components. The review team rated the SO overall as having "met" planned targets.

Low-income housing (IR1): Exceeded targets. Though mortgage data is lower than projected and there are some data collection issues that are being resolved, the team felt that when all factors are considered the low-income housing sector surpassed its established targets. When important progress in building public-private partnerships, enhancing decentralization, and improving accountability and good governance of local authorities are combined with the fact that all targets but one have been met or exceeded, this program is having an exceptional impact on the availability of housing for the poor.

Private sector. Met targets. Employee stock ownership targets were met in IR2. In IR3, despite an adverse macroeconomic environment, loans to micro, small and medium enterprise clients met or exceeded targets.

SO3. Mission review team disaggregated this SO by family planning and HIV/AIDS prevention components.

Fertility. Though there is a lack of data on the fertility side of the SO (a Demographic and Health Survey is only completed every 4-5 years), couple years of protection (CYP) serves as an accepted proxy; thus, the fertility target is deemed to have "met" expected achievements.

HIV/AIDS Prevention. The mission review team acknowledged problems with peer education. Therefore, it is changing its approach by moving into more intensive behavior modification strategies. This program scored strong successes in private sector activities, particularly in condom social marketing; thus, the HIV program is deemed to have "met" expected achievements.

Strategic Objective One: Natural Resources Management strengthened for sustainable development of CAMPFIRE communities

I. Performance Summary

Progress in this Strategic Objective (SO) has been excellent, as indicated by the following summary of the program's substantial achievements to date:

- The number of CAMPFIRE communities has increased from 15 to 185 (1989-1997);
- Whereas no participating community had an independent, stand-alone program prior to 1997, at least two communities are now capable of sustaining their CAMPFIRE programs without external assistance;
- Participating households have increased from 9,000 in 1989 to 200,000 in 1997;
- The total value of CAMPFIRE benefits has increased from \$349,811 in 1989 to \$1,732,452 in 1996 (\$7.85 million total cumulative program revenues to date);
- The value of CAMPFIRE benefits devolved directly to participating communities has increased from \$186,268 in 1989 to \$906,400 in 1996;
- The status of the natural resources base in CAMPFIRE areas, which was characterized by rapid habitat loss and decreasing wildlife populations in 1989, has improved to the point where habitat loss is only moderate, and wildlife populations are stable and, in some cases, increasing; and,
- CAMPFIRE's revenue base, almost exclusively safari concession and consumptive-oriented in 1989, has begun to diversify to the extent that, in 1996, nearly one tenth of revenue was derived from activities other than sport hunting.

The Strategic Objective has two primary Intermediate Results, IR 1.0 - *Sustainable Natural Resources Management Practices Adopted*, and IR 2.0 - *Sound Community Decision-Making Processes Established*. A third Intermediate Result, IR 3.0 - *Rural Land Pressure Reduced*, was defined in our approved strategy as falling largely outside USAID/Zimbabwe's manageable interest.

The major achievements envisaged under IR 1.0 have been realized largely through the enactment of NRM by-laws in most participating communities, and through the delivery of effective NRM training by participating CAMPFIRE service agencies. Similarly, the major achievements envisaged under IR 2.0 have also been realized in several instances, where participating communities have adopted integrated planning procedures within the context of well-developed and fully functional NRM institutions (e.g., CAMPFIRE Committees).

The major achievements envisaged under IR 3.0 have, however, been slow to materialize. Population growth remains high in Zimbabwe's communal areas, and the GOZ's resettlement program, propelled by recently-announced plans to acquire nearly 1,500 commercial farms, remains unimplemented. In addition, poor fiscal management, resulting in the collapse of the Zimbabwe dollar, has prompted a recessionary trend in the domestic economy, reducing opportunities for alternative off-farm employment.

CAMPFIRE: Zimbabwe's "Home-Grown" Natural Resources Management Program

The Communal Areas Management Programme for Indigenous Resources (CAMPFIRE) has been operating in Zimbabwe since 1988. Based upon common property theories of "resource sharing," developed and elaborated jointly by Zimbabwean economists, wildlife managers, social scientists and community development specialists, this "home grown" program has attracted worldwide attention as a global model for sustainable natural resources-based community development. Within the southern African region, CAMPFIRE is uniformly recognized as the leader in conservation-based community development (CBCD) policy, implementation and research. Neighboring programs, such as LIFE in Namibia, ADMADE in Zambia and the NRMP in Botswana, have learned much from collaborative "look and learn" visits and other information sharing and

II. Relationship to U.S. Foreign Policy Objectives

Through its support for CAMPFIRE, SO1 contributes to the achievement of U.S. foreign policy objectives of: securing a sustainable global environment; promoting broad-based economic growth in developing and transitional economies; and increasing foreign government adherence to democratic practices and respect for human rights through conserving biological diversity (USAID Objective 5.2); increasing sustainable natural resource management (5.5); contributing to broad-based economic growth, especially among the most disadvantaged segments of the population (1.3); developing a politically active civil society (2.3), and; encouraging more transparent and accountable government institutions (2.4). A graphic presentation of U.S. Government strategic linkages is annexed to this R4.

III. Performance Analysis

The measurement of a conservation-based community development program's impacts is a difficult task. Where the program involves a complex and diverse range of partners and customers (13 governmental and non-governmental partner organizations with a client base of some 200,000 communal area households spread over 185 wards in 34 of the nation's 57 Rural District Councils or RDCs, each with its own priorities and agenda) this task becomes even more formidable. While the expanded SO1 team has been able to achieve good consensus around the shared SO, work toward the development of a comprehensive and integrated performance monitoring plan continues. In a collaborative fashion, expanded team members have participated in four monitoring and evaluation workshops during this past year, aimed at hammering out a detailed performance monitoring plan. The plan will be completed this year; meanwhile, program implementors have continued to monitor progress toward achievement of the SO, and there is good evidence that CAMPFIRE is aiding biodiversity conservation in Zimbabwe and that communities are benefitting substantially in the process.

Support for CAMPFIRE governmental and non-governmental (NGO) partner agencies, provided under Results Package 1 (RP1), has been effective in delivering much-needed capacity-building and technical backstopping services for participating communities. Many CAMPFIRE communities have received skills training in a variety of NRM technologies (land use planning, solar game fencing, wildlife censusing and quota setting) under this CAMPFIRE Support Services program component. Technical assistance and training have also been provided: environmental awareness-building and education; community institutional, organizational and leadership development; project analysis, design and management; goods and services contracting; and basic accounting, and financial and commodity management. To ensure that RP1 services are demand-driven and customer-oriented, program customers may access support grants under RP2, the CAMPFIRE Development Fund (CDF). To date, 20 participating RDCs have received CDF grants to support the development of district and sub-district level CAMPFIRE institutions through the provision of staff, training, technical services and limited commodity support. Several proposals are under review to support development of NRM infrastructure and income-generating activities in their communities.

Under the CDF, CAMPFIRE planning and implementation are well coordinated by the Association, largely on the basis of customers' stated demands. Technical assistance offered

CAMPFIRE - Democracy and Governance in Action

CAMPFIRE empowers rural citizens by making them--rather than central government--custodians of their natural resources. They now have authority to use revenues derived from these resources as they see fit. This has created new financial incentives to utilize resources rationally and political incentives to place decision-making at the lowest level. While the program was not originally intended to build democracy in Zimbabwe, it has made valuable grassroots contributions to this important foreign policy objective. Specifically, CAMPFIRE has helped:

- enhance community participation in local government decision-making, thereby developing a more vibrant and politically active civil society;
- increase acceptance of democratic values, including principles of equality and access by women and disadvantaged groups;
- engender a stronger sense of civic responsibility;
- increase access to information about central government policies and decisions, making these institutions more transparent and accountable;
- strengthen mechanisms which promote transparency and ethical conduct in government; and
- increase grassroots participation in policy formulation and implementation.

Nearly one thousand democratically elected CAMPFIRE Committees routinely make decisions about managing local resources, enforcing locally-enacted natural resources by-laws, and allocating program revenues to support community development projects. Program decisions are made in public fora where men and women from remote rural areas actively engage in discussions, debate and decision-making. CAMPFIRE Committees are also fertile training grounds for local leaders; community workers have become District Council leaders, officers and employees, and the first Chairman of the CAMPFIRE Association (CA) launched a successful bid for Parliament. Through its experience in local development planning and achievement, the program has empowered its members to break their attachments with paternalistic, top-down development policies. CAMPFIRE community residents express the sentiment that they are now "players in the development game rather than pawns, being manipulated by

by partner agencies is directly linked to customer needs and priorities, and the accountability and responsiveness of these agencies has improved significantly, as indicated by effective new program customer feedback mechanisms developed this past year. In this way, program communications have increased qualitatively and quantitatively, both between and among service-provider agencies and between service-provider agencies and customers.

CAMPFIRE's Customer Service Orientation - "Customers Call the Shots"

The indigenous-led CAMPFIRE Association Secretariat and CAMPFIRE Collaborative Group (CCG) agencies have joined in a partnership to provide services to rural communities throughout Zimbabwe. The program's customer base consists of 34 of the nation's 57 Rural District Councils, comprising approximately 185 Wards and 200,000 communal area households. Recently concluded customer service planning workshops identified a number of service principles, embodied in the program's new Customer Service Plan, which will guide program implementation in the future. These principles include:

- conducting service activities in a thoughtful and professional manner;
- listening to customer needs prior to making decisions;
- obtaining regular feedback from customers in a systematic, but simple, manner;
- ensuring high level technical proficiency and skills among service providers;
- striving to respond to customer requirements in a timely manner;
- being flexible in administering the program and responding to customers;
- exhibiting leadership;
- developing problem-solving skills; and,
- "seeing the job through," i.e., implementing service tasks to a successful conclusion.

Successful program adherence to these important principles is being monitored through both activity-specific evaluations and periodic customer survey feedback mechanisms being designed specifically for this purpose.

In response to these various interventions, CAMPFIRE residents have reduced tree-cutting and annual burning of their grazing lands in order to improve the quality of wildlife habitat. CAMPFIRE's community development NGO, Zimbabwe Trust, reports that many communities have adopted and are implementing by-laws which impose fines upon residents who persist in such environmentally destructive activities.

The Department of National Parks, which is responsible for training select cadres of CAMPFIRE-area residents as game scouts, reports that these individuals have worked effectively to prevent poaching and assist in local wildlife management within their respective areas. In commenting on the operations of local game scouts trained under the program, the Chairman of the CAMPFIRE Association, Mr. Jocone Nare, comments that "The poaching and illegal hunting has stopped completely, because everybody in the community is a policeman now...anyone who comes into the area to hunt had better find a hole to hide himself and his trophy in, or the people will come and get him."

Wildlife habitat has increased markedly--large areas of communal land continue to be set aside for CAMPFIRE management. In Nyaminyami District, the governing Council formally established a wildlife sanctuary at Bumi Hills where wildlife enjoys protection from exploitation. The Nyaminyami District Council designated the Mapangolas Hills a conservation area, free of human settlement, to create a wildlife corridor between Matusadona and Chizarira National Parks. Wildlife has been reintroduced into several "depleted" areas surrounding Hwange National Park and plans are underway to relocate a variety of species from over-populated national parks into adjacent communal lands. Evidence of the success in improved wildlife management was also provided by the historic decision at the recent CITES conference to downlist the protected status of Zimbabwe's elephants, in response to scientific evidence testifying to the widespread health of these globally significant populations (an increase from 59,000 elephants in 1989 to over 66,000 in 1997).

CAMPFIRE - "Women Have Their Say"

Decision-making around CAMPFIRE revenues has also helped to empower formerly disadvantaged groups, such as ethnic minorities and women. For example, when program revenues were first distributed to households in Kanyurira Ward, in remote northeastern Zimbabwe, the definition of "household" followed the lines of traditional male-centered domestic units. The local women, however, complained that they were the ones who were tilling the fields and suffering wildlife depredations. Hence, they should not be left out of decisions involving wildlife. Moreover, they also noted that many widows were living independently of their male kinsmen and deserved to be considered household heads. Finally, after a public meeting was held to resolve these issues, women's rights were upheld, the number of household heads was increased to include female-headed units, and women's participation became enshrined in CAMPFIRE decision-making structures. Since that time, women have become increasingly active in village and Ward CAMPFIRE Committees, as typified in Tsholotsho district, where the Ward 3 Committee Chairwoman now leads one of the most successful programs in the country.

Community development has been funded by CAMPFIRE revenues which have been returned to communities (52% of total revenues in 1997), which then exercised *their* choice to use this money to build much-needed social infrastructure, including wells, schools, health clinics, grinding mills, game fences, roads and bridges, and other projects. The impact of these conservation-based development activities upon CAMPFIRE residents has been tremendous:

"(Before CAMPFIRE)...we were a people without hope. Our children, too, were suffering as disease took their toll. There were no schools, no wells and no clinics. Villagers continually sought help as they were engaged in a desperate struggle to survive. With CAMPFIRE, we now have rural health centres within easy reach." *Chief Sinakatenge from Binga District*

Moreover, an additional 15-25% of program revenues is spent at the local level by participating RDCs for program infrastructural improvements and ongoing operations and maintenance, generating significant additional local employment benefits (fence minders, game scouts, resource monitors, etc.). Although the established per household targets for this indicator have not been met this year, the overall trends remain positive (17% increase over last year's results), and the prospects for future increases are excellent.

IV.Expected Progress Through FY 2000

Long-term prospects for achieving the Strategic Objective are excellent. Agreed upon SO targets are on track, and likely to be exceeded, as formerly closed markets for certain natural resource products re-open during the coming year. Serious external threats the program faced this past year have been ameliorated and the sustainable use approach towards NRM appears to be gaining momentum among conservationists worldwide. Nevertheless, the SO1 team recognizes the pitfalls in linking its program to any single resource and, in response to customers' expressed needs, have taken great strides toward CAMPFIRE's diversification.

Progress toward sustainability is monitored on a regular basis by CAMPFIRE implementors and, in February/March 1998, USAID's support for CAMPFIRE is being externally evaluated. The evaluation will provide feedback on the performance of implementing organizations, as well as the economic and social benefits accruing to CAMPFIRE communal area customers. It will also assist in addressing current important program issues, including: opportunities for increasing program diversification; recommended approaches for greater devolution of resource management authority (and program revenues) to the program's communal area customers; and strategies for ensuring the sustainability of the CAMPFIRE Association. In addition, the evaluation will help USAID/Zimbabwe review current and future levels of program funding, both for the extended implementation timeframe agreed to at last year's program review, and the eventual graduation of the program to long-term sustainability.

CAMPFIRE - "The Road to Sustainability through Diversification"

CAMPFIRE's sustainability as a conservation-based community development model has been questioned, particularly with respect to the program's sport hunting bias and its applicability to areas lacking wildlife (especially large trophy animals). In response, program partners and customers have emphasized that CAMPFIRE, by definition, encompasses all indigenous resources, of which sport hunting is but one component (albeit a lucrative one). To demonstrate their argument, the program has begun to diversify.

While over 90% of CAMPFIRE's 1996 revenues continued to be derived from leased trophy hunting concessions, many communities have begun to harvest and sell other natural resource products, such as timber, river sand and caterpillars. Moreover, in the last twelve months, many CAMPFIRE communities have begun to develop plans to promote nature tourism (i.e., non-consumptive eco-tourism), which will include cultural tourism around historical and archaeological sites, bird-watching, and natural scenic wonders, such as limestone caves and natural hot springs. Indeed, the program's spreadsheet clearly shows that *tourism is the program's fastest-growing area of operations*, resulting in increased efforts by rural communities to sustainably exploit this potential additional source of needed income.

For example, in Hurungwe District, where the local Council has signed a lease with a commercial tour operator, photographic safaris are conducted on foot in the communal lands and the adjacent Mana Pools National Park. Clients are also offered cultural visits to traditional villages where they are treated to customary meals, song and dance, and are extended the opportunity to consult a traditional healer or purchase locally-produced handicrafts. Similar eco-tourism activities are underway or in development in many other CAMPFIRE communities throughout the country.

As discussed in the CSP program review, while SO1 is fully funded through FY 1999, the sustainability of CAMPFIRE under a more diversified resources management scenario will require additional time and funding beyond FY 2000. Thus, USAID/Zimbabwe's CSP approval extended SO1's activities to the end of FY 2002 in order to "provide an opportunity to focus on sustainable management of other natural resources including forestry, fisheries, and eco-tourism broadening the current focus on large mammals," (State 116224). Estimated projections for the resources required for this extended implementation period are included in the Resources Request. Although the mission believes that these estimates are reasonable, final funding requirements will depend on the results of the current program evaluation.

The fundamental question is whether the Agency is prepared to continue its efforts to marshal the required level of political support for this internationally-acknowledged, African-led CBNRM model to afford it sufficient time and resources to permit a full demonstration of its greater applicability across the entire spectrum of CBNRM regimes for the long-term benefit of its many poor rural customers and of sustainable NRM worldwide.

Strategic Objective Two: Broadened Ownership in a Growing Economy

I. Performance Summary:

Although buffeted by the nation's deteriorating economy, significant progress was made in 1997 toward achieving SO2's goal of *Broadened Ownership in a Growing Economy*. Substantial achievements to date include:

- US\$100 million under the Private Sector Housing Program (PSHP) created 40 public-private partnerships which will provide homes for nearly 50,000 families living on approximately 75 U.S. cents a day/person and less;
- Over 15,000 micro businesses--80% owned by women--received US\$2.5 million in loan financing or US\$167 per micro business, three times 1996 levels;
- In 1996, 42,900 jobs were created in the housing sector, 18,365 under the PSHP;
- 1,600 employees each bought US\$1,875 in their company's stock;
- Sub-contracting generated US\$1.34 million in new business for 27 small firms.

II. Relationship to USAID's Goals and U.S. Foreign Policy Objectives

PSHP Strengthens Democracy

By empowering local authorities and improving their capacity to meet their citizens' needs, the Private Sector Housing Program strengthens democracy in Zimbabwe. Local government forms the building blocks of democracy. The key relationships that result in sustainable participative governance are developed at the grassroots level where citizens first meet and interact with elected representatives. The PSHP program has supported this process by requiring officials to be accountable and responsive, improving their good governance and credibility. It has contributed to decentralization by enabling local authorities to access financial resources without central government approval. In addition, the program has increased transparency requiring that the US\$30 million available for infrastructure projects be openly competed for under a transparent legal framework.

SO2 investments to broaden ownership of productive assets contributes directly to the achievement of the Agency's Goal of *broad-based economic growth* and to the U.S. strategic goal of *economic prosperity*. The SO2 strategy supports the U.S. Mission to Zimbabwe goals of *fostering equitable economic growth* which in turn promotes U.S. trade and investment. SO 2 activities also promote democracy and GOZ accountability. A graphic presentation of U.S. Government strategic linkages is annexed to this R4.

Providing the poor with access to mortgage capital, affordable housing, stock ownership, and business financing opens opportunities and improves the lives of thousands of Zimbabweans. Broadened ownership of economic assets by poor Zimbabweans will redress the nation's critical income distribution imbalance, one of the most inequitable in the world. Addressing this problem is a basic precondition to long-term political stability and economic prosperity.

III. Performance Analysis

IR1. Broadened Ownership in Low-Income Housing

USAID-GOZ Teamwork Turns Department Around

Working in tandem with the GOZ, *USAID assistance has reduced the time required for title deed and company registration from six months to three days.* The GOZ's inability to accurately and timely register property transactions, provide complete deed information to lenders, and effectively register companies was a serious impediment in the housing sector. As a result of USAID's assistance in computerizing the Registry's business systems, not only has the backlog been cleared, but the staff have demonstrated a new customer focus. The GOZ has adopted a key USAID recommendation allowing the Registry to retain a portion of its fees for future operations--a step that will contribute to the sustainability of its services.

Past successes were consolidated as the PSHP public-private partnerships developed into more established relationships. During the GOZ's 1996/97 fiscal year, funding invested in PSHP infrastructure development increased by 108% from the previous year. Mortgage institutions received US\$17.5 million in PSHP funds at the end of 1996, matched these funds, and channelled them into new housing developments and mortgage financing. Together, these institutions have issued mortgages equivalent to 85% of the cumulative total of the US\$35 million disbursed to them.

Additionally, IR1 has:

- built 15,731 new homes and serviced 22,400 new plots in 1997;
- continued to make housing affordable--the current cost of a minimum standard home is 37% lower than the target price; and
- financed over US\$15 million worth of new infrastructure bringing clean water, sewage treatment, storm drainage and roads to 24 cities and towns.

The SO 2 Team is successfully meeting the targets for broadened ownership in low-income

Public-Private Partnerships Build Democracy

To date, 40 public-private partnerships have been created through USAID's Private Sector Housing Program, (PSHP). Bringing together the comparative strengths of the public and private sectors, these partnerships have given Zimbabwe a new way forward in meeting the increasing needs of its rapidly growing urban population. Highlighted in President Mugabe's annual address to the nation as one of the outstanding achievements for the year, these partnerships combine public resources with private funds, skills, and technologies in what has traditionally been solely a public sector domain. Because partnerships are based on market principles and are implemented under a transparent legal framework, they have dramatically increased the level of resources available to local authorities. To date, US\$100 million is being invested through these partnerships which will result in nearly 50,000 new homes for poor families. These partnerships have:

- increased local governments' capacity to manage service provision and meet the needs of their citizens;
- leveraged substantial private sector resources for public goods and services;
- decentralized decision-making to local authorities, enabling them to access resources without central government approval;
- provided local governments with a sustainable revenue base;
- increased public confidence in local governments which have become more responsive to their citizens' needs; and
- most importantly, provided greater numbers of poor with housing and urban services.

housing, most notably in the areas of housing and stand delivery, and increased housing affordability. The number of low-income houses built in 1997 was nearly four times the targeted level. Affordability has also increased considerably due to the greater level of competition in the housing sector, fostered by the PSHP. As a result of a contracting backlog, the data collection and monitoring system has not yet been institutionalized within the Ministry of Local Government and National Housing. Thus, the data collected for mortgage financing to date has been problematic, making it difficult to judge performance in this area. Despite this complication, the targets do reflect that the housing sector is moving towards a market-based system with growing private sector participation in shelter production and finance.

IR2. Broadened Ownership of Existing Businesses

SO2 investments to promote employee ownership began to pay off during the past year. A half million dollar effort to promote employee stock ownership programs (ESOPs) resulted in the transfer of US\$2.8 million in shares in the nation's largest dairy products manufacturer (Dariboard) to its 1,600 employees. After participating in a USAID-sponsored workshop, the firm sought USAID assistance in structuring its ESOP as part of the firm's privatization efforts. A second firm used this model, providing 1,000 employees with the opportunity to purchase five percent ownership in the firm, valued at \$US3.0 million. In both cases, the employee stock purchase was financed by commercial banks with a guarantee provided through employee wage deductions.

The successful execution of these deals has had a number of qualitative impacts:

- In the past, the majority of ESOP schemes provided employees with access to stock dividends without any control over those assets. This did not produce a sense of ownership and did not lead to the productivity gains normally associated with an ESOP. There has now

Promotion of Employee Ownership Pays Off

Three years of intense effort by the SO2 Team to expand the acceptance of employee ownership have paid off with the formal acceptance by the GOZ of employee ownership as a lynchpin to their indigenization efforts. Following a joint public-private study tour to Hungary and England sponsored by USAID, President Mugabe's Advisor on Privatization and Indigenization announced formal government support of employee ownership as a tool for broadening indigenous ownership of Zimbabwe's largely white-owned industrial sector. The result--at least 10% of Zimbabwe's 37 publicly owned corporations will be sold to employees during privatization and the formation of a public-private partnership to look at revamping the nation's tax codes to make them more employee ownership friendly.

been a fundamental change in how these schemes operate.

- The transactions have forged cooperation between labor, Government and private industry. The size of the deals and the full support of employees has changed Government thinking on the importance of employee ownership in achieving GOZ indigenization goals. All of the key players now actively support ESOPs and are seeking to apply the model to new deals.

- Private financial institutions, who previously viewed ESOPs as non-market welfare transfers,

now see them as good business.

Six additional large corporations are now seeking USAID assistance to form their own schemes, and there are an additional 15 firms which are seriously considering the approach as an effective way to broaden corporate ownership.

IR3. Accelerated Creation and Expansion of Sustainable Micro, Small and Medium Enterprises

Zimbabwe's micro, small and medium businesses accelerated their access to capital during the year. SO2 Team interventions to open the banking sector to these firms has resulted in a three-fold increase in lending since 1993. Over 18,000 firms benefitted from the program during 1997. While impressive, this represents only 1.6% of Zimbabwe's smaller businesses, leaving tremendous scope for future expansion.

USAID assistance to restructure Zambuko Trust, the nation's leading microfinance provider with 84% of the market, has tripled the number of clients and the value of the institution's loan portfolio in 1997. 15,000 microentrepreneurs-- 80% of them women--received US\$1.8 million in financing during the year, three times last year's performance. According to Zambuko, this expansion has resulted in the creation of 3,200 new jobs and the retention of 6,100 positions. Zambuko's performance this year sets the stage for achieving the NGO's ultimate goal, the creation of Zimbabwe's first "people's bank," serving the needs of over 100,000 of Zimbabwe's poorest citizens.

Zambuko's performance has been supported by major advances at the industry level:

- Zambuko Trust's leadership position provided the platform it needed to establish the first-ever Zimbabwean Association of Microfinance Institutions (ZAMFI). The association is committed to the introduction of national microfinance legislation, the adoption of industry-wide "best practices" and performance standards, and the enhancement of professionalism throughout the industry.
- To complement these efforts, the SO2 Team facilitated the establishment of, and now chairs, an 11-member donor consortium on microfinance. To date, the consortium has published a biannual survey of microfinance support activities and a draft "white paper" outlining commonly acceptable "best practices" for microfinance institutions.

Despite a 28% increase in interest rates, access to capital by small and medium businesses remained on target. This year 311 small businesses, a 70% increase over last year, borrowed US\$1.34 million under the loan guarantee program. The success of the program, when combined with increased competition in the sector, has forced other banks to rethink their involvement in small business lending. One bank joined the program, expanding the facility by 66%, enough to service 780 additional businesses. Discussions with a second bank to add an additional US\$2.0 million are nearing completion, and negotiations opened with a third firm to underwrite a US\$3.0 million loan guarantee program based on other USAID efforts.

While promising, efforts to link small businesses to large corporate demands for goods and services remain a concern. This year 27 small businesses captured over US\$2 million in new corporate business and created 100 new jobs, at costs 25% of similar job creation efforts in the industrial sector. However, efforts to promote franchising fell short of planned targets with only 25 of the planned 50 new franchises being established. The SO2 Team has undertaken a major restructuring of the technical assistance to the Franchise Association of Zimbabwe, and will conduct a performance review during the first half of 1998 to determine if this activity will be retained in the SO2 portfolio.

The SO2 Team also tightened its focus and eliminated activities not producing results. For example, Phakama's microenterprise program was evaluated in early 1997 and serious management deficiencies were identified. After protracted discussions on required structural changes, the SO2 Team recommended termination of USAID support at the end of 1997. An orderly withdrawal is now underway.

Finally, SO2 created a self-sustaining market in small business training services. While direct USAID support ended in September 1997, the 14 participating firms are continuing to provide full cost recovery training services. Already, the 200 trainees are seeing the benefits. A sample survey of 37 out of 100 commercial farms which received training illustrates these results. On average, each of the sample farms has generated an additional US\$150,000 in gross annual sales and hired 31 new employees.

"This training was important for women"

One year after completing the small business training, Ivy Nherera has reduced her 1,800 hectare farm's expenses by 35% while increasing productivity by 46% and farm sales by 106%. While Ivy used to see banks as a threat to the business, creditors now only see a good client. A former teacher, Ivy is now the farm's financial director. "This training was important for women. Even people with money can sink if they don't know how to record and plan." To support the long term growth of the farm, Ivy has made significant human resource investments by re-opening the farm school, providing on-the-job training for her neighbors, and setting a new staff housing scheme in place.

IV.Expected Progress Through FY 2000

Overall economic conditions will continue to significantly affect progress under SO2 through FY 2000. Critical assumptions established in the Country Strategic Plan link SO2 results to the larger macro-economic environment. High levels of government borrowing and budget deficits have reduced credit available to the private sector and driven up interests rates. Prices have increased with the imposition of new taxes and the rapid 70% depreciation of the Zimbabwe dollar. Funds normally used for mortgage and business financing are being diverted into higher-yield short-term instruments. These factors are having an impact on poor families' ability to access financing for homes and businesses. On the housing side, USAID is responding by working with the GOZ to promote policies that permit long-term lending in an inflationary economy. Although higher interest rates are crippling small and medium business growth, efforts to expand loan guarantee facilities, in anticipation of declining interest rates in mid-1998, are now being put in place. The opposite is true with respect to microenterprises where interest rates have little effect on credit demand. In fact, demand is increasing as formal sector employment declines and families rely more heavily on informal sector employment to survive.

Attainment of IR1's activity results assumes that Zimbabwe's credit rating and USAID's guaranty funding are at sufficient levels to permit a full third tranche loan guarantee and NPA grant of up to US\$25 million. If these funds are not made available, or are available in smaller increments, the SO2 Team will need to adjust targets accordingly. In contrast to the progress at the Registry of Deeds & Companies Office, the four year backlog at the Surveyor General Department is a major constraint to the success of the SO, as unsurveyed land cannot be developed by the private sector. USAID assistance, in collaboration with other donors, is addressing this problem by clearing the backlog of low-income surveys and coordinating computerization efforts at the Surveyor General with the Registry of Deeds & Companies.

In 1997, the SO2 Team initiated a range of activities under IR1 to build long-term sector sustainability. Specific activities include implementing a strategy to expand private sector-based municipal finance, coordinating USAID technical assistance with World Bank capital funds for greater development impact, and facilitating formal relationships between municipalities and international professional associations through which the municipalities can access technical assistance directly.

Based on problems identified during last year's R4 review, a revised results monitoring and evaluation plan has been developed for IRs 2 and 3. The draft plan, while more closely linking SO2 investments to actual results, retains the continuity between past and future results reporting. A description of the changes appears in the annexed Performance Data Tables and as *The Structure of the SO2 Team's Modified Monitoring and Evaluation Plan*, also annexed. New performance data tables for FY 1998 and beyond are now being prepared and will be forwarded to the R4 technical review team prior to the Zimbabwe review in April.

Strategic Objective Three:

Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods

I. Performance Summary

Good progress has been made towards achieving the strategic objective. Important accomplishments, over the long term and in 1997, include:

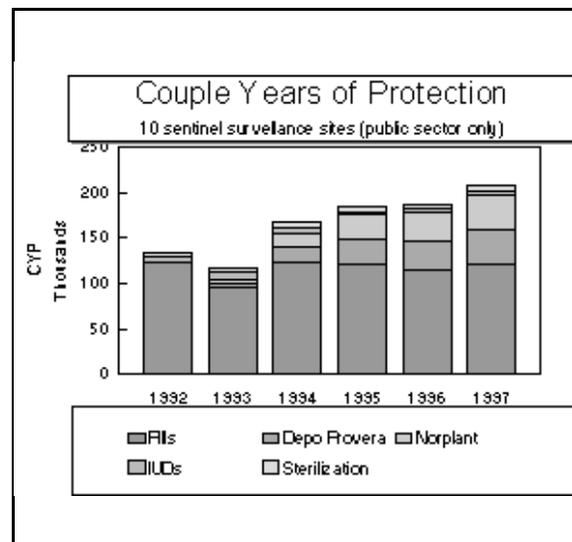
- Between 1984 and 1994, the total fertility rate (TFR) declined by 33%, from 6.5 to 4.3.
- The contraceptive prevalence rate (CPR) increased by 55% from 26% to 42% between 1984 and 1994.
- In 1997, the female condom was launched in Zimbabwe and over 126,000 pieces were sold--400% more than expected.
- In 1997, 211 new private family planning sites opened--300% more than planned.
- In 1997, following concerted policy dialogue, the Government of Zimbabwe reduced tariffs on imported contraceptives from 10-25% to 5%.
- The number of people who perceive themselves to be at risk of acquiring HIV has significantly increased--for males, from 3% in the 1994 to 22% in 1997; and for females from 7% to 23%.
- The number of commercial sex workers at project sites who reported condoms are easily accessible increased from 61% in 1995 to 81% in 1997.
- In 1997, HIV/AIDS policy was widely discussed throughout the country and an HIV/AIDS bill is being introduced in Parliament.

II. Relationship to U.S. Foreign Policy Objectives

This strategic objective (SO) contributes directly to the achievement of U.S. foreign policy objectives of: stabilizing world population; protecting human health; and reducing the spread of infectious diseases and to USAID Goal 4, "world population stabilized and human health protected." The SO supports the Government of Zimbabwe's (GOZ) historically strong program to reduce fertility, and its more recent effort to stem further spread of the HIV/AIDS epidemic. A graphic presentation of U.S. Government strategic linkages is annexed to this R4.

III. Performance Analysis

USAID's long-term role as lead donor to Zimbabwe's family planning program has contributed to the program's outstanding success. Between 1984 and 1994, the CPR rose from 27% to 42% and the TFR fell from 6.5 births per woman to 4.3--one of the lowest in sub-Saharan Africa. CYP data indicate that use is continuing to increase, which suggests that the TFR is still declining.





The AIDS epidemic continues to take its tragic toll in Zimbabwe. Both the incidence and prevalence are extremely high: in 1997, an estimated 22% of the adult population was HIV infected, with 2000 people acquiring new HIV-infections every week. During the same year it was estimated that 700 people died of AIDS-related illnesses every week, a significant increase in the number of deaths from 500 per week reported in 1996, and more than double the number of reported AIDS deaths in 1985.

USAID/Zimbabwe's involvement in HIV/AIDS prevention is beginning to have an impact, albeit with mixed results in 1997. The launch of a socially marketed female condom, *CARE*, was very successful with sales three times higher than expected. Socially marketed male condom sales also exceeded targets by 5%. However, this strong performance is not reflected in the SO level indicator for condom distribution--public sector distribution fell by 10%. Public sector health financing constraints explain this deterioration with the situation unlikely to improve in the near future. The SO3 team proposes to revise this indicator to more accurately reflect impact of USAID-supported interventions in the private sector.

In contrast to the social marketing program, the indicators for the peer education program did not show significant results in 1997. A program evaluation concluded that this approach has not brought about the desired behavioral change, even though knowledge about HIV/AIDS is high. On the basis of this evaluation, and other analysis, USAID is reprogramming resources from its current HIV/AIDS portfolio and will shift focus from peer education to a pilot voluntary counselling and testing (VCT) activity beginning in 1998.

Intermediate result: Increased Use of Complementary Delivery Systems for Family Planning and HIV/AIDS Services

The Zimbabwe Ministry of Health (MOH) continues to be plagued by serious resource constraints that limit absorptive capacity and pose sustainability challenges. Thus, as part of its phase-out plan, USAID is focussing on strengthening the role of the private sector (both profit and not-for-profit) in delivery of reproductive health and HIV/AIDS prevention efforts.

During 1997, good progress was made toward reaching the intermediate result of increased use of complementary reproductive health services. The social marketing program implemented by Population Services International (PSI) opened a total of 1,951 new outlets, both traditional sales sites such as pharmacies, and non-traditional sites such as kiosks--slightly lower than targeted because of unexpected delays in approval by the activity's co-sponsor, the British Department for International Development (DfID). Because of these new sites and an intense sales campaign, the *Protector* brand condom is now widely available.

There was also a major expansion in private sector sites offering family planning services--a total of 211 new sites were opened, exceeding the target by 300%.

As USAID Phases Out--Enter the Private Sector

Since independence, the Zimbabwe National Family Planning Council (ZNFPC), a government parastatal, has striven to make family planning services accessible to all Zimbabwean women. However, in the last few years, finding its budget painfully overstretched, ZNFPC asked USAID to help facilitate a larger role for the private sector. To this end, the PROFIT Project and ZNFPC collaborated closely to launch a successful new initiative. The Zimbabwe private sector participated with great enthusiasm: the training courses were over-subscribed; pharmacists, not in the original design, asked to be included. At the final dissemination meeting in September 1997, Andy Vaughn, Vice-President of the Retail Pharmacists Association, said, "This is the most effective project that I've ever been involved in." Outstanding results include 211 new family planning sites opened; 53 physicians, 85 nurses and 92 pharmacists trained; several handbooks; and counselling rooms opened in seven model pharmacies. Why was the activity so effective?

- PROFIT held a workshop for beneficiary groups who identified critical needs and designed appropriate interventions.
- An oversight committee of Zimbabweans, PROFIT and USAID met regularly to discuss the implementation.
- USAID assistance was at the right place at the right time. Given the crisis faced by the public sector, private sector expansion became a viable alternative. The PROFIT activity facilitated and expedited this process, and helped ensure that Zimbabwean women can receive high quality reproductive health services at affordable prices from technically qualified private providers.

Results Package 1: Improved Quality of Family Planning Services

Improved quality of services is a prerequisite to increased use of private sector family planning services. A 1997 survey found that Zimbabweans overwhelmingly believe that the public sector offers better quality family planning services than the private sector--not surprising given that the public sector supplied 85% of the contraceptives used in 1994. This confirmed the need to focus on quality in the private sector. For two years, the PROFIT Project implemented a variety of activities with strong results. Although impact will not be known until the 1999 Demographic and Health Survey (DHS), the activities achieved virtually all planned outputs (except a media campaign, postponed until the follow-on activity). The main problem facing private sector providers now is a lack of affordable commercially marketed contraceptives, a constraint to be tackled in the follow-on private sector activity.

In 1997, USAID began to wind down assistance to the public sector as part of its phased withdrawal. A situation analysis, conducted by the Population Council and ZNFPC, reported that the quality of public sector programs has improved since 1992: counselling has generally improved with more methods mentioned; supervision has increased; and informational and educational material is more visible and more often used. As reported last year, the method mix has also diversified since 1992. The one glaring exception to this overall improvement is that during family planning counselling sessions nurses rarely discuss sexually transmitted diseases STD, even though most nurses had recently been trained in syndromic management of STDs. In an on-going operations research study, the Population Council is testing means to better integrate STD counselling into family planning services.

Results package 2: Adequate Supply and Proper Management of Contraceptive Logistics

Over the last 15 years, USAID has provided significant assistance to ZNFPC and MOH to manage contraceptives. The impact is clear. The GOZ program reported impressive gains in

contraceptive distribution in 1997: a 9% increase in couple years of protection (CYPs) (excluding condoms) distributed from the central contraceptive warehouse and a 9% increase in CYPs dispensed from ten sentinel surveillance sites. However, the MOH faltered in condom distribution. A total of 43 million condoms were distributed from the central warehouse in 1997, 10% fewer than the 48 million distributed in 1996. The explanation for this decline is straightforward: because of their bulk, condoms are more expensive than other contraceptives to transport and store and the MOH has serious budget constraints. Nevertheless, the MOH and ZNFPC distribute more condoms per capita than the public sector in any other sub-Saharan African country for which data is available.

In late 1996, USAID, in conjunction with DfID, initiated a new social marketing activity. Though originally launched in 1992, *Protector* sales had lagged in recent years. In December 1997, PSI initiated a new media campaign that increased *Protector* sales from an average of approximately 100,000 per month to 567,000. PSI also introduced the female condom, *CARE*, in July--the first female condom to be nationally marketed in Africa.

Results Package 3: Improved Policies for Better Decision-Making

In 1997, USAID successfully collaborated with the GOZ to improve several reproductive health policies. One notable success was a reduction of tariffs applied to contraceptives. Intensive policy dialogue with GOZ decision makers led to a reduction on contraceptive tariffs ranging from 10% (condoms) to 25% (hormonal methods) to 5% for all methods.

AIDS Issues are Gender Issues

In July 1997, PSI launched a female condom, branded *CARE*. This launch was a culmination of an aggressive national campaign waged by Zimbabwean women to pressure the GOZ to approve the female condom. Because of the disproportionate number of cases of HIV/AIDS among women, women demanded the approval of a female condom for self-protection. Over 20,000 individuals signed a petition requesting the Ministry of Health to register and make the female condom available.

Within the first four weeks of the launch, 46,000 female condoms (called "protective sheaths" in Zimbabwe) had been sold in three major cities in Zimbabwe; within a year, 126,000 sheaths--four times more than targeted. Since this was the first national female condom launch in the world, the *CARE* experience has become a model for other African countries. The HORIZONS Project, in collaboration with PSI, is currently preparing a "best practices" case study to share the Zimbabwe success with other countries.

There was also progress in developing a national HIV/AIDS policy. The National AIDS Coordinating Program (NACP) recognized the need for a national policy on HIV/AIDS to ensure an effective, legal, ethical, and consistent response to the epidemic. To reach consensus, NACP drafted a document that was widely debated at national, provincial, district and local levels. Members of Parliament participated in the debate, introducing a bill making it criminal for an HIV-infected person to knowingly transmit HIV to an unsuspecting partner. In addition, in November 1997, the annual ZANU-PF conference passed a resolution calling on the GOZ and Zimbabweans to address HIV/AIDS issues effectively. The comments were echoed by President Mugabe during his State of the Nation address in December.

Given the gravity of the HIV/AIDS epidemic in Zimbabwe, however, the general feeling

among donors, NGOs, and community leaders is that the GOZ is still not doing enough. To complement the national policy, USAID is assisting NACP to develop an AIDS Impact Model (AIM) which will be presented to President Mugabe and his cabinet, members of Parliament, and business leaders to encourage them to strongly support HIV/AIDS programs.

Results Package 4: Strengthening NGOs for HIV/AIDS Control

Over the last ten years, organizations working in HIV/AIDS have proliferated in Zimbabwe and helped create a very high level of HIV/AIDS awareness. Unfortunately, the NGOs have made limited progress in containing the epidemic and redressing its effects on communities, families, and individuals. Because statistics suggest that the epidemic is not slowing, NGOs are today reconsidering their approaches to combatting AIDS and are struggling to identify interventions that will lead to sustained behavior change.

USAID initiated a new five year Zimbabwe NGO strengthening program at the end of 1997. The purpose of the program, implemented by PACT, is to strengthen NGO capacity to provide improved, expanded and sustainable HIV/AIDS prevention and counselling services. PACT will focus on strengthening NGO capacity to consolidate substantial gains made in raising HIV/AIDS awareness while translating these into sustained behavior change. Although only just launched a few months ago, NGO demand to participate is high.

Results Package 5: Behavior Change Resulting from Communication Interventions

USAID/Zimbabwe's HIV prevention effort, implemented by AIDSCAP and UNICEF, constitutes a comprehensive range of HIV/AIDS peer education activities in high-risk populations: commercial farms, the transportation industry, the military, the private sector; mass media activities (print, electronic and radio messages) targeting the general population; and college and school HIV/AIDS education.

Peer education, which USAID has supported since 1994, has shown some limited impact:

- AIDS awareness is virtually universal (1994 DHS and 1997 PSI KAP survey).
- There has been a significant increase in the number of people who perceive themselves to be at risk of acquiring HIV--for males, from 3% in the 1994 to 22% in 1997; and for females from 7% to 23% (1994 DHS and 1997 PSI KAP).
- The number of commercial sex workers at project sites who reported condoms are easily accessible increased from 61% in 1995 to 81% in 1997 (AIDSCAP surveys).
- In some cases, STD incidence is falling: male farm workers reporting STD symptoms in the last 12 months decreased from 64% in 1995 to 29% in 1997; and male truck drivers reporting STD symptoms in the last 12 months decreased from 30% in 1995 to 20% in 1997. (AIDSCAP surveys)

Unfortunately, attempts to motivate for behavior change and sustained impact on slowing the HIV epidemic in Zimbabwe have had limited success. HIV is spreading at an alarming rate and the disease is still highly stigmatized. Peer education is not achieving anticipated results. This approach was successful in the early phase of the HIV/AIDS epidemic when educators

could create awareness and impart knowledge. Although the core message is abstinence among youth, consistent condom use for those engaged in non-regular relationships, and reduction in the number of sexual partners, 1997 surveys showed little improvement in sexual behavior and, in some cases, increased high-risk behavior. For instance, on commercial farms condom use has increased by only 3%, despite universal HIV/AIDS awareness; and 11% more men report multiple sexual partners since the program began. In the transport industry, condom use has increased by only 8%; and 10% more men reported multiple sexual partners.

Although data has not yet been collected from the National Railways, the Zimbabwe Air Force and Zimbabwe Army, the situation is not expected to be different. Given the poor performance of the peer education program, and consistent with reengineering principles, USAID will reprogram some HIV/AIDS resources in 1998. Recent studies, corroborated by the Ugandan experience, have concluded that VCT is more cost-effective than general HIV/AIDS information in reducing high risk sexual behavior in developing countries. Thus, USAID will shift support from peer education to operations research on VCT. The SO3 Team is exploring the feasibility of collaborating with other donors to test VCT models in Zimbabwe and hopes to have a pilot VCT facility in place by the end of CY 1998.

IV. Expected Progress Through FY 2000 and Management Actions

As discussed above, and consistent with its phase-out strategy, USAID will focus on the private sector--both for-profit and not-for-profit--in the final years of program implementation.

The family planning program has made excellent progress. By 2000, USAID expects to meet the TFR target of 4.0 births per woman. In 1998, USAID will collaborate with its dynamic development partner, the ZNFPC, to develop a transition plan to look at sustainability issues and provide recommendations for the future. USAID also plans to draft a "Lessons Learned" report to document the Zimbabwe family planning success (post 1999 DHS).

The gravity of the HIV/AIDS epidemic demands that USAID remain involved. The social marketing program has made good progress, and the new NGO activity shows promise. Bolstered by the UNICEF youth school education program and the new VCT effort, the SO3 team has a strong program plan for success. USAID proposes a revision of some indicators to better measure the impact of USAID-supported HIV/AIDS prevention activities.

Special Objective: Increased Opportunities for Participation in Economic and Political Processes

More than ever before in its history, Zimbabwe is faced with major political challenges to its young democracy. There are powerful and persistent voices demanding that Government demonstrate greater accountability and consultation with the citizenry at all levels of political and economic decision making. In the past year, public demonstrations and key social partners, such as labor, the private sector, and the Parliament of Zimbabwe, have all underlined the need for transparent, responsible and accountable government. Issues of civic education, human rights, women's rights, media freedom, access to justice, the respect and growth of political alternatives, transparency and accountability are all debated. The current climate is an opportunity for donor assistance to promote democracy and good governance.

As in most countries, political decision-making in Zimbabwe has an important, synergistic relationship with the economic performance and social well-being of Zimbabwean society. Participation and ownership in the formal economy is perhaps the most significant political and economic issue for the majority of Zimbabweans. Thus, broadening participation in economic and political decision-making has been one of the dominant themes in the strategy that the U.S. Mission has pursued.

Events over the past year have shown that Zimbabwe's democracy and systems of governance must be more responsive to the citizenry's demand for equitable and sustainable economic and social development. As a result, democracy and governance (DG) issues have moved to center stage in the USAID mission's overall strategy. This Special Objective (SpO)--even with limited time and resources--will support institutional and civic society development to address Zimbabwe's deep-rooted problems within its political economy.

I. Performance Summary

Still in its design phase, this Special Objective has met expectations in terms of the design elements proposed and agreed to with USAID/W in the 1997 Program Review (State 116224). USAID/W approved the SpO and requested that the mission move into a new foreign policy goal area, DG, while initiating activities to strengthen the political economy in Zimbabwe. This implied linking USAID/Zimbabwe's Country Strategic Plan with the top two Embassy program priorities in the Mission Program Plan (MPP). USAID/Zimbabwe was requested to work with the U.S. Country Team to perform a DG Sector Assessment, develop a DG strategy, move forward with the Zimbabwe American Development Foundation (ZADF) concept, and inform USAID/W of resource requirements in this FY 2000 R4. Progress on these tasks this year included the following specific achievements:

- a Global Bureau-funded DG Assessment was completed with expertise from the U.S. Embassy, the University of Zimbabwe and the G Bureau;
- a Request for Applications for a U.S. NGO partner was issued to help establish the ZADF (submissions are expected in early March, 1998 and will be reviewed by a U.S. Mission to Zimbabwe technical committee);

- an assessment of human resources required to manage the SpO was completed and staff are being recruited in two cases and another is already on line to join the mission in July, 1998; and
- a draft Results Framework for the SpO has been agreed to by the U.S. Country Team (a graphic is included as an annex to this R4).

II. Relationship to U.S. Foreign Policy Objectives

The SpO contributes to the U.S. national interest of *promoting democracy--to increase foreign governments' adherence to democratic practices and respect for human rights* as well as the U.S. goal to *promote broad-based economic growth in developing and transitional economies*. It is linked to Agency Goals 1 and 2, which support broad-based economic growth, and strengthen democracy and good governance, respectively. The two associated MPP priorities are *promote democracy and GOZ accountability* and *foster equitable economic growth to promote U.S. trade and investment*. A graphic presentation of U.S. Government strategic linkages is annexed to this R4.

III. Performance Analysis--and Where the Mission Stands in SpO Design

When approval was granted to proceed with a new SpO, the mission was asked to integrate all USG activities and to use the DG sector assessment and strategy development process to further inform decisions related to the ZADF and other DG activities supported by the Country Team. In July/August 1997, the mission completed a democracy and governance assessment. The assessment team, composed of consultants from the University of Zimbabwe and USDHs from the Embassy and USAID's Global Bureau, completed its final draft report in October, 1997. This document, together with other "think pieces" produced by the U.S. Mission's DG team, laid the groundwork for the present draft Results Framework for the SpO.

USAID/Zimbabwe held its first all-mission DG meeting shortly after completing the DG Assessment. After this meeting, USAID and Embassy officers (USDH, PSC and FSN) volunteered to be core members for the newly-formed Special Objective team--the first interdisciplinary U.S. Mission to Zimbabwe development team with members from State, USAID and USIS. Since its inception, teamwork has centered on developing the essential components of a Special Objective Results Framework (RF). Although there are no staff devoted full-time to this effort, the combined part-time inputs of team members and help from REDSO, Washington, and others over the past few months, have yielded substantial positive results.

In formulating the draft RF, the team recognized the need to integrate its thinking on political and economic processes because the two are so integrally linked in Zimbabwean society. In USAID strategic terminology, two discrete USAID Goals would have to be amalgamated if efforts were to succeed. The team believes that the Special Objective has to encompass broad-based economic growth through expanded access and opportunity for participation by the poor, while striving to increase development of a politically active society. The cross-

cutting theme was active participation and decision-making by the populace of the country. Recognizing that the need for broader participation in policy-making could best be achieved through groups, emphasis was placed on expanding participation of civil society organizations, business councils, women and consumer groups. Additionally, the SpO Team believes it is critical to identify new Zimbabwean leaders, integrate them into the process where appropriate, including them in both activities and policy dialogue. By adopting this program approach, which is consistent with USAID guidance, the SpO is tailored to meet the unique requirements of sustainable democratic and economic development in Zimbabwe.

This Special Objective will be a key element of the transition strategy, aimed at providing creative new partnerships in USAID/Zimbabwe's post-presence period. Although the draft Strategic Objective Results Framework is in place, much work remains to be completed. The SpO Team will next complete the document--it needs illustrative activities, indicators and targets, and must be costed out and shared with our partners prior to finalization and USAID/W review.

IV. Expected Progress Through FY 2000 and Management Actions

To date, the design and implementation of the SpO has been achieved without SpO-dedicated staff. However, two staff will be hired in coming weeks to facilitate movement into USAID/Zimbabwe's fourth Agency Goal area. Approved by USAID/W, a USPSC Activity Manager will be hired. This expertise, combined with 1) a USDH PDO, who will serve as the SpO Team Leader upon arrival in July, and 2) the planned recruitment of a senior Zimbabwean DG expert to work full-time on this important program, will enable the mission to proceed with the SpO at a more rapid pace. Full-time staff will also ensure that critical partner consultation and coordination improves over the next year.

Because all USG financial resources in this sector (116e, USAID, ESF, USIS) will be used to achieve the results outlined in the RF, continued close coordination and collaboration among Country Team members will remain a critical aspect of implementation. USAID program resources (outlined in Part IV, Resource Request) over the life of the SpO consist of \$15.5 million--\$500,000 per year for DG-specific programming, \$3.0 million for technical assistance to help establish the ZADF (including \$2.5 million in grant funding for the NGO) and \$10.0 million to fund the corpus of the endowment for the foundation. (Note: there is to be an additional \$10 million "match" from the private sector.)

In addition to the \$2.5 million grant for an NGO partner and the recruitment of the USPSC Activity Manager and FSN DG Expert, the mission hopes to obligate funds into a Limited Scope Grant Agreement in FY 1998 which would provide a mechanism for supporting the further development and support of the SpO's intermediate results.

The proposed vehicle for implementation of much of this strategy (especially support to civil society organizations), will be the ZADF. The planned Foundation will be expected to establish a long-term development partnership between Zimbabwe and the U.S. The ZADF will need to be registered locally, and establish sound operating and financial procedures in addition to developing close relationships with local NGOs throughout the country. Proposals

for establishing and managing the ZADF, as well as raising the planned US\$10.0 million private sector match for the endowment, have been solicited from potential U.S. NGO partners. These proposals will be reviewed and a partner will hopefully be identified in coming weeks (USAID/W has provided approval to select an NGO partner and provide a grant of \$2.5 million for a two-year grant should a viable proposal come forward). This organization will then begin the process of establishing the ZADF and its Board of Directors, refining results per the RF, building relationships with civil society organizations, donors, partners and stakeholders, and beginning to fund grants that will increase participation of Zimbabweans in the political economy.

Prior to moving forward with the actual endowment of funds to the ZADF, USAID/Zimbabwe is required to seek final approval from USAID/Washington. A memorandum requesting ZADF approval from M and PPC Bureaus on Policy Determination-21 will be submitted prior to an obligation of funds into the endowment--scheduled in FY 1999.

The mission recognizes that the anticipated intermediate results presented in the FY 1999 R4 will need to be revised to reflect the current thinking of the SpO Team as well as those articulated by the ZADF NGO. When additional human resources join the team, the intermediate results and indicators--as well as the RF--will be completed and forwarded to Washington for review before the end of FY 1998.

As discussed elsewhere, the timing of the funds required for the ZADF endowment remains uncertain, making budgeting difficult for the mission and AFR. Because the U.S. NGO must match each appropriated dollar, and the mission does not yet know either the NGO or its fundraising plans, all estimates are speculative at best. Nevertheless, the mission has made its best estimates in the Resource Request section.

PART III: STATUS OF THE MANAGEMENT CONTRACT

Summary of Decisions Made to Date on the Future of USAID Assistance to Zimbabwe

State 182344 (CONF, 9/3/96), entitled *NSDD-38 - A.I.D. Mission Closings and Downsizings*, reaffirmed the Department of State/USAID decision that USAID/Zimbabwe was to close by FY 2003. The mission advanced its strategic planning process by developing a final Country Strategic Plan (CSP), which was submitted in April, 1997.

USAID/W approved the plan during a Bureau for Africa Program Week in April/May, 1997 which was documented in State cable 116224 (June 20, 1997). In summary, the contract entails a graduation and orderly phase-out of development assistance to Zimbabwe with an emphasis on maximizing sustainability while moving into a new program area--the political economy. The approved mission contract calls for:

- 1) a phase-out of SO2 activities (low-income housing and private sector development), SO3 family planning activities and a departure of related staff by the end of FY 2000. Any residual low-income housing activities that would continue post-FY 2000 would be managed from another operating unit (most likely USAID/South Africa);
- 2) an extension of SO1 natural resources management activities by two years to the end of FY 2002 with additional funding and staff to be detailed in this R4 (see Resource Request). All SO1 staff would depart by the end of FY 2002;
- 3) a phase-out of SO3 HIV/AIDS prevention activities and departure of staff by the end of FY 2002;
- 4) the design of a democracy and governance Special Objective which would include the establishment of a Zimbabwe American Development Foundation, if feasible. Resources required were to be submitted in this R4 (see Resource Request);
- 5) submission of a mission operational close-out plan by the end of CY 2000; and
- 6) final close-out, disposal of assets, and departure of USAID staff by the end of FY 2003.

Pending Issues for USAID/W Consideration

USAID/Zimbabwe has several issues and concerns related to the implementation of its management contract that require further clarification from Washington:

- **Operating Expenses** - There is a shortage of Operating Expenses caused by restricted Agency budgets, combined with the exhaustion of USAID/Zimbabwe's OE trust fund

account early in FY 1999. The lack of resources threatens the ability of the mission to implement its approved strategic plan. Historically, the mission benefitted from local currency accounts which were the result of earlier cash transfers, from the agriculture reform and low-income housing programs, for example. These accounts have paid 100% of OE-funded Foreign Service National staff salaries for many years.

- **Non-Core Activities** - Zimbabwe is a popular locale for Washington-funded activities. However, these create a management burden at a time when the mission is already losing staff (see Workforce Summary in Resource Request). Hence, USAID/Zimbabwe has taken a hard line on proposed activities--especially those with post-presence implications--which do not contribute to our strategy or fall outside of our manageable interest.
- **Close-out Date** - Given the political and economic crisis facing Zimbabwe in 1998 (outlined in the *Overview of Factors Affecting Program Performance*), should the Department of State and USAID/W consider a more flexible approach to the 2003 graduation date? It seems clear that the transitions now taking place in Zimbabwe, combined with a Presidential election the year prior to final close-out, require a reassessment of both human and financial resources allocated to Zimbabwe. Given current resource levels and the designated timing for close-out, the mission is constrained in the vibrancy and scope of its planned democracy and governance activities. In addition, the results achieved in other SOs may be reduced or not fully sustainable within the current timeframe.

USAID/ZIMBABWE
FY 2000 RESOURCE REQUEST

MARCH 1998

PART IV: RESOURCE REQUEST

During the Bureau for Africa Program Week in April/May 1997, the USAID/Zimbabwe country strategy was discussed and approved, and the mission was requested to adjust its proposed country strategy submission in two significant ways:

- 1) The new DG Special Objective, *increased opportunities for participation in the private sector and political processes*, was approved with the recognition that this would create workforce requirements to be determined by the submission of this R4. Annual program funding of \$500,000 per year (over five years) was to be provided to complement plans to advance the Zimbabwe American Development Foundation, which would require large OYB commitments of approximately \$3.0 million for the NGO component and \$10.0 million for the endowment component. Total SO funding requirements are estimated at \$15.5 million.
- 2) The Bureau requested that Strategic Objective One, *natural resources management strengthened for sustainable development*, be extended by two years (through FY 2002), with additional program funds of an estimated \$4.0 million over current LOP. It was recognized during the Program Week deliberations that SO staffing beyond FY 2000 would be required; the mission was requested to submit the full budget and staff requirements in this R4.

These decisions, while expected to have a significantly positive development impact, have altered program, OE and workforce variables, forcing budgets upward to support the approved program adjustments. This will begin to have an impact on budgets during this R4 reporting period. There will be significant increases in OE budget over the original Country Strategic Plan submission during FYs 2001 and 2002.

Program Resources

Summary of Operating Year Budget Request
(US\$ 000s)

	FY 1997 (actual)	FY 1998	FY 1999	FY 2000
SO1: NRM	4,500	2,900	0	4,000
SO2: EG & Housing	0	0	0	0
SO3: POP & HIV	8,200	5,450	1,550	0
SpO: DG/EG	200	3,500	3,000	3,000
TOTAL	12,900	11,850	4,550	7,000

The elements of this budget that require explanation are in the SO1 and SpO line items:

For SO1, it was envisioned that \$2.0 million per year would be requested in FYs 1999 and 2000 in order to extend the SO's timeframe for two additional years to accommodate important program diversification and sustainability objectives. In preparation for the FY 1999 Congressional Presentation, the mission was informed that the request for OYB for NRM was not politically feasible. Therefore, the full \$4.0 million has been requested in FY 2000 in order to achieve the goals articulated in the USAID/Zimbabwe management contract.

Progress toward launching the Special Objective and its principal activity, the Zimbabwe American Development Foundation, has been delayed due to a lack of staff dedicated exclusively to Special Objective work, especially given the optimistic schedule presented and approved during program week. The mission envisions a more rapid pace during FYs 1998 and 1999 with the arrival of a USPSC Activity Manager, a senior FSN DG Specialist, and a USDH PDO who also has DG experience. While impossible to accurately forecast the amount of funding that will be required for the ZADF each year, due to the need to have a dollar-for-dollar private sector match for each appropriated U.S. dollar, best estimates have been provided in consultation with AFR/SA.

Refer to Budget Request Tables, 1998-2000, annexed, for greater detail on pipeline and planned expenditures.

Prioritization of Objectives

The mission ranks its objectives as follows, with conditions and caveats below:

- 1) Special Objective - DG/EG
- 2) SO3 - HIV/AIDS and Family Planning
- 3) SO1 - Natural Resources Management
- 4) SO2 - Broadened Ownership

These rankings reflect 1) the mission's perception of overall contribution to mission and agency goals and potential results; 2) the recognition that Zimbabwean citizens must begin to become more engaged in the political economy; and 3) the understanding that USAID goals and U.S. Mission to Zimbabwe goals should more closely coincide (refer to strategic linkages for each objective area, annexed).

The SpO ranking reflects the importance of the mission getting more involved in assisting Zimbabweans to have a greater voice in determining their political and economic destinies. However, moving forward faster is dependent upon increased staffing in FY 1998. There is also a recognition that program resources are limited, and the Foundation mechanism is

proving to be more difficult to establish than originally envisioned.

SO3 is ranked second because of the acute HIV/AIDS crisis in Zimbabwe. The World Health Organization has ranked Zimbabwe as having the second highest incidence of HIV infection in the world.

SO1 is ranked third. This program has strong potential for a much wider application--both within Zimbabwe and the world--and it plays an extremely important role in contributing to broad-based economic growth, in developing a politically active civil society, and in creating more transparent and accountable government institutions. This SO also has strong complementary linkages to the SpO.

SO2, though ranked last, plays a very important role in the economic empowerment of Zimbabweans. Additionally, it provides an important link to the economic growth side of the Special Objective. This ranking also reflects the growing Country Team emphasis on trade and investment programs managed by the Embassy.

Linkage with Centrally Funded Mechanisms

Refer to Field Resources Table, annexed. There are many on-going centrally and regionally funded activities that will be reported on by the respective operating units with management responsibility.

Workforce

USAID/Zimbabwe has assessed its workforce requirements through the rating period, as well as into the final year of the Country Strategic Plan, FY 2003. The mission team has developed a staffing plan that accommodates the need for a successful, phased departure of programs and associated staff, while increasing effort in the new Special Objective. In the spirit of reengineering and in making an effort to make this a model graduation exercise, a guiding principle of this plan is to progressively reduce the staff across all categories while delegating increasing authority to SO Teams and, especially, FSN staff. Additionally, more staff are doing crossover work in more areas in order to accomplish the task of working in four Agency goal areas as a limited assistance mission with a downsized workforce.

Here follow the major strategic decisions that have taken place since the 1997 Program Week:

- A USDH technical officer position (SO3--family planning/AIDS) was eliminated and a USDH combination PDO and DG Officer will join the management team as the new DG/SpO Team Leader, providing much needed training in program implementation, and expertise to handle the many activity and program close-outs in the years ahead.
- The current Supervisory PDO, who has experience as a PHN technical officer and who acts primarily as the mission Program Officer, will provide guidance to the SO3/PHN technical area and the talented SO3 USPSC will assume leadership of the SO. The Supervisory PDO will also take on more of the management aspects of the front office

as the mission loses the USDH Deputy Director position in April of this year.

- In its two-year extension period, the SO1/NRM Strategic Objective will begin to pare down before the end of FY 1999 with the departure of the USPSC program manager. The USPSC will be replaced by the new FSN technical expert, who is currently being trained, beginning September, 1999. Depending on whether additional program resources are provided, another FSN may be required. This position will assist in monitoring the Famine Early Warning (FEWS) activity and could also assist in the case of drought as SO1 serves as the mission contact point for drought-related information and alleviation activities.
- A program-funded USPSC will manage the start of the Special Objective and the Zimbabwe American Development Foundation beginning in FY 1998.
- An important new addition to the staff will be a senior FSN who will be essential to providing local DG expertise for the new Special Objective. S/he will be recruited in the next three months, and trained with an eye to replacing the USPSC Activity Manager in FY 2001.
- In the mission's Country Strategic Plan, a proposal was made to close the mission's physical plant in FY 2001 and move the remaining staff, who would be implementing the last two years of HIV/AIDS prevention activities, into another facility while disposing of the currently owned/occupied property. With the decision to leave two SOs open for an additional two years, the OE ramifications are clear. The mission will remain on the current USG-owned premises (though reducing their size) until close-out in FY 2003, and corresponding program and OE staff will be budgeted for in FYs 2001-03.

It is important to note that USAID/Zimbabwe's staffing requirements for the FY 1998-2000 period, including the addition of the new Special Objective, will be offset by decreased staffing in other areas due to shifts to accommodate reengineering and increased delegation to FSNs. There are no net increases from AFR control levels, with the exception of the DG FSN who is expected to come on board in June, 1998 (and will put the mission over the control level for four months of FY 1998 only).

Projected Workforce Summary, FY 1997 - FY 2001

	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001 preliminary projection
USDH	9	8	7	7	6	6
Locally Hired OE	45	44	41	41	34	28
Program (FSN)	8	8	8	8	4	4
Program (US)	4	4	4	3	2	1
Total	66	64	60	59	46	39

These staffing numbers exclude RUDO-funded personnel. Greater detail is provided in annexed workforce tables.

USAID/Zimbabwe's projected staffing pattern is within the Bureau's overseas restructuring model for a limited assistance mission. However, as noted, the mission is working in four Goal areas rather than the one-two Goal areas expected in the guidance.

In the future, the most significant staff decreases are expected in FY 2000 when several program areas are scheduled to close. *By the end of FY 2000, the mission will have reduced its workforce by 20 positions from its 1996 staffing level (3 USDHs, 14 FSNs and 3 USPSCs).*

Workforce requests are based on a thorough analysis of program and administrative management personnel requirements. All appropriate staff have been charged to program funded SOs. The mission has raised with Agency management the possibility of charging the Embassy under the ICASS bill for the cost of one full-time OE-funded FSNPSC working on Embassy-managed 116e Self-Help and Democracy (DHRF) projects; however, to date, no guidance has been received.

The Controller's Office is focussed on payment and accounting core functions, with most staff involved in processing payments. The USPSC Budget and Accounting position was eliminated in the second quarter of FY 1998 and will be replaced with a current FSN staff member ready for advancement.

The mission continues to reduce its current portfolio down to core activities which directly support the fulfillment of its management contract. In the next year, the mission plans to either complete, transfer, consolidate, or close out 12 active and inactive projects (six bilateral and six regional).

Operating Expenses (OE)

Overview of FY 1998 OE Estimates (refer to OE tables, annexed, for greater detail)

- *The main operating expense issue derives from the fact that FY 1998 is the last year the mission will have local currency trust funds. The mission estimates that local currency trust funds will be exhausted very early in FY 1999. Local currency trust funds have accounted for the U.S. dollar equivalent of approximately \$900,000 (50 percent) of the mission's OE budgets in the last two years.*
- Nevertheless, OE costs are relatively low due to the fact that mission offices are located in a compound of three U.S. Government-owned buildings. In addition, the mission owns five residences.
- USAID/Zimbabwe's approved FY 1998 operating expense budget is \$575,000 in U.S. dollars and \$1,222,700 in local currency trust funds, for a total U.S. dollar equivalent of \$1,797,700. However, due to the recent devaluation of local currency the current dollar value of local currency trust fund requirements now equals \$846,400, reducing the total U.S. dollar equivalent to \$1,421,400. This is approximately \$200,000 less than the FY 1997 level (\$1,656,600) and \$500,000 less than the FY 1998 requested level (\$1,921,300).
- The mission used an average exchange rate of 15.0 Zimbabwe dollars to US\$1.0 in budgeting local currency costs from FY 1998 through FY 2000 because the local currency exchange rate has been extremely volatile in recent months.
- ICASS costs for FY 1998 are \$137,000, of which \$57,000 will be charged to SOs, with \$80,000 remaining as Agency OE costs.
- Although paid with local currency trust funds, FSNPSCs represent the largest OE cost, accounting for almost one-half of the annual OE budget. FSNPSC positions are expected to remain at 41 in FY 1998 and FY 1999.
- To prepare for an orderly phase-down, US\$20,000 and 540,000 Zimbabwe dollars are budgeted to cover costs of an FSN career transition training program.

Overview of FYs 1999/2000 OE Estimates (refer to OE tables, annexed, for greater detail)

- OE requirements for FY 1999 and FY 2000 are US\$1,586,900 and \$2,059,600, respectively. As stated above, the increase is caused by the exhaustion of local currency trust funds in early FY 1999 and personnel transfers in FY 2000.
- The main reasons for the significant (\$600,000) increase in the OE budget for FY 2000 (from FY 1998) are: 1) several planned USDH transfers to/from post, 2) an estimated twenty-five percent cost-of-living increase in FSNPSC salaries, and 3) FSN severance payments related to mission phase-down.

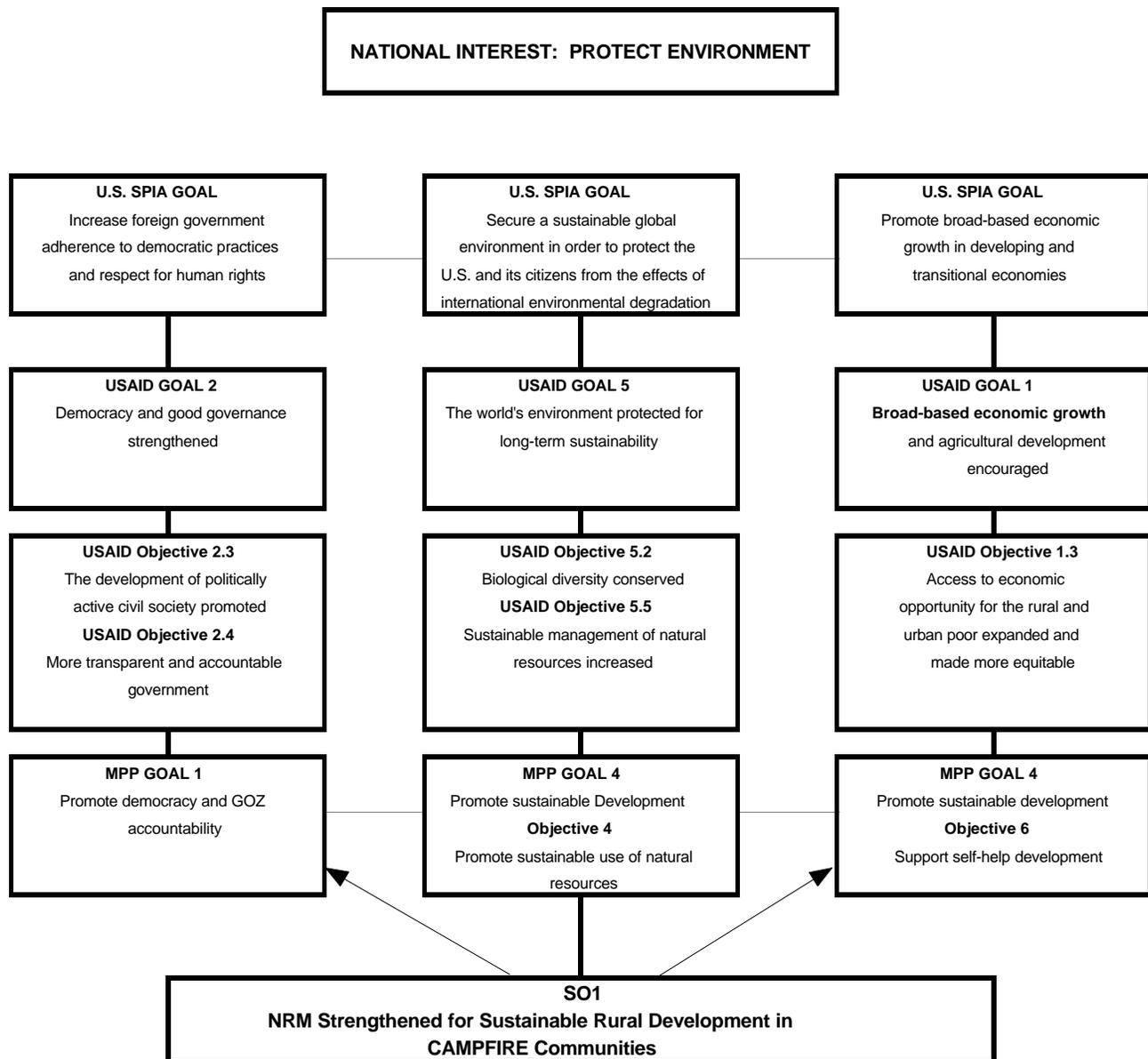
- In accordance with Bureau guidance for Zimbabwe, the mission's target and requested OE budget levels are the same for FY 1999; the mission's target level for FY 2000 is undetermined at this time.
- Total ICASS costs for FY 1999 and FY 2000 are estimated at \$130,000, less \$50,000 to be charged to SOs, for a net OE (ICASS) budget of \$80,000.
- Approximately 500,000 Zimbabwe dollars (equivalent to approximately US\$34,000) were budgeted each year to continue the FSN career transition training program.
- The ramifications of the Year 2000 (Y2K) problem on procurement of ADP (hardware and software) and telecommunications systems and hardware remains indefinite at this time. However, in discussions with IRM/Washington, the initial results of their Y2K analysis indicate the following: personal computers purchased prior to mid-1996 would need replacement; the mission's AST Manhattan servers and Banyan operating system will be compliant-upgraded at no cost to the mission. USAID/Zimbabwe will budget for one additional HP NetServer as recommended. Sun boxes are compliant, however, the MACS version of the operating system will need to be upgraded at a moderate cost to the mission. In summary, the best guess at this time is that during FY 1999 USAID/Zimbabwe would need to procure a partial replacement of hardware (25 personal computers, one NetServer), have a MACS operating system upgrade, and acquire software (Windows 95, MS Office, e-mail, etc.) and telecommunications equipment (PBX, faxes, etc.) at a cost of approximately \$150,000 (including freight).

ANNEXES TO THE USAID/ZIMBABWE FY 2000 R4

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STRATEGIC LINKAGES

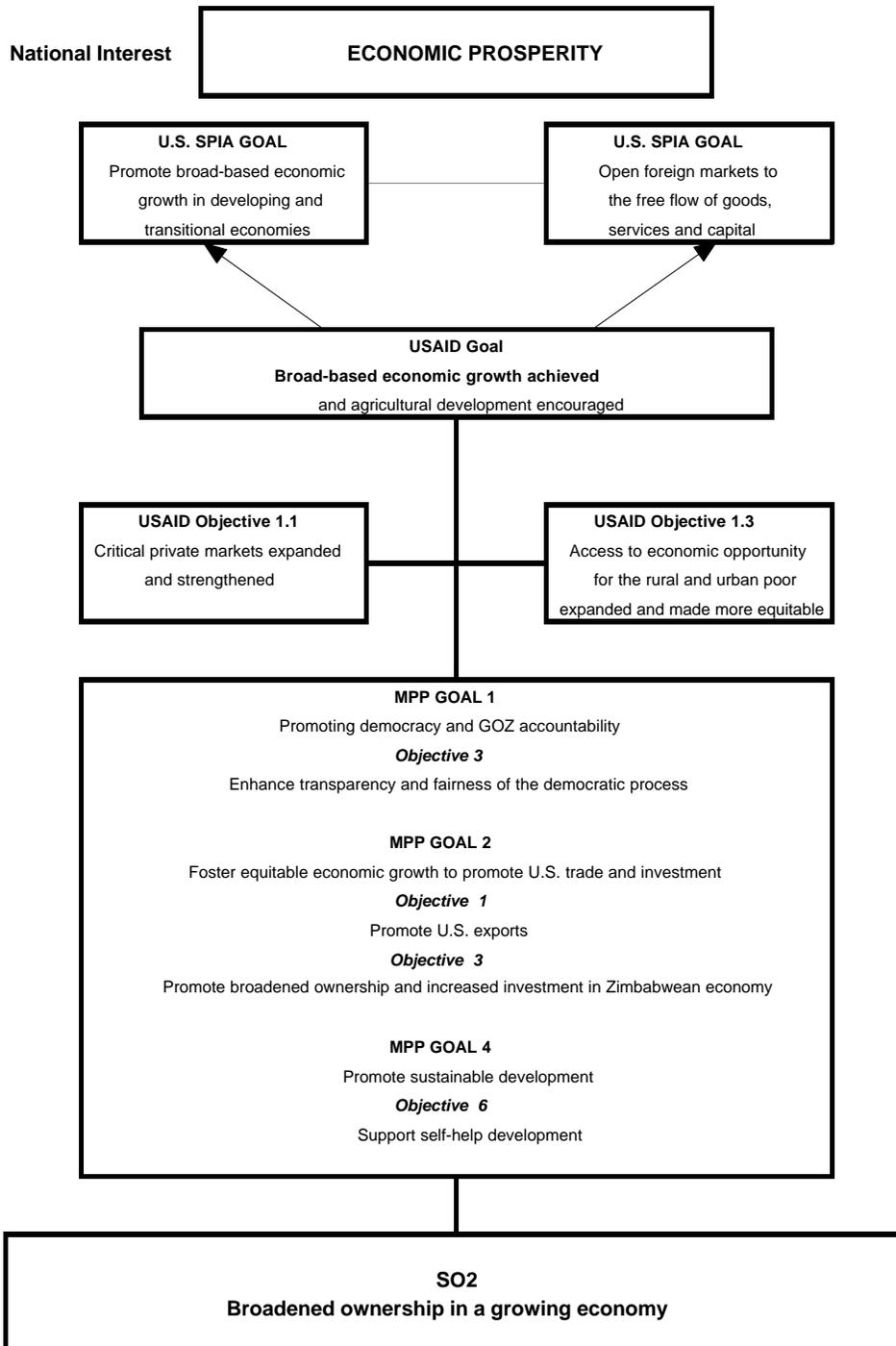
SO1: NATURAL RESOURCES MANAGEMENT FOR SUSTAINABLE DEVELOPMENT IN CAMPFIRE COMMUNITIES



This SO simultaneously contributes to three U.S. SPIA goals, three USAID goals, and 5 USAID objectives which are all underlined by the Agency's mission of "sustainable development". It is also informed by the U.S., Mission Performance Plan as represented in the above diagram. While a U.S. national interest in global environmental issues is core in the interests of a sustainable global environment for the U.S., SO1's contributions to democracy and good governance and broad based economic growth are important. Through the CAMPFIRE Program ordinary rural Zimbabweans have been presented with a unique opportunity to be decision-makers in their own development process, affecting local resource allocation and measures of progress. They are able to create opportunities for broad-based economic growth, evidenced by increased income at the rural household level through the sustainable use of the natural resource base.

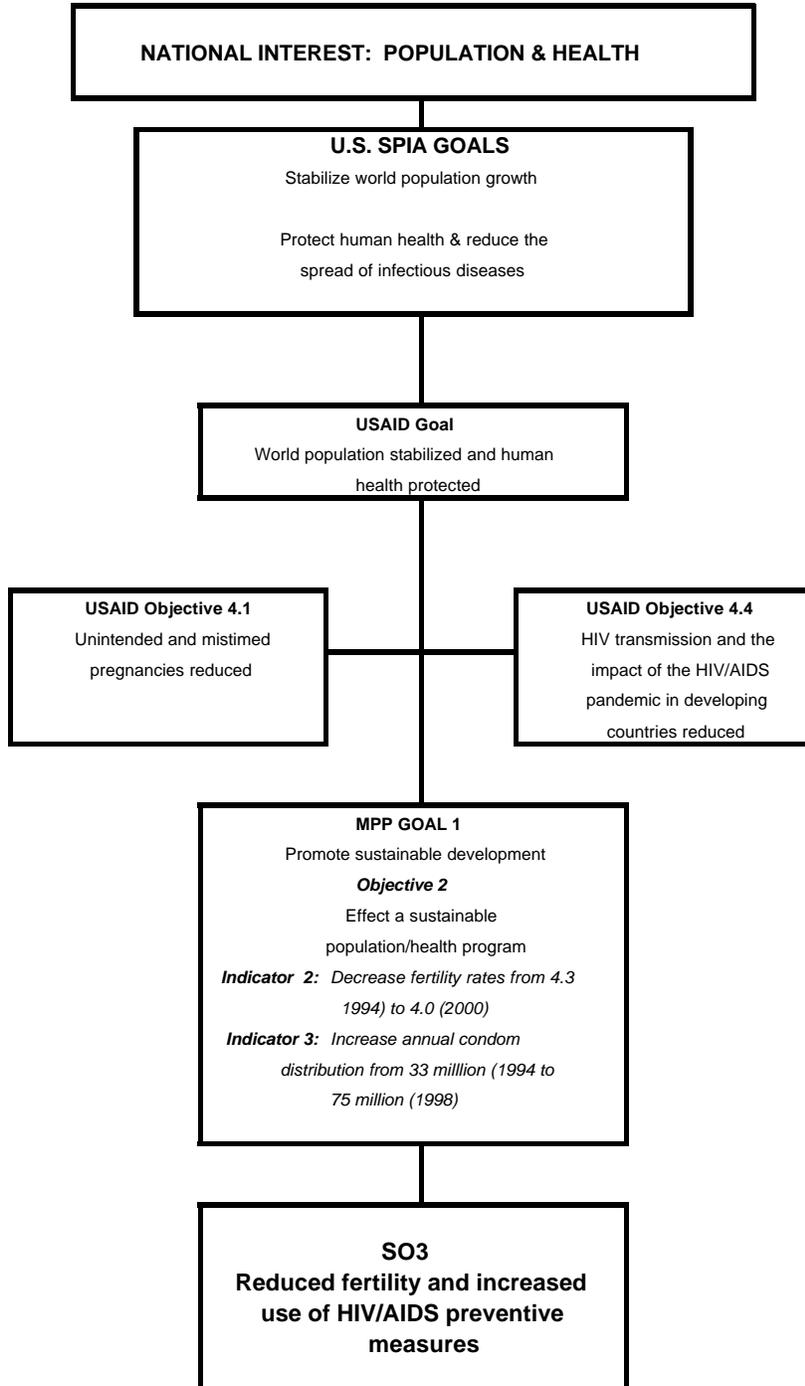
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SO2: BROADENED OWNERSHIP IN A GROWING ECONOMY



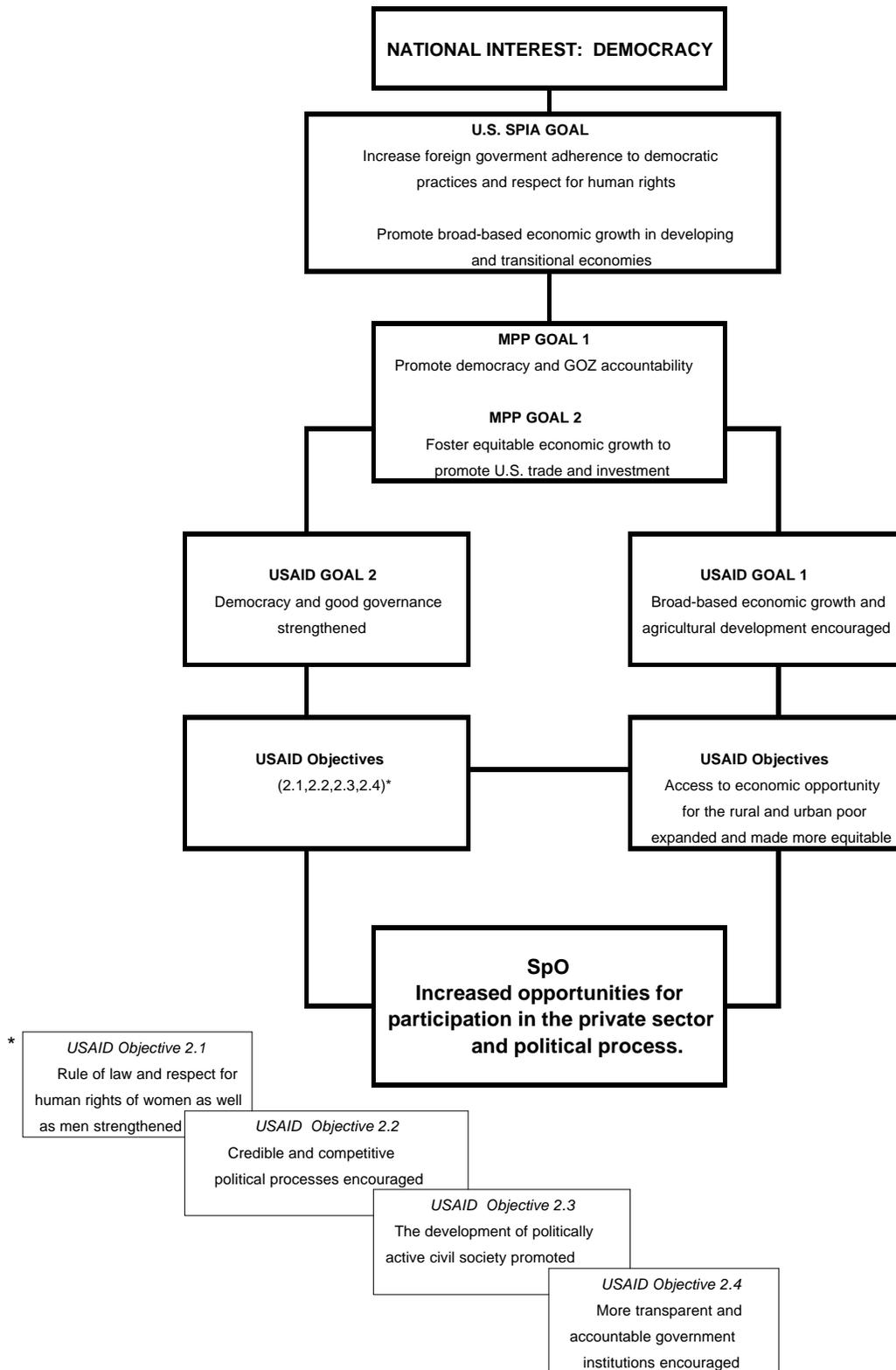
STRATEGIC LINKAGES

SO3: REDUCED FERTILITY AND INCREASED USE OF HIV/AIDS PREVENTIVE MEASURES



STRATEGIC LINKAGES

**SPO#1: INCREASING OPPORTUNITIES FOR PARTICIPATION
IN THE PRIVATE SECTOR AND POLITICAL PROCESSES**



SO1: NRM Strengthened for Sustainable Development of CAMPFIRE Communities

OBJECTIVE:	SO1: NRM Strengthened for Sustainable Development of CAMPFIRE Communities		
APPROVED:	20/06/1997 CSP	COUNTRY/ORGANIZATION: USAID/Zimbabwe	
RESULT NAME:	SO #1 A		
INDICATOR:	Number of CAMPFIRE communities with established NRM programs		
UNIT OF MEASURE:	Community (#)	YEAR	PLANNED
SOURCE:	CAMPFIRE Association, Zimbabwe Trust	1996 (B)	0
INDICATOR DESCRIPTION:	"Established" means "well-functioning, self-sustaining and environmentally sound". "Community" means "Wards".	1997	2
COMMENTS:	1997 CAMPFIRE "graduates" include: Kanyurira Ward (Guruve) and Mahenye Ward (Chipinge).	1998 (T)	5
		1999 (T)	15
		2000 (T)	25

OBJECTIVE:	SO1: NRM Strengthened for Sustainable Development of CAMPFIRE Communities		
APPROVED:	20/06/1997 CSP	COUNTRY/ORGANIZATION: USAID/Zimbabwe	
RESULT NAME:	SO #1 B		
INDICATOR:	Value of TOTAL CAMPFIRE benefits per household		
UNIT OF MEASURE:	Z\$ and Household (#)	YEAR	PLANNED
SOURCE:	CAMPFIRE Association and WWF	1989 (B)	89
INDICATOR DESCRIPTION:	"Total" means "all revenues generated from CAMPFIRE activities". Household, as used here, follows accepted Central Statistics Office (CSO) criteria, and includes ALL CAMPFIRE member households (irrespective of actual receipt of financial (\$) benefits).	1994	150
COMMENTS:	1996 TOTAL benefits = Z\$17,445,801. CAMPFIRE households = 200,000. The rapid increase in new "member" communities is distorting the steady annual gains being observed in TOTAL CAMPFIRE revenues. Based upon comments received during last year's R4 review, mission proposes that this indicator be disaggregated (and replaced by proposed indicators 1B(a) and 1B(b)). Thus, this will be the last year of reporting for this specific indicator.	1995	175
		1996 (T)	250
		1997 (T)	125

OBJECTIVE:	SO1: NRM Strengthened for Sustainable Development of CAMPFIRE Communities		
APPROVED:	TBD	COUNTRY/ORGANIZATION: USAID/Zimbabwe	

SO1: NRM Strengthened for Sustainable Development of CAMPFIRE Communities

RESULT NAME:	SO #1 B(a)	PROPOSED		
INDICATOR:	Value of TOTAL CAMPFIRE benefits			
UNIT OF MEASURE:	Z\$ and US\$	YEAR	PLANNED	ACTUAL
SOURCE:	CAMPFIRE Association and WWF	1989 (B)		Z743,699 US349,811
INDICATOR DESCRIPTION:	"Total" means "all revenues generated from CAMPFIRE activities".	1995		Z14,082,032 US1,614,912
COMMENTS:	1996 TOTAL benefits = Z\$17,445,801, which at an average exchange rate of (1 USD = Z\$ 10.07) is the equivalent of US\$ 1,732,453. The bulk of CAMPFIRE's natural resource products are export-oriented, and, hence, foreign exchange earners. During the 1994-1996 period, the Z\$ de-valued steadily against the US\$ at a rate of 10% annually. In late 1997, however, the Z\$ fell sharply (nearly 70%) against the US\$, making it difficult to project long-range income in Z\$. The 2000 income target, therefore, is expressed solely in US\$. (Note: 1997 financial data not available until mid-1998)	1996		Z17,445,801 US1,732,453
		1997 (T)	Z23,750,000 US 1,900,000	
		1998 (T)	Z44,000,000 US 2,200,000	
		2000 (T)	US 2,500,000	

OBJECTIVE:	SO1: NRM Strengthened for Sustainable Development of CAMPFIRE Communities			
APPROVED:	TBD	COUNTRY/ORGANIZATION: USAID/Zimbabwe		
RESULT NAME:	SO #1 B(b)	PROPOSED		
INDICATOR:	Number of Households in CAMPFIRE Communities			
UNIT OF MEASURE:	Households (#)	YEAR	PLANNED	ACTUAL
SOURCE:	CAMPFIRE Association and WWF	1989 (B)		9,000
INDICATOR DESCRIPTION:	"Household", as used here, follows accepted Central Statistical Office (CSO) criteria.	1995	N/A	103,000
COMMENTS:	The universe of households in CAMPFIRE communities needs to be distinguished from the sub-set of households in CAMPFIRE communities which actually receive financial (\$) benefits. It must be recognized that there are many new member-communities, which subscribe to CAMPFIRE's program tenets, and may be receiving institutional development support from CAMPFIRE service agencies, but are not, as yet, generating revenues which can be distributed among participating households.	1996	N/A	105,000
		1997	N/A	200,000
		1998 (T)	210,000	
		2000 (T)	250,000	

OBJECTIVE:	SO1: NRM Strengthened for Sustainable Development of CAMPFIRE Communities			
APPROVED:	20/06/1997 CS	COUNTRY/ORGANIZATION: USAID/Zimbabwe		
RESULT NAME:	SO #1 C			

SO1: NRM Strengthened for Sustainable Development of CAMPFIRE Communities

INDICATOR: Value of local-level CAMPFIRE benefits per benefitting household			
UNIT OF MEASURE: Z\$ and Households (#)	YEAR	PLANNED	ACTUAL
SOURCE: CAMPFIRE Association and WWF			
<p>INDICATOR DESCRIPTION: "Household", as used here, follows accepted Central Statistical Office (CSO) criteria, and encompasses only those CAMPFIRE member households actually receiving financial (\$) benefits. "Local-level" benefits refers to that amount of TOTAL CAMPFIRE revenues which is "devolved" to participating households. "Devolved" means that households determine how these financial benefits should be used.</p> <p>COMMENTS: It is important to monitor not only the percentage of TOTAL CAMPFIRE revenues which is being "devolved" to communities, but also the per capita household impact of such benefit distributions.</p> <p>Note 1: In 1996, 52% of TOTAL CAMPFIRE income was devolved directly to participating households. Another 15-25% was disbursed by RDCs on behalf of participating communities to support management and program operations, construction and maintenance of program infrastructure, and equipment procurement/maintenance.</p> <p>Note 2: In view of the recent rapid depreciation of the Z\$, it is difficult to project long-range household revenue targets. The planning horizon for this result has, therefore, been limited to 1998.</p> <p>(Note: 1997 financial data not available until mid-1998)</p>	1989 (B)		Z\$ 44
	1995	Z\$ 112	Z\$ 72
	1996	Z\$ 135	Z\$ 84
	1997 (T)	Z\$ 150	
	1998 (T)	Z\$ 175	
	2000 (T)	TBD	

SO1: NRM Strengthened for Sustainable Development of CAMPFIRE Communities

OBJECTIVE:	SO1: NRM Strengthened for Sustainable Development of CAMPFIRE Communities			
APPROVED:	20/06/1997 CSP	COUNTRY/ORGANIZATION: USAID/Zimbabwe		
RESULT NAME:	SO #1 D			
INDICATOR:	Status of Natural Resources Base in CAMPFIRE Areas			
UNIT OF MEASURE:	Index, combining wildlife census and vegetation/habitat data	YEAR	PLANNED	ACTUAL
SOURCE:	WWF, DNPWLM, Department of Natural Resources and Forestry Commission	1989 (B)		Rapid Habitat Loss and Decreasing Wildlife Numbers
INDICATOR DESCRIPTION:	Index to be composed of aerial and ground survey data, collected annually.	1997		Moderate Habitat Loss and Stable Wildlife Numbers
COMMENTS:	While comprehensive data do not currently exist, WWF and DNPWLM have, since 1989, been conducting annual aerial census surveys of wildlife populations in CAMPFIRE areas. At the same time, DNR and the Forestry Commission have been using satellite imagery and extension agents to assess vegetation/habitat in Zimbabwe's communal lands (with no specific reference to CAMPFIRE areas). Refinement of this indicator will be pursued during 1998.	1998 (T)	Moderate Habitat Loss and Stable Wildlife Numbers	
		2000 (T)	Negligible Habitat Loss and Stable Wildlife Numbers	

SO1: NRM Strengthened for Sustainable Development of CAMPFIRE Communities

OBJECTIVE:	SO1: NRM Strengthened for Sustainable Development of CAMPFIRE Communities			
APPROVED:	20/06/1997 CSP	COUNTRY/ORGANIZATION: USAID/Zimbabwe		
RESULT NAME:	SO #1 E (PROPOSED)			
INDICATOR:	Diversification of CAMPFIRE Revenue Base			
UNIT OF MEASURE:	Value of income from NRM activities (excluding sport hunting), Value of TOTAL CAMPFIRE income	YEAR	PLANNED	ACTUAL
SOURCE:		1989 (B)		6.6%
INDICATOR DESCRIPTION:		1995		7.1%
COMMENTS: This new indicator is proposed in response to concerns expressed about the need to diversify the Program. (Note: 1997 financial data not available until mid-1998)		1996		8.8%
		1997 (T)	9.5%	
		1998 (T)	11%	
		2000 (T)	15%	

OBJECTIVE:	SO1: NRM Strengthened for Sustainable Development of CAMPFIRE Communities			
APPROVED:	20/06/1997 CSP	COUNTRY/ORGANIZATION: USAID/Zimbabwe		
RESULT NAME:	IR #1.0			
INDICATOR:	Sustainable NRM Practices Adopted			
UNIT OF MEASURE:	Reported NRM by-law infractions (#), CAMPFIRE Communities with NRM by-laws (#)	YEAR	PLANNED	ACTUAL
SOURCE:		1998 (B)		TBD
INDICATOR DESCRIPTION:		2000 (T)	TBD	
COMMENTS: Insofar as a community's adoption of any legal intervention can be assessed in terms of the incidents in which laws are breached, this indicator is a valid means of measuring the extent to which CAMPFIRE communities are adopting sustainable NRM practices. To date, many CAMPFIRE communities have adopted NRM by-laws. Many of these have also recruited/employed NRM "monitors" to enforce compliance with such by-laws. Appropriate baseline and targets will be established, and comprehensive reporting on by-law infractions will begin in 1998.				

OBJECTIVE:	SO1: NRM Strengthened for Sustainable Development of CAMPFIRE Communities		
APPROVED:	20/06/1997 CSP	COUNTRY/ORGANIZATION: USAID/Zimbabwe	

SO1: NRM Strengthened for Sustainable Development of CAMPFIRE Communities

RESULT NAME: IR #2.0			
INDICATOR: Sound Community Decision-Making Processes Established			
UNIT OF MEASURE: Institutionally Developed CAMPFIRE Communities (#), CAMPFIRE Communities (#)	YEAR	PLANNED	ACTUAL
SOURCE: Zimbabwe Trust	1996 (B)		0%
INDICATOR DESCRIPTION: Percentage of CAMPFIRE communities with sound decision-making processes established. Institutional Development is measured on an ordinal scale using the Process-Oriented Monitoring System (POMS). POMS rating categories include assessments of: Committee procedures; leadership quality; community participation; Committee interaction with other local development institutions; development and implementation of NRM plans; and, development and implementation of community projects.	1997	0.3%	0.3%
	1998 (T)	0.7%	
	2000 (T)	3.5%	
COMMENTS: To date, POMS has been successfully applied to assess institutional development in a limited set of CAMPFIRE communities. To become a more meaningful program-wide measure, POMS will need to be applied in a more comprehensive fashion. The broad-based expansion of POMS will begin in 1998.			

OBJECTIVE: SO1: NRM Strengthened for Sustainable Development of CAMPFIRE Communities			
APPROVED: 20/06/1997 CSP		COUNTRY/ORGANIZATION: USAID/Zimbabwe	
RESULT NAME: IR #3.0			
INDICATOR: Rural Land Pressure Reduced			
UNIT OF MEASURE: Persons per sq. km (#)	YEAR	PLANNED	ACTUAL
SOURCE: Central Statistics Office, Rural District Councils	1998 (B)		-
INDICATOR DESCRIPTION: Average population density in CAMPFIRE areas.	2000 (T)	-	
COMMENTS: Baseline research to be conducted in 1998.			

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SO2: Broadened Ownership in a Growing Economy

OBJECTIVE: Broadened Ownership in a Growing Economy			
APPROVED: 1997 CSP		COUNTRY/ORGANIZATION: USAID/Zimbabwe	
RESULT NAME: Broadened Ownership of Existing Businesses			
INDICATOR: SO2 Formal Sector Finance going to low-income households and micro, small and medium industries.			
UNIT OF MEASURE: 1995 Z\$ in millions	YEAR	PLANNED	ACTUAL
SOURCE: The records of 7 commercial lenders and 5 building societies.	1995	base year	-
INDICATOR DESCRIPTION: Inflation-adjusted Z\$ value of all outstanding credits of less than Z\$500,000 by 12 key financial institutions.	1996	-	-
COMMENTS: Commercial lenders treat the information required to complete this Table as proprietary. Consequently, they are unwilling to release the required information to USAID.	1997	-	-
REPORTING CHANGE: Based on recommendations made during the 1997 CSP review and subsequent discussion with CDIE, next year this indicator table will be modified and split into two tables based on more readably accessible data that relates directly to USAID inputs. The first will report on all mortgage lending made to low-income households. The second on the number and value of all transactions, directly supported by USAID, which involve MSMEs. Thus, this table will not be included in the FY 2001 R4.	2000	-	

SO2: Broadened Ownership in a Growing Economy

OBJECTIVE: Broadened Ownership in a Growing Economy			
APPROVED: 1997 CSP		COUNTRY/ORGANIZATION: USAID/Zimbabwe	
RESULT NAME: Increased Access by Low-Income Households to Mortgage Financing			
INDICATOR: SO 2.1/IR2.1.2 Absolute Number and Percent of Total Mortgage Loans Going to Urban Low-Income Households			
UNIT OF MEASURE: Number and percent	YEAR	PLANNED	ACTUAL
SOURCE: Mortgage Institutions Reports			
INDICATOR DESCRIPTION: Annual data, gender disaggregated			
COMMENTS: This indicator has been elevated to an SO level indicator this year.			
Based on site visits and other data, the SO is successfully extending mortgage financing to poor families. The reported data and higher target levels do not accurately reflect the IR's results.	1992 (B)		1,220 #M - 1,070 #F - 150 %M - 88 %F - 12
The data reported in 1996 and 1997 is unreliable and underreports the actual number of mortgages issued to low income families. While technical assistance to the building societies is slowly improving their reporting systems, the building society reports are inconsistent and inaccurate. Due to the lack of an institutionalized data collection mechanism, the data collected is not complete. The SO Team can verify that approximately 4,000 mortgages were issued for one site in Harare and another 4,000 issued in Bulawayo alone. Already, this is greater than the actual figure reported for 1997. It is expected that once the Program Management Unit is up and running, the data collection errors will be corrected.	1995	7,329	15,962 #M -13,089 #F - 2,873 %M - 82% %F - 18%
The targets for this indicator were revised based on the unusually high number of low-income mortgages issued in 1995. The original target levels were increased by 100% as a result of this glitch in the housing market. The current targets do not accurately reflect the sector's natural growth rate. In a country experiencing a severe housing shortage, the number of mortgages issued to low income households cannot be expected to increase by 14-fold over the baseline when housing production is only targeted to increase at 10% per year. The SO Team recommends changing the targets for this indicator. The SO Team will work with the Program Management Unit to develop realistic targets based on the long-term trends for the housing sector.	1996	16,760 #M - 13,408 #F - 3,352 %M - 80% %F - 20%	4,672 <i>data incomplete</i> <i>gender data unreliable</i>
	1997	17,600 #M - 14,080 #F - 3,520 %M - 80% %F - 20%	5,894 <i>data incomplete</i> <i>gender data unreliable</i>
For the gender disaggregated data, the SO Team recommends re-evaluating this target as well. Female headed household incomes are 25% lower than male headed households in Zimbabwe. The current target of extending 20% of mortgages to female headed households is unrealistic given the financial constraints which burden this segment of the population.	1998 (T)	18,475 #M - 14,780 #F - 3,695 %M -80% %F-20	

SO2: Broadened Ownership in a Growing Economy

OBJECTIVE: Broadened Ownership in a Growing Economy			
APPROVED: 1997 CSP		COUNTRY/ORGANIZATION: USAID/Zimbabwe	
RESULT NAME: Broadened Low Income Home Ownership			
INDICATOR: IR 2.1.1.1 Number of Low-Income Houses Built Annually			
UNIT OF MEASURE: Number per 1000 urban population	YEAR	PLANNED	ACTUAL
SOURCE: Local governments, first hand site visits	1992(B)		0.77
INDICATOR DESCRIPTION: COMMENTS: The indicator is measured on a house per 1000 population basis instead of an absolute number of houses. This approach more realistically measures overall impact in the sector because Zimbabwe's urban population increases at 5.3% annually. Last year, Zimbabwe's urban population increased by over 230,000 individuals requiring a greater output of houses to reach this year's target. *The actual result was nearly four times the planned level because of the inflow of US\$25 million in second tranche housing guaranty and grant funds at the end of 1996. Next year's level should be more consistent with the actual target.	1996	0.88	2.7
	1997	.96	3.8*
	1998 (T)	1.06	
	2000 (T)	1.3	

OBJECTIVE: Broadened Ownership in a Growing Economy			
APPROVED: 1997 CSP		COUNTRY/ORGANIZATION: USAID/Zimbabwe	
RESULT NAME: Broadened Low Income Home Ownership			
INDICATOR: IR 2.1.1.2 Number of Low-Cost Stands Built Annually			
UNIT OF MEASURE: Number per 1000 urban population	YEAR	PLANNED	ACTUAL
SOURCE: Local governments, first hand site visits	1992(B)		3.09
INDICATOR DESCRIPTION: Stands (plots) are serviced and surveyed COMMENTS: The annual target of 5.0 stands does not represent a fixed annual amount because this indicator is based on a per 1000 population measurement. Zimbabwe's urban population is increasing by 5.3%. Accordingly, simply to meet this year's target requires nearly 1,200 more stands. The 1996 result is twice the planned level due to assistance provided by the World Bank and USAID in clearing backlogged surveys. The delays at the Surveyor General's Office have since increased, accounting for the difference between 1996-97. This problem, combined with significantly higher inflation and interest rates, may impact on the achievement of next year's target.	1996	5.0	9.95
	1997	5.0	5.3
	1998 (T)	5.0	
	2000 (T)	5.0	

SO2: Broadened Ownership in a Growing Economy

OBJECTIVE:	Broadened Ownership in a Growing Economy		
APPROVED:	1997 CSP	COUNTRY/ORGANIZATION: USAID/Zimbabwe	
RESULT NAME:	Increased Affordability of Low-Income Housing		
INDICATOR:	IR 2.1.3 Average price* of a minimum standard urban house and serviced stand		
UNIT OF MEASURE:	Z\$ 1992	YEAR	PLANNED
SOURCE:	USAID survey		ACTUAL
INDICATOR DESCRIPTION:		1992(B)	\$30,552
COMMENTS:	<p>The result has successfully exceeded the planned level by 37% because the PSHP has increased competition which has lowered housing prices and increased affordability.</p> <p>It is uncertain if this success can be maintained under the current macroeconomic conditions, high inflation and rising interest rates, which are beyond the control of the SO.</p> <p>*The methodology used this year and in previous years is an average and not a median. The SO team has changed the language accordingly.</p> <p>Note: A lower price indicates increased affordability.</p>	1996	\$29,024
		1997	\$28,642
		1998 (T)	\$28,260
		1999 (T)	\$27,878
		2000 (T)	\$27,496

OBJECTIVE:	Broadened Ownership in a Growing Economy			
APPROVED:	1997 CSP	COUNTRY/ORGANIZATION: USAID/Zimbabwe		
RESULT NAME:	Broadened Ownership of Existing Businesses			
INDICATOR:	IR 2.2 Critical mass of new Employee Stock Ownership Plans (ESOPs)			
UNIT OF MEASURE:	Number of companies, value of stock (Z\$ million), number of employees and value per employee (Z\$)	YEAR	PLANNED	
SOURCE:			ACTUAL	
INDICATOR DESCRIPTION:	<p>Cumulative number of companies with greater than 5% of stock in ESOPs</p> <p>COMMENTS: Results show a 9 fold increase in asset value purchased by employees. This represents a sea change in how Zimbabwean ESOPs are structured. Work by USAID in the structuring of the Dairiboard ESOP and indirect involvement in the Cotton Company ESOP led to the transfer of Z\$31,000 to each of the firm's 2,600 employees, 26 times the previous national average.</p> <p>REPORTING CHANGE: This table currently reflects all ESOP transactions in Zimbabwe, including those where USAID has direct involvement and those where it has no role. Next year this table will be changed to reflect results directly attributed to USAID interventions. Indirect nationwide impacts will be tracked, but reported as a qualitative indicator in the R4 text.</p>	1994	base year	
		1996	10 Z\$0.0	10 Z\$147.0 17,174 Z\$1,224
		1997	16 Z\$50.0	16 Z\$227.7 19,774 Z\$11,516
		2000	45 Z\$175.0	

SO2: Broadened Ownership in a Growing Economy

OBJECTIVE:	Broadened Ownership in a Growing Economy			
APPROVED:	1997 CSP	COUNTRY/ORGANIZATION: USAID/Zimbabwe		
RESULT NAME:	Acceleration/Expansion of Micro, Small and Medium Enterprises			
INDICATOR:	IR 2.3.1 Credit going to microenterprises			
UNIT OF MEASURE:	Number, value in 1995 Z\$(millions), and value per client in 1995 Z\$	YEAR	PLANNED	ACTUAL
SOURCE:	Reports from major national microfinance organizations			
INDICATOR DESCRIPTION:	Inflation adjusted Z\$ value of all outstanding credits to microenterprises extended by 4 microfinance providers (maximum of US\$500 equivalent per client)	1995	base year	2,124 Z\$4.0 Z\$1883.24
COMMENTS:	The four-fold increase over last year's lending was driven by the rapid expansion in Zambuko Trust's operations. This micro-lender increased its clients from 4,496 last year to 15,894 this year and accounts for 84% of Zimbabwe's microfinance market. Two years ago, USAID assisted Zambuko to restructure along the lines of a commercial bank. The results this year reflect the first returns on this investment.	1996	3,700 Z\$5.2	6,242 * Z\$6.2 Z\$977.25
REPORTING CHANGE:	This table currently reflects loans provided by the 4 largest microfinance providers in Zimbabwe, including those where USAID has direct involvement and those where it has no role. Next year, this table will be changed to combine the value and number of loans made by microlenders with those made by commercial banks where USAID has direct involvement. The indirect impacts of USAID microfinance lending efforts will continue to be tracked, with the latter being reported in the R4 text.	1997	5,300 Z\$7.2	18,846 Z\$24.9 Z\$1305.32
	* NOTE: Last year, this result erroneously included only loans provided by the microfinance providers supported by USAID during FY 1996 (Z\$4,496). This report corrects this error and includes results from the 4 major Zimbabwean microfinance lenders.	2000	10,000 Z\$150	

SO2: Broadened Ownership in a Growing Economy

OBJECTIVE:	Broadened Ownership in a Growing Economy			
APPROVED:	1997 CSP	COUNTRY/ORGANIZATION: USAID/Zimbabwe		
RESULT NAME:	Acceleration/Expansion of Micro, Small and Medium Enterprises			
INDICATOR:	IR 2.3.2 Credit going to small and medium businesses			
UNIT OF MEASURE:	Number and value in 1995 Z\$(in millions)	YEAR	PLANNED	ACTUAL
SOURCE:	Participating bank reports	1995	base year	0.0 Z\$0.0
INDICATOR DESCRIPTION:	Number and total value of USAID-guaranteed loans extended to SMEs	1996	200 Z\$15.0	182 Z\$10.7
COMMENTS:	Growth in the number of loans continues to be on target but the value of loans is less than expected. This is a direct result of increases in interest rates from 26.5 to 34.0 percent during the period.	1997	300 Z\$30.0	311 Z\$18.8
REPORTING CHANGES:	This table, although not at the IR level, was reported in last year's R4 submission and therefore has been included in this year's submission so that comparisons could be made. In subsequent years, these results will be combined with those from microfinance providers in a new table that reports on all loans to MSMEs. Current targets will be retained in the new table.	1998	400 Z\$40.0	
		1999	500 Z\$50.0	
		2000	600 Z\$60.0	

SO3: Reduced Fertility and Increase Use of HIV/AIDS Prevention Methods

OBJECTIVE:	SO 3: Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods		
APPROVED:	April 1997 CSP	COUNTRY/ORGANIZATION: USAID/Zimbabwe	
RESULT NAME:	Strategic Objective		
INDICATOR:	SO1 Total Fertility Rate		
UNIT OF MEASURE:	Births per Woman	YEAR	PLANNED
SOURCE:	Demographic and Health Survey		ACTUAL
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: 1994 Zimbabwe DHS)		1984 (b)	6.5
		1988	5.5
		1994	4.29
		1999 (t)	4.0
COMMENTS:	The DHS will be started in 1998. Preliminary results will not be available until 1999.		

OBJECTIVE:	Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods			
APPROVED:	CSP April 1997	COUNTRY/ORGANIZATION: USAID/Zimbabwe		
RESULT NAME:	Strategic Objective			
INDICATOR:	SO 2 Total No. of Condoms Sold or Distributed			
UNIT OF MEASURE:	Condoms distributed from central GOZ warehouse and condoms sold through social marketing program	YEAR	PLANNED	
SOURCE:	ZNFPC reports and PSI data		ACTUAL	
INDICATOR DESCRIPTION: Million condoms sold or distributed		1994 (b)	MOH: 33 mil.	
		1996	MOH: 49 mil. Protector: 1 mil.	
		1997	65 million	MOH: 44 mil. Protector: 2 mil.
		1998 (t)	MOH: 49 mil. Protector: 3 mil.	
		2000 (t)	MOH: 49 mil. Protector: 5 mil.	
		2002	MOH: 49 Mil. Protector: 7 mil.	
COMMENTS:	<p>1) Protector sales and national distribution data have been disaggregated because only the first of the two directly reflects the impact of USAID-supported activities.</p> <p>2) The target for MOH distribution has been reduced in future yeas because it does not appear the MOH will be able to increase distribution beyond the 1996 levels because of its limited budget given resource constraints. Public sector performance in managing condoms is outside USAID's manageable interest.</p>			

SO3: Reduced Fertility and Increase Use of HIV/AIDS Prevention Methods

OBJECTIVE: Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods			
APPROVED: CSP April 1997		COUNTRY/ORGANIZATION: USAID/Zimbabwe	
RESULT NAME: Strategic Objective			
INDICATOR: SO 3. Percent of population reporting condom use during the most recent sexual act			
UNIT OF MEASURE: Percent of surveyed men, women, youths, and commercial sex workers.	YEAR	PLANNED	ACTUAL
SOURCE: AIDSCAP Project sites			
INDICATOR DESCRIPTION: This indicator measures behavior modification at AIDSCAP peer education sites. COMMENTS: As mentioned in the narrative, AIDSCAP peer education activities will be discontinued because of their failure to show positive results. Thus, we will no longer collect data from project sites. In March 1997 a new VCT activity will be designed. With assistance from the Horizons project, the mission will revise this indicator to reflect an appropriate population and forward it to USAID/Washington for comment. 1996 baseline was collected for NRZ, CFU, Triangle, NECTOI. There was no target for 1997, however, follow up data is available for NECTOI and CFU sites. Follow up data for NRZ and Triangle will be collected in 1998.	1996 (b)		45% men 49% women 23% youth 89% CSW CFU/NECTOI 50% men 29% females 78% CSW 53% youth
	1997		CFU/NECTOI 67% men 54% females 73% CSW 14% youth
	1998	52% men 54% women 29% youth 91% CSW	

OBJECTIVE: Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods			
APPROVED: CSP April 1997		COUNTRY/ORGANIZATION: USAID/Zimbabwe	
RESULT NAME: Strategic Objective			
INDICATOR: SO 4. Percent of surveyed men reporting appropriate STD treatment seeking behavior			
UNIT OF MEASURE: Percent of surveyed men	YEAR	PLANNED	ACTUAL
SOURCE: AIDSCAP Project sites and DHS			
INDICATOR DESCRIPTION: This indicator measures behavior modification at AIDSCAP peer education sites. COMMENTS: As mentioned in the narrative, peer education activities will be discontinued because of their failure to show positive results. Thus, we will no longer collect data from project sites. In March 1997 a new VCT activity will be designed. With assistance from Horizons project, the mission will revise this indicator to reflect the appropriate indicator population and forward it to USAID/Washington.	1994		DHS: 33% men AIDSCAP: 49% men
	1998	55% men	
	2000	60% men	
	2002	64% men	

SO3: Reduced Fertility and Increase Use of HIV/AIDS Prevention Methods

OBJECTIVE: Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods			
APPROVED: April 1997 CSP		COUNTRY/ORGANIZATION: USAID/Zimbabwe	
RESULT NAME: Intermediate Result Increased Use of Complementary Delivery systems for Family Planning and HIV/AIDS Services			
INDICATOR: IR1. Percent of Population Served by the Private Sector for Family Planning			
UNIT OF MEASURE: Percent	YEAR	PLANNED	ACTUAL
SOURCE: DHS			
INDICATOR DESCRIPTION: Currently married women between the ages of 15 and 49 who currently use a contraceptive method. COMMENTS: The DHS provides information on the contraceptives supplied by the private sector. The next DHS is planned to start in 1998. Preliminary results will be available in 1999. The DHS provides information on the contraceptives supplied by the private sector. The next DHS is planned to start in 1998. Preliminary results will be available in 1999.	1994 (b)		12%
	1999 (t)	20%	

OBJECTIVE: SO 3: Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods			
APPROVED: April 1997 CSP		COUNTRY/ORGANIZATION: USAID/Zimbabwe	
RESULT NAME: Results Package 1 Improved Quality of Family Planning Services			
INDICATOR: RP 1 Couple Years of Protection (10 representative sentinel surveillance sites)			
UNIT OF MEASURE: Couple years of protection (CYP)	YEAR	PLANNED	ACTUAL
SOURCE: Annual Family Planning Monitoring Survey (FPPMES) conducted by ZNFPC and SEATS			
INDICATOR DESCRIPTION: "Couple years of protection" based on contraceptives dispensed by Ministry of Health and ZNFPC clinics in 10 randomly chosen districts. COMMENTS: 1) This indicator does not include private sector distribution. 2) Data is taken from MOH MIS forms ("T5"). 3) CYP are based on the following: for pills: 1 CYP = 15 cycles; injectables: 1 CYP = 4 injections; Norplant: 1 CYP = 1/3.5 implants; Sterilization: 1 CYP = 1/10 sterilizations. 4) Condoms are excluded from the calculation because statistics collected at district level are not reliable. (Some districts don't even count the number dispensed) 5) For 1997: Due to errors in primary data collected in 1997, 1996 data was used as proxy for IUDs and sterilization only. CYP attributable to these two methods are less than 5% of the total so will not significantly affect the total reported. Note: This indicator serves as a proxy for TFR and CPR data which will not be available until the DHS.	1992 (b)		152,074
	1993		124,357
	1994		167,090
	1997	145,000	184,700
	1998 (t)	165,000	
	2000 (t)	170,000	

SO3: Reduced Fertility and Increase Use of HIV/AIDS Prevention Methods

OBJECTIVE:	Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods		
APPROVED:	April 1997 CSP	COUNTRY/ORGANIZATION: USAID/Zimbabwe	
RESULT NAME:	Intermediate Result; Increased Use of Complementary Delivery Systems for Family Planning and HIV/AIDS		
INDICATOR:	IR2. Contraceptive Prevalence Rate for Modern Methods		
UNIT OF MEASURE:	Percent of Married Women of Reproductive Age	YEAR	PLANNED
SOURCE:	DHS		ACTUAL
INDICATOR DESCRIPTION:	Percent of married women between 15 and 49 currently using a modern contraceptive method.	1984 (b)	26%
COMMENTS:	The DHS provides information on the contraceptives supplied by the private sector. The next DHS is planned to start in 1998. Preliminary results will be available in 1999.	1988	36%
		1994	42%
	Modern contraceptive methods include pills, IUDs, Norplant, injectables, condoms and sterilization.	1999 (t)	48%

OBJECTIVE:	Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods		
APPROVED:	CSP April 1997	COUNTRY/ORGANIZATION: USAID/Zimbabwe	
RESULT NAME:	Intermediate Result Increased Use of Complementary Delivery Systems for Family Planning and HIV/AIDS Prevention		
INDICATOR:	IR3. No. of traditional and non-traditional condom Distribution Outlets		
UNIT OF MEASURE:	No. of sales points	YEAR	PLANNED
SOURCE:	PSI reports		ACTUAL
INDICATOR DESCRIPTION:	Cumulative number of traditional outlets include kiosks, beer halls, gas stations etc.	1996 (b)	300 nationwide
COMMENTS:	The start-up of project activities was delayed by the unexpected wait for approval by the British DfID, who is co-sponsoring the activity. However, the activity is now progressing well and is expected to meet all targets.	1997	2,500 nationwide 1850 nationwide
	By the year 1998, it is expected that that there will be 4000 outlets nationwide and that this level will be maintained.	1998 (t)	4000 nationwide

SO3: Reduced Fertility and Increase Use of HIV/AIDS Prevention Methods

OBJECTIVE:	Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods		
APPROVED:	April 1997 CSP	COUNTRY/ORGANIZATION: USAID/Zimbabwe	
RESULT NAME:	Intermediate Result Increased Use of complementary Delivery Systems for Family Planning and HIV/AIDS Prevention		
INDICATOR:	IR4. No. of new private sector service delivery points for family planning		
UNIT OF MEASURE:	Cumulative no. of new sites	YEAR	PLANNED
SOURCE:	PROFIT and PSI reports		ACTUAL
INDICATOR DESCRIPTION:	Sites include physicians clinics; work-based sites; nurse mid-wife clinics and pharmacies	1997 (b)	50
		1998	100
		1999	150
COMMENTS:	New site is defined as site with personnel trained under PROFIT and/or PSI private sector family planning projects.	2000 (t)	300

OBJECTIVE:	Reduced Fertility and Increased Use of HIV/AIDS Prevention Methods		
APPROVED:	CSP April 1997	COUNTRY/ORGANIZATION: USAID/Zimbabwe	
RESULT NAME:	Intermediate Result Increased Use of complementary Delivery Systems for Family Planning and HIV/AIDS Prevention		
INDICATOR:	IR. No. of people served by USAID-funded organizations receiving HIV/AIDS social support (care education, counseling, prevention, education.)		
UNIT OF MEASURE:	No. of new sites	YEAR	PLANNED
SOURCE:	AIDSCAP and NGO Projects		ACTUAL
INDICATOR DESCRIPTION:		1996	955,201
		1997	1,405,200
		1998	1,900,200
COMMENTS:	As mentioned in the narrative, AIDSCAP peer education activities will be discontinued because of their failure to show positive results. Thus, we will no longer collect data from project sites. In March 1997 a new VCT activity will be designed. With assistance from Horizons project, the mission will revise this indicator to reflect the appropriate indicator population and forward it to USAID/Washington.	1999	2,200,200
		2000	2,500,000
		2001	2,850,150
		2002	3,150,000

DRAFT FRAMEWORK FOR USAID/ZIMBABWE'S SPECIAL OBJECTIVE

Special Objective: Increased Opportunities for Participation in Economic & Political Processes

**Sub-Objective 1
Increased Civil Society Organization (CSO) Activities that Expand Citizen Participation**

**Sub-Objective 2
Increased and Enhanced Mechanisms for Citizen Input to Government**

IR 1.1

More and Better Information Available to Citizens that Enhances the Quality of their Political Participation

Illustrative Activities:

1. Support CSO/NGO civic education programs
2. Plain language documents (Vernacular/English) on topics of current concern to citizens and government
3. Support sharing of information through establishment of CSO distribution networks for printed materials and faxes

*Fund production of plain-language documents in English and local languages on topics of current concern to citizens and government

IR 1.2

More and Better Data on Citizens' Policy Priorities

Illustrative Activities:

1. Opinion polls on current issues of national concern
2. Support research on citizen views on key public policy issues

IR 1.3

Strengthened Capacity of CSOs Promoting Broadened Citizen Political Participation

Illustrative Activities:

1. Support for member-oriented CSO* activities in rural or high density areas
2. Technical assistance and/or training for CSOs and citizen organizations in fund-raising, financial management, and preparation of agendas and strategies for achieving goals

Example: Home owners association CSO to campaign for shelter

*CSOs include business associations

IR 2.1

Increased Two-Way Communication between Elected Officials and Voters

Illustrative Activities:

1. Training MPs and staff in committee system operations, in conducting public hearings, and in researching issues of current national interest
2. Establish "hotlines" on issues of concern/interest, interest, e.g., corruption

IR 2.2

More Avenues for Citizens to Communicate with their Government

Illustrative Activities:

1. Fora for MPs to discuss legislation and its impact
2. Support fora for policy dialogue on amending the Broadcasting Act
3. Radio/TV "call in" programs on issues of concern, e.g., wages, costs of living

Example: a regional effort at a radio program is being considered already by USIS

4. Target of Opportunity: More open government decision making

IR 2.3

More Debate on Issues of National Concern

Illustrative Activities:

- *Anti-corruption campaigns
- *Voter registration campaigns
- **"Indigenizing" local business - "privatization"
- *All examples have equal weighting

The Structure of the SO2 Team's Modified Monitoring and Evaluation Plan

Based on problems identified during last year's R4 review, changes recommended during the 1997 Country Strategic Plan consultations in Washington, and advice provided by CDIE, a revised results monitoring and evaluation plan has been developed for Intermediate Results 2 and 3 of SO2. Major features of the draft revisions and the reasons behind them are:

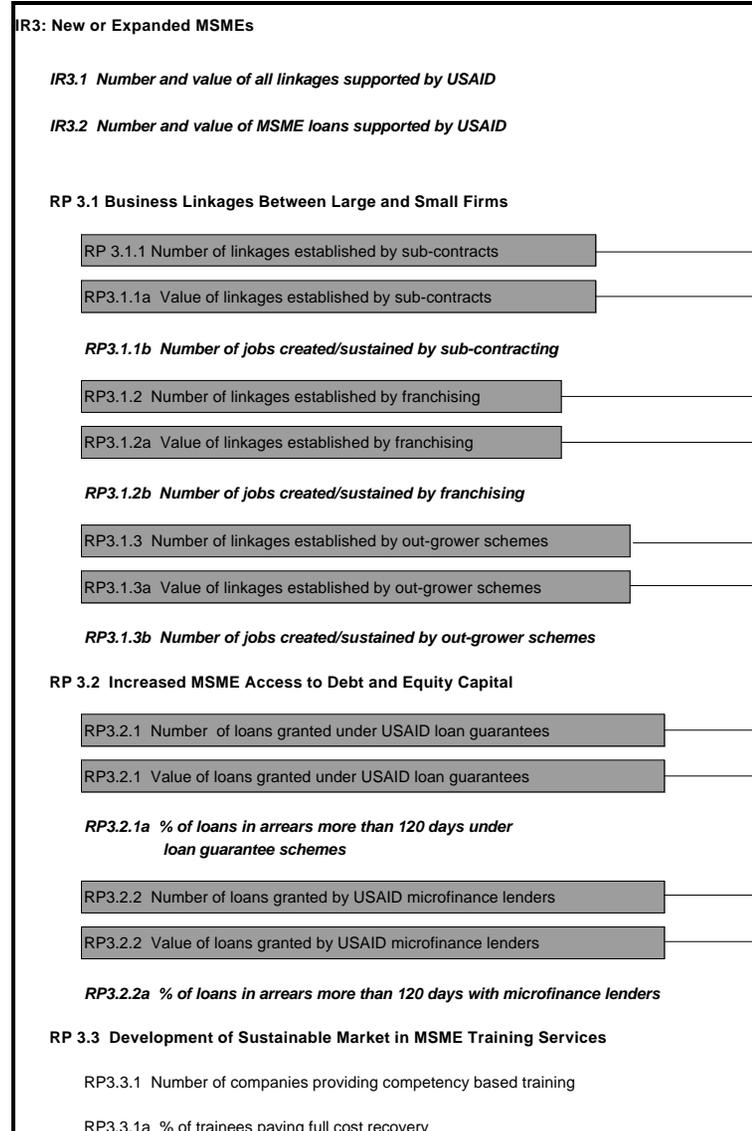
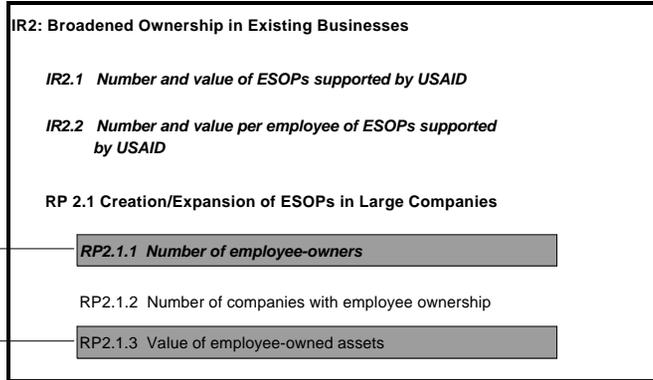
- The deletion of the SO2 Strategic Objective measure which dealt with combined investments in low-cost housing and micro, small and medium business financing and its replacement by two separate measures--one dealing with low-cost housing and the other with business financing. The change was recommended to reflect the difference in the two types of financing and problems the SO2 Team was experiencing in data collection. In the case of the latter, commercial banks were not willing to release estimates of loans under Z\$500,000 on the grounds that the information was proprietary.
- The restructuring of the results measures under IR2, *Broadened Ownership in Existing Businesses* and IR3, *Accelerated Creation/Expansion of Micro, Small and Medium Enterprises* to better reflect the quantitative impact of direct USAID investments and to capture the pilot nature of SO2 business investments.

Information developed through the above indicators will be supplemented with case studies of firms picked at random from the beneficiaries participating in each USAID-sponsored program. A sampling of firms in one area, such as small and medium firms participating in the loan guarantee program, will be examined each year and the result used to explain more "people level" impacts in the R4.

In addition to the "hard data" that will be collected to reflect the impact of direct USAID investments, complementary information which provides an indication of the spread effects of our investments throughout the economy will be collected. This "soft data," which will be gleaned from a variety of sources (newspaper articles, the Zimbabwe Stock Exchange, public announcements, etc.) will be reported in the narrative section of the R4. Previous attempts to collect this data on a more formal basis for reporting at the Intermediate Results level proved to be less than satisfactory. Many private sector sources of the information looked upon it as proprietary business information and refused repeated attempts at SO2 Team collection. Alternative collection methods such as industry-wide surveys were considered, but were discarded as too costly for the quality of information that was likely to result.

The following schematic summarizes the proposed structure of the new performance indicators. A more detailed description has been provided to USAID/W.

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Comments

- Indicators in bold italics are new, while those in normal type have been approved by USAID/W.
- Indicators measure the impact of USAID supported activities only. However, additional information on economy-wide impacts will be collected to make qualitative estimates of the effect of USAID investments on the overall economy.
- Information on the IR3 indicators will be supplemented by firm level case studies where feasible.
- Additional qualitative information will be collected to assess the performance of the SO 2 Team and its partners.

ZIMBABWE: POLITICAL AND ECONOMIC EVENTS PRESENT OPPORTUNITIES

A turning point in Zimbabwe's history--ZANU-PF losing its grip

In 1997, Zimbabweans witnessed the boldest attempts to date to challenge and then expose the Government's inability to advance an agenda that addresses the aspirations of the Zimbabwean citizenry seventeen years after independence. President Robert Mugabe and the dominant political party, ZANU-PF, are perceived as unable to gauge the gravity of the complex economic and social issues facing the nation and have resorted to short-term, politically expedient decisions that threaten to unravel the strong nation-building progress achieved since independence. The result is a curious cocktail of ingredients that spells potentially disastrous outcomes and a threatened ZANU-PF. USAID/Zimbabwe views these events as opportunities to support civil society and the GOZ during a transition to a more open society--even in a graduation/phase-out mode.

The economy--GOZ paints itself into a corner

After generally strong progress in its IMF-backed economic structural adjustment program between 1991 and 1995, the GOZ finds itself in a high inflation, high interest rate environment that places the majority of Zimbabweans in a very vulnerable situation. The Government has failed to maintain fiscal discipline, repeatedly missing important fiscal targets it negotiated with the IMF. It has not moved significantly on civil service reform, and privatization of parastatals--successful when implemented for the Dairy Board and the Cotton Company--remains too slow as enormous subsidies continue to drag on the economy.

Strong economic growth rates in 1996 (7.2%) and 1997 (3.7%) mask many underlying problems, including continuing decreases in the purchasing power of Zimbabweans (60% since 1990). This growth was relatively impressive (despite the suspension of IMF support in 1995), due mainly to two strong growing seasons with good rains, following two droughts and unimpressive growth between 1991 and 1995. Nonetheless, continued high interest rates (prime lending rate at 33.5%), accompanied by inflation rates averaging around 20% (and rising), have damaged the private sector--particularly smaller enterprises where the greatest growth potential exists. The IMF has maintained a steady dialogue with the GOZ since suspension of its assistance and has taken every opportunity to point out the deficiencies of the economy while suggesting that fundamental structural changes are required in order to receive a blessing for a second phase of ESAP. (Should the GOZ meet fiscal targets, a first installment of a "standby credit" has been arranged to commence in April, 1998 after the IMF Board meets.) Unfortunately, the 1997/98 GOZ budget submission only paid lip service to the need for economic fundamentals and highlighted the government's confused priorities and lack of discipline in its allocations to ministries.

Bills come due--with political and economic consequences

Emboldened by successes of striking civil servants in winning concessions from the Government in 1996, farm workers (mostly employees of white-owned commercial farms) went on strike in September 1997, resulting in an exacerbation of already strained employee-employer relations. With some violence, the

farm workers won significant pay increases.

A poorly planned and underfunded land expropriation process was announced in December 1997 which targetted mostly white-owned agricultural properties, many of which are highly productive. Deemed by many as unconstitutional, the exercise has been seen by some as an attempt at political appeasement of the majority who remains economically marginalized seventeen years after independence. Racial rhetoric from the ZANU-PF party machinery, including Mugabe himself, has exacerbated the situation and significantly decreased investor confidence.

The war veterans of the liberation struggle of the 1970s, a vitriolic and politically important interest group, won concessions of a sizeable gratuity and monthly pension package that was to be delivered "by Christmas" 1997. At an estimated cost of US\$260 million (for the initial gratuity alone; monthly pension payments must also be covered), this substantial, unbudgeted expense sent a shock through the economy while having an inflationary effect on an already fragile economic equation. Post-payout, the fiscal deficit has been projected to grow to over 12% of GDP.

In early December 1997, the Zimbabwe dollar plunged by nearly 70% against the U.S. dollar. This drop was the result of investor concern that there would be a scarcity of foreign exchange as the import cover had dropped to less than one month due to lower than expected revenues from tobacco and gold. Currency speculation ensued, Government closed foreign currency accounts, and markets reflected the perception that the GOZ was seriously mismanaging the economy.

The social response--"read our lips!"

While not underestimating the considerable influence that ZANU-PF still has in the rural areas, its power has diminished, particularly in urban Zimbabwe. Several significant events have occurred in the past year that demonstrate that both Zimbabwean citizenry and its elected officials are ready to speak out against "business as usual" by the political elite:

- The war veterans, using civil disobedience tactics, successfully negotiated a direct dialogue with the President where they eventually won their lucrative pension payouts. A precedent was set: militancy pays off.
- In December, the Zimbabwe Congress of Trade Unions (ZCTU) organized a national demonstration of public disenchantment that led to a violent police backlash in Harare and Chitungwiza. Further worker actions have been threatened.
- When the Executive Branch unilaterally raised taxes in order to pay for the war veterans' pension package, the Zimbabwean Parliament, in unprecedented fashion, forced repeal of a new levy on an already heavily taxed populace--an encouraging sign that the legislative branch is responding to its constituents.

- Finally, in January, 1998, in response to successive price hikes on basic commodities, Zimbabweans in several urban centers rioted, precipitating a violent response from Zimbabwean security forces. For the first time since independence, the Zimbabwean Army was called in to restore order caused by a civil uprising of its own people.

Other developments that occurred during the year which impacted negatively on the development environment and, ultimately, the success of USAID assistance to Zimbabwe:

- Continued Government stonewalling over a well documented report on atrocities committed during the Fifth Brigade's reign of terror in Matabeleland in the mid-1980's;
- Compelling evidence of gross corruption by the ruling elite in the politically sensitive War Victims Compensation Fund and the National Housing Fund and improper, if not corrupt, tender practices on major infrastructure projects;
- Intimidation and bureaucratic obfuscation against those who challenge corrupt practices through the legal system--evidenced by an indigenous entrepreneur challenging a cellular phone tender;
- A President who spends much of his time abroad and seems increasingly disengaged from the problems of the average citizen;
- A Government campaign of misinformation prone to scapegoating rather than constructive dialogue aimed at long-term solutions;
- A social services sector, where most impressive gains were made in the 1980s, whose infrastructure continues to weaken with no vision for sustainable reforms (exemplified by the inability or unwillingness to address the catastrophic HIV/AIDS epidemic);
- Chronic high unemployment/weak employment growth and up to 300,000 frustrated school leavers each year.

What Next?

The current political and economic drama evolves as prices continue to rise, the standard of living of the average Zimbabwean continues to decrease, and a threat of repression ensues. It is unclear what the next steps of the ZANU-PF dominated Government will be, but it is clear to most observers that radical and creative readjustment of political and economic priorities is required. There is a widely held perception that the current political structure and its key players are incapable of providing the visionary leadership required to move Zimbabwe successfully into the 21st century.

While many, if not most, of these issues are beyond the manageable interest of USAID/Zimbabwe, they

all pose a significant threat to the sustainability of development assistance programs in the country; and they combine to threaten the viability of Zimbabwe itself:

- high interest rates caused by a government straying from economic fundamentals threatens the sustainability of the low-income housing and loan guarantee programs. A major assumption to date has been that interest rates would decrease as Zimbabwe practiced sound structural reform;
- a decrease in investor confidence threatens the ability of the economy to grow and its ability to benefit from the relatively highly educated workforce;
- high inflation bids up the prices of basic commodities which tend to substitute for the less essential commodities (contraceptives and condoms) upon which USAID's family planning and HIV/AIDS program is based;
- the inability of the branches of the Government to maintain a constructive dialogue with its constituents threatens the relative peace and stability that has characterized Zimbabwe since 1980.

In the years ahead, the centrality of democracy and governance issues is clear. But Zimbabweans also feel the need for greater economic empowerment. USAID's decision last year to begin developing a Special Objective, *increased opportunities for participation in the private sector and political processes* has been validated. On the one hand, the timing of the design of a DG Special Objective is propitious as the mission is able to focus its efforts on increasing activity in democracy and governance as events unfold so that they will be relevant in responding to current DG constraints in Zimbabwe. On the other hand, the fact that this design is occurring as USAID/Zimbabwe is losing staff and progressively phasing out has been a constraint to a more aggressive pursuit of this portfolio.

There are encouraging signs that Zimbabwe is ready to move toward a more transparent and inclusive form of government. There are direct calls for constitutional reform (especially in the areas of achieving a greater balance between branches of government). A Parliamentary Reform Committee has made strides in laying out an action program to reform the legislative process while gaining greater independence from the powerful executive branch. Civil society is recognizing a need--and organizing itself in a variety of ways--for constructive dialogue among all stakeholders. The media is playing an increasingly important role in providing better quality information to the citizenry. These are bright beacons of opportunity within the political economy in which USAID will begin to focus its limited Special Objective resources.

The Special Objective will be the area where the mission will focus the greatest effort in the next year. Human resources are being bolstered and the mission team is convinced that resources requested will have a synergistic effect when combined with other Country Team efforts in a targeted, focussed, and strategic manner.

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Zimbabwe

GLOBAL FIELD SUPPORT										
Objective Name	Field Support: Activity Title & Number	Priority *	Duration	Estimated Funding (\$000)						
				FY 1998 Obligated by:		FY 1999 Obligated by:		FY 2000 Obligated by:		
				Operating Unit	Global Bureau	Operating Unit	Global Bureau	Operating Unit	Global Bureau	
S.O. 3: Reduced Fertility and Increased Use of HIV/AIDS Preventive Measures	936-3048 SEATS				20					
" "	936-3052 Population Communication Services	High			250					
" "	936-3057 Central Contraceptive Procurement	High			2,480					
" "	936-3083.01 Measure (Population)	High			750					
" "	936-3083.01 Measure (HIV/AIDS)	High			250		300			
" "	936-5122.05 Johns Hopkins Univ. Coop. Agreement (Vitamin A)	High			500					
	936-3090.3 AIDS MARK (HIV/AIDS)	Medium-high					1,000			
GRAND TOTAL.....					0	4,250	0	1,300	0	0

* For Priorities use high, medium-high, medium, medium-low, low

Program Funding

USAID FY 2000 BUDGET REQUEST BY PROGRAM/COUNTRY

Annex 7
3/3

Country/Program: Zimbabwe
Scenario: Base Level

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S.O. # , Title	Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 99	Estimated Total	FY 2000										Est. Expend. FY 00	Est. Total Cost life of SO	Future Cost (POST 2000)	Year of Final Oblig.		
					Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G						
SO1		Bilateral	5,000	4,000	0	0	0	0	0	0	0	0	0	4,000	0	3,000	32,100	0	2000	
		Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0
		Total		5,000	4,000	0	0	0	0	0	0	0	0	4,000	0	3,000	32,100	0		
SO2		Bilateral	1,000	0	0	0	0	0	0	0	0	0	0	0	0	1,000	49,217	0	1996	
		Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0
		Total		1,000	0	0	0	0	0	0	0	0	0	0	0	1,000	49,217	0		
SO3		Bilateral	11,504	0	0	0	0	0	0	0	0	0	0	0	0	3,800	45,350	0	1999	
		Field Spt	2,200	0	0	0	0	0	0	0	0	0	0	0	1,250	0	0	0		
		Total		13,704	0	0	0	0	0	0	0	0	0	0	5,050	45,350	0			
SPO		Bilateral	2,750	3,000	0	0	1,250	0	0	0	0	0	0	1,750	3,750	16,000	5,000	2002		
		Field Spt	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	
		Total		2,750	3,000	0	0	1,250	0	0	0	0	0	1,750	3,750	16,000	5,000			
		Bilateral		0														0	XX	
		Field Spt		0														0	XX	
		Total		0														0		
		Bilateral		0														0		
		Field Spt		0														0		
		Total		0														0		
		Bilateral		0														0		
		Field Spt		0														0		
		Total		0														0		
Total Bilateral			20,254	7,000	0	0	1,250	0	0	0	0	0	4,000	1,750	11,550	142,667				
Total Field Support			2,200	0	0	0	0	0	0	0	0	0	0	0	1,250	0				
TOTAL PROGRAM			22,454	7,000	0	0	1,250	0	0	0	0	4,000	1,750	12,800	142,667	5,000				

FY 2000 Request Sector Totals -- DA	
Econ Growth	1,250
[Of which Microenterpris	0
HCD	0
PHN	0
Environment	4,000
[Of which Biodiversity]	3,200
Democracy	1,750
Humanitarian	0

FY 2000 Request Sector Totals -- ESF	
Econ Growth	0
[Of which Microenterprise	0
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0
Democracy	0
Humanitarian	0

FY 2001 Target Program Level	3,000
FY 2002 Target Program Level	3,000
FY 2003 Target Program Level	0

Program Funding

USAID FY 1999 Budget Request by Program/Country

Annex 7
2/3

Country/Program: Zimbabwe
Scenario: Base Level

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S.O. # , Title	Approp. Acct	Bilateral/Field Support	Est. SO Pipeline End of FY 98	Estimated Total	FY 1999										Est. Expend. FY 99	Est. Total Cost life of SO	Future Cost (POST 2000)	Year of Final Oblig.	
					Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G					
SO1	Bilateral		9,000	0	0	0	0	0	0	0	0	0	0	0	4,000	32,100	0	2000	
	Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0
	Total		9,000	0	0	0	0	0	0	0	0	0	0	0	4,000	32,100	0		
SO2	Bilateral		3,900	0	0	0	0	0	0	0	0	0	0	0	2,900	49,217	0	1996	
	Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0
	Total		3,900	0	0	0	0	0	0	0	0	0	0	0	2,900	49,217	0		
SO3	Bilateral		14,650	250	0	0	0	0	0	250	0	0	0	0	3,396	45,350	0	1999	
	Field Spt		2,150	1,300	0	0	0	0	0	1,300	0	0	0	0	1,250	0	0		0
	Total		16,800	1,550	0	0	0	0	0	0	1,550	0	0	0	4,646	45,350	0		
SPO	Bilateral		3,500	3,000	0	0	1,250	0	0	0	0	0	0	1,750	3,750	16,000	5,000	2002	
	Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0
	Total		3,500	3,000	0	0	1,250	0	0	0	0	0	0	1,750	3,750	16,000	5,000		
	Bilateral		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	XX
	Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	XX
	Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Bilateral		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total Bilateral			31,050	3,250	0	0	1,250	0	0	250	0	0	0	1,750	14,046	142,667	0		
Total Field Support			2,150	1,300	0	0	0	0	0	1,300	0	0	0	1,250	0	0	0	0	
TOTAL PROGRAM			33,200	4,550	0	0	1,250	0	0	1,550	0	0	1,750	15,296	142,667	5,000	0		

FY 1999 Request Sector Totals -- DA	
Econ Growth	1,250
[Of which Microenterpris	0
HCD	0
PHN	1,550
Environment	0
[Of which Biodiversity]	0
Democracy	1,750
Humanitarian	0

FY 1999 Request Sector Totals -- ESF	
Econ Growth	0
[Of which Microenterprise	0
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0
Democracy	0
Humanitarian	0

FY 2001 Target Program Level	3,000
FY 2002 Target Program Level	3,000
FY 2003 Target Program Level	0

Program Funding

USAID FY 1998 Budget Request by Program/Country

Annex 7
1/3

Country/Program: Zimbabwe
Scenario: Base Level

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S.O. # , Title	Approp. Acct	Bilateral/Fi eld Support	Est. SO Pipeline End of FY 97	Estimated Total	FY 1998										Est. Total Cost life of SO	Future Cost (POST 2000)	Year of Final Oblig.		
					Basic Education	Agric.	Other Growth	Pop	Child Survival	Infectious Diseases	HIV/AIDS	Other Health	Environ	D/G				Est. Expend. FY 98	
SO1	Bilateral		11,100	2,900	0	0	0	0	0	0	0	0	0	2,900	0	5,000	32,100	0	2000
	Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Total		11,100	2,900	0	0	0	0	0	0	0	0	0	2,900	0	5,000	32,100	0	
SO2	Bilateral		13,300	0	0	0	0	0	0	0	0	0	0	0	0	9,400	49,217	0	1996
	Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Total		13,300	0	0	0	0	0	0	0	0	0	0	0	0	9,400	49,217	0	
SO3	Bilateral		13,200	1,200	0	0	0	0	0	1,200	0	0	0	0	0	4,000	45,350	0	1999
	Field Spt		900	4,250	0	0	0	3,500	0	750	0	0	0	0	0	3,000	0	0	
	Total		14,100	5,450	0	0	0	3,500	0	1,950	0	0	0	0	0	7,000	45,350	0	
SPO	Bilateral		500	3,500	0	0	1,800	0	0	0	0	0	0	1,700	500	16,000	5,000	2002	
	Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
	Total		500	3,500	0	0	1,800	0	0	0	0	0	0	1,700	500	16,000	5,000		
	Bilateral		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	XX
	Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Bilateral		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	XX
	Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Bilateral		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Field Spt		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Total		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL PROGRAM	Bilateral		38,100	7,600	0	0	1,800	0	0	1,200	0	0	2,900	1,700	18,900	142,667			
	Field Support		900	4,250	0	0	0	3,500	0	750	0	0	0	0	3,000	0			
	TOTAL PROGRAM		39,000	11,850	0	0	1,800	3,500	0	1,950	0	0	2,900	1,700	21,900	142,667	5,000		

FY 1998 Request Sector Totals -- DA	
Econ Growth	1,800
[Of which Microenterpris	0
HCD	0
PHN	5,450
Environment	2,900
[Of which Biodiversity]	2,320
Democracy	1,700
Humanitarian	0

FY 1998 Request Sector Totals -- ESF	
Econ Growth	0
[Of which Microenterprise	0
HCD	0
PHN	0
Environment	0
[Of which Biodiversity]	0
Democracy	0
Humanitarian	0

FY 2001 Target Program Level	3,000
FY 2002 Target Program Level	3,000
FY 2003 Target Program Level	0

Org. USAID/Zimbabwe FY 1998 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	1	1	0	0	0	0	0	2	3	1	1	0	0	0	5	7
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited Program	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	1	0	2	0	1	0	0	4	0	0	0	0	0	0	0	4
FSN/TCN Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1
FSN/TCN Non-Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program	0	0	0	0	0	0	0	0	4	12	24	0	0	0	40	40
	2	3	2	0	1	0	0	8	0	0	0	0	0	0	0	8
Total Staff Levels	4	4	4	0	2	0	0	14	7	13	26	0	0	0	46	60
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

1/ Excluding TAACS and Fellows

Org. USAID/Zimbabwe FY 1999 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	1	1	0	0	0	0	0	2	3	1	1	0	0	0	5	7
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program	0	0	2	0	1	0	0	3	0	0	0	0	0	0	0	3
FSN/TCN Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1
FSN/TCN Non-Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	4	12	24	0	0	0	40	40
Program	2	3	2	0	1	0	0	8	0	0	0	0	0	0	0	8
Total Staff Levels	3	4	4	0	2	0	0	13	7	13	26	0	0	0	46	59
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

1/ Excluding TAACS and Fellows

Org. USAID/Zimbabwe FY 1999 Request On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	1	1	0	0	0	0	0	2	3	1	1	0	0	0	5	7
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program	0	0	2	0	1	0	0	3	0	0	0	0	0	0	0	3
FSN/TCN Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1
FSN/TCN Non-Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	4	12	24	0	0	0	40	40
Program	2	3	2	0	1	0	0	8	0	0	0	0	0	0	0	8
Total Staff Levels	3	4	4	0	2	0	0	13	7	13	26	0	0	0	46	59
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

1/ Excluding TAACS and Fellows

Org. USAID/Zimbabwe FY 2000 Target On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	1	0	0	0	0	0	0	1	3	1	1	0	0	0	5	6
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program	0	0	1	0	1	0	0	2	0	0	0	0	0	0	0	2
FSN/TCN Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1
FSN/TCN Non-Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	4	9	20	0	0	0	33	33
Program	2	0	1	0	1	0	0	4	0	0	0	0	0	0	0	4
Total Staff Levels	3	0	2	0	2	0	0	7	7	10	22	0	0	0	39	46
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

1/ Excluding TAACS and Fellows

Org. USAID/Zimbabwe FY 2000 Request On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	1	0	0	0	0	0	0	1	3	1	1	0	0	0	5	6
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program	0	0	1	0	1	0	0	2	0	0	0	0	0	0	0	2
FSN/TCN Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1
FSN/TCN Non-Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	4	9	20	0	0	0	33	33
Program	2	0	1	0	1	0	0	4	0	0	0	0	0	0	0	4
Total Staff Levels	3	0	2	0	2	0	0	7	7	10	22	0	0	0	39	46
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

1/ Excluding TAACS and Fellows

Org. USAID/Zimbabwe FY 2001 On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
U.S. Direct Hire	1	0	0	0	0	0	0	1	3	1	1	0	0	0	5	6
Other U.S. Citizens: 1/ OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Program	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
FSN/TCN Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1
FSN/TCN Non-Direct Hire: OE Internationally Recruited	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	3	8	16	0	0	0	27	27
Program	2	0	1	0	1	0	0	4	0	0	0	0	0	0	0	4
Total Staff Levels	3	0	2	0	1	0	0	6	6	9	18	0	0	0	33	39
TAACS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fellows	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

1/ Excluding TAACS and Fellows

Org. USAID/Zimbabwe Summary On-Board Estimate	SO/SpO Staff							Total SO/SpO Staff	Management Staff						Total Mgmt.	Grand Total Staff
	SO 1	SO 2	SO 3	SO 4	SpO 1	SpO 2	SpO 3		Org. Mgmt.	Con- troller	AMS/ EXO	Con- tract	Legal	All Other		
FY 1998:																
U.S. Direct Hire	1	1	0	0	0	0	0	2	3	1	1	0	0	0	5	7
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	4	12	25	0	0	0	41	41
Total OE Funded Staff	1	1	0	0	0	0	0	2	7	13	26	0	0	0	46	48
Program Funded	3	3	4	0	2	0	0	12	0	0	0	0	0	0	0	12
Total FY 1998	4	4	4	0	2	0	0	14	7	13	26	0	0	0	46	60
FY 1999 Target:																
U.S. Direct Hire	1	1	0	0	0	0	0	2	3	1	1	0	0	0	5	7
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	4	12	25	0	0	0	41	41
Total OE Funded Staff	1	1	0	0	0	0	0	2	7	13	26	0	0	0	46	48
Program Funded	2	3	4	0	2	0	0	11	0	0	0	0	0	0	0	11
Total FY 1999 Target	3	4	4	0	2	0	0	13	7	13	26	0	0	0	46	59
FY 1999 Request:																
U.S. Direct Hire	1	1	0	0	0	0	0	2	3	1	1	0	0	0	5	7
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	4	12	25	0	0	0	41	41
Total OE Funded Staff	1	1	0	0	0	0	0	2	7	13	26	0	0	0	46	48
Program Funded	2	3	4	0	2	0	0	11	0	0	0	0	0	0	0	11
Total FY 1999 Request	3	4	4	0	2	0	0	13	7	13	26	0	0	0	46	59
FY 2000 Target:																
U.S. Direct Hire	1	0	0	0	0	0	0	1	3	1	1	0	0	0	5	6
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	4	9	21	0	0	0	34	34
Total OE Funded Staff	1	0	0	0	0	0	0	1	7	10	22	0	0	0	39	40
Program Funded	2	0	2	0	2	0	0	6	0	0	0	0	0	0	0	6
Total FY 2000 Target	3	0	2	0	2	0	0	7	7	10	22	0	0	0	39	46
FY 2000 Request:																
U.S. Direct Hire	1	0	0	0	0	0	0	1	3	1	1	0	0	0	5	6
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	4	9	21	0	0	0	34	34
Total OE Funded Staff	1	0	0	0	0	0	0	1	7	10	22	0	0	0	39	40
Program Funded	2	0	2	0	2	0	0	6	0	0	0	0	0	0	0	6
Total FY 2000 Request	3	0	2	0	2	0	0	7	7	10	22	0	0	0	39	46
FY 2001 Estimate:																
U.S. Direct Hire	1	0	0	0	0	0	0	1	3	1	1	0	0	0	5	6
OE Internationally Recr	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
OE Locally Recruited	0	0	0	0	0	0	0	0	3	8	17	0	0	0	28	28
Total OE Funded Staff	1	0	0	0	0	0	0	1	6	9	18	0	0	0	33	34
Program Funded	2	0	2	0	1	0	0	5	0	0	0	0	0	0	0	5
Total FY 2001 Estimate	3	0	2	0	1	0	0	6	6	9	18	0	0	0	33	39

MISSION :

USAID/HARARE, ZIMBABWE

USDH STAFFING REQUIREMENTS BY SKILL CODE

BACKSTOP (BS)	NO. OF USDH EMPLOYEES IN BACKSTOP FY 98	NO. OF USDH EMPLOYEES IN BACKSTOP FY 99	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2000	NO. OF USDH EMPLOYEES IN BACKSTOP FY 2001
01SMG	1	1	1	1
02 Program Off.	1	1	1	1
03 EXO	1	1	1	1
04 Controller	1	1	1	1
05/06/07 Secretary	0	0	0	0
10 Agriculture.	0	0	0	0
11Economics	0	0	0	0
12 GDO	0	0	0	0
12 Democracy	0	0	0	0
14 Rural Dev.	0	0	0	0
15 Food for Peace	0	0	0	0
21 Private Ent.	1	1	0	0
25 Engineering	0	0	0	0
40 Environ	1	1	1	1
50 Health/Pop.	0	0	0	0
60 Education	0	0	0	0
75 Physical Sci.	0	0	0	0
85 Legal	0	0	0	0
92 Commodity Mgt	0	0	0	0
93 Contract Mgt	0	0	0	0
94 PDO	1	1	1	1
95 IDI	0	0	0	0
Other*	0	0	0	0
TOTAL	7	7	6	6

*please list occupations covered by other if there are any

Org. Title: Zimbabwe		Overseas Mission Budgets														
Org. No:		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
Org. Title: Zimbabwe		Overseas Mission Budgets														
Org. No:		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
OC		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total

Org. Title: Zimbabwe Org. No: OC	Overseas Mission Budgets														
	FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
	Dollars	TF	Total	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			Do not enter data on this line		
11.1 Base Pay & pymt. for annual leave balances - FNDH	1	10.5	11.5	14.4	0	14.4	14.4	0	14.4	0	0	0	18	0	18
Subtotal OC 11.1	1	10.5	11.5	14.4	0	14.4	14.4	0	14.4	0	0	0	18	0	18
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			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
Subtotal OC 11.3	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			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
11.5 FNDH	0	0.9	0.9	1.1	0	1.1	1.1	0	1.1	0	0	0	1.4	0	1.4
Subtotal OC 11.5	0	0.9	0.9	1.1	0	1.1	1.1	0	1.1	0	0	0	1.4	0	1.4
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			Do not enter data on this line		
11.8 USpsc Salaries	36	0	36	41.4	0	41.4	41.4	0	41.4	0	0	0	47.6	0	47.6
11.8 FN PSC Salaries	0	408.4	408.4	510.5	0	510.5	510.5	0	510.5	0	0	0	638.1	0	638.1
11.8 IPA/Details-In/PASAs/RSSAs Salaries	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 11.8	36	408.4	444.4	551.9	0	551.9	551.9	0	551.9	0	0	0	685.7	0	685.7
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			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			Do not enter data on this line		
12.1 Educational Allowances	69.5	0	69.5	76.4	0	76.4	76.4	0	76.4	0	0	0	72.8	0	72.8
12.1 Cost of Living Allowances	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
12.1 Quarters Allowances	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1 Other Misc. USDH Benefits	5	0	5	5	0	5	5	0	5	0	0	0	6	0	6
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			Do not enter data on this line		
12.1 Payments to the FSN Separation Fund - FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1 Other FNDH Benefits	1	1.6	2.6	3.3	0	3.3	3.3	0	3.3	0	0	0	4.1	0	4.1
12.1 US PSC Benefits	17.5	0	17.5	20.1	0	20.1	20.1	0	20.1	0	0	0	23.1	0	23.1
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			Do not enter data on this line		
12.1 Payments to the FSN Separation Fund - FN PSC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.1 Other FN PSC Benefits	0	86.5	86.5	108.1	0	108.1	108.1	0	108.1	0	0	0	135.1	0	135.1
12.1 IPA/Detail-In/PASA/RSSA Benefits	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 12.1	93	88.1	181.1	212.9	0	212.9	212.9	0	212.9	0	0	0	241.1	0	241.1
13 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			Do not enter data on this line		
13 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			Do not enter data on this line		
13 Severance Payments for FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13 Other Benefits for Former Personnel - FNDH	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13 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			Do not enter data on this line		
13 Severance Payments for FN PSCs	0	50	50	0	0	0	0	0	0	0	0	0	80	0	80
13 Other Benefits for Former Personnel - FN PSCs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 13.0	0	50	50	0	0	0	0	0	0	0	0	0	80	0	80

Org. Title: Zimbabwe Org. No: OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
21	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			Do not enter data on this line		
21	Training Travel	59	0	59	40	0	40	40	0	40	0	0	0	30	0	30
21	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			Do not enter data on this line		
21	Post Assignment Travel - to field	2	0	2	0	0	0	0	0	0	0	0	0	57.6	0	57.6
21	Assignment to Washington Travel	0	0	0	0	0	0	0	0	0	0	0	0	8.8	0	8.8
21	Home Leave Travel	46.2	0	46.2	12.6	0	12.6	12.6	0	12.6	0	0	0	53.9	0	53.9
21	R & R Travel	10.7	0	10.7	42.3	0	42.3	42.3	0	42.3	0	0	0	20.2	0	20.2
21	Education Travel	10.5	0	10.5	12.4	0	12.4	12.4	0	12.4	0	0	0	7.8	0	7.8
21	Evacuation Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21	Retirement Travel	6.5	0	6.5	0	0	0	0	0	0	0	0	0	0	0	0
21	Pre-Employment Invitational Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21	Other Mandatory/Statutory Travel	10.8	0	10.8	14.8	0	14.8	14.8	0	14.8	0	0	0	17.7	0	17.7
21	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			Do not enter data on this line		
21	Site Visits - Headquarters Personnel	11.5	0	11.5	10	0	10	10	0	10	0	0	0	10	0	10
21	Site Visits - Mission Personnel	3	6	9	12	0	12	12	0	12	0	0	0	10	0	10
21	Conferences/Seminars/Meetings/Retreats	19.9	0	19.9	30.1	0	30.1	30.1	0	30.1	0	0	0	40	0	40
21	Assessment Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21	Impact Evaluation Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21	Disaster Travel (to respond to specific disasters)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21	Recruitment Travel	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21	Other Operational Travel	3	0	3	5	0	5	5	0	5	0	0	0	5	0	5
	Subtotal OC 21.0	183.1	6	189.1	179.2	0	179.2	179.2	0	179.2	0	0	0	261	0	261
22	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			Do not enter data on this line		
22	Post assignment freight	18.3	0	18.3	0	0	0	0	0	0	0	0	0	250.5	0	250.5
22	Home Leave Freight	47.9	0	47.9	14.5	0	14.5	14.5	0	14.5	0	0	0	19.3	0	19.3
22	Retirement Freight	14.8	0	14.8	0	0	0	0	0	0	0	0	0	0	0	0
22	Transportation/Freight for Office Furniture/Equip.	11	0	11	43	0	43	43	0	43	0	0	0	6	0	6
22	Transportation/Freight for Res. Furniture/Equip.	2	0	2	2	0	2	2	0	2	0	0	0	3	0	3
	Subtotal OC 22.0	94	0	94	59.5	0	59.5	59.5	0	59.5	0	0	0	278.8	0	278.8
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			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
23.2	Rental Payments to Others - Warehouse Space	0	21.5	21.5	25.1	0	25.1	25.1	0	25.1	0	0	0	28.8	0	28.8
23.2	Rental Payments to Others - Residences	0	25.2	25.2	26	0	26	26	0	26	0	0	0	24.8	0	24.8
	Subtotal OC 23.2	0	46.7	46.7	51.1	0	51.1	51.1	0	51.1	0	0	0	53.6	0	53.6
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			Do not enter data on this line		
23.3	Office Utilities	0	12	12	13.8	0	13.8	13.8	0	13.8	0	0	0	15.9	0	15.9
23.3	Residential Utilities	0	8.4	8.4	8.4	0	8.4	8.4	0	8.4	0	0	0	8.4	0	8.4
23.3	Telephone Costs	10.7	35.1	45.8	52.7	0	52.7	52.7	0	52.7	0	0	0	60.6	0	60.6
23.3	ADP Software Leases	0	0	0	3	0	3	3	0	3	0	0	0	3	0	3
23.3	ADP Hardware Lease	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
23.3	Postal Fees (Other than APO Mail)	0	0.4	0.4	0.5	0	0.5	0.5	0	0.5	0	0	0	0.6	0	0.6
23.3	Other Mail Service Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23.3	Courier Services	0	10.7	10.7	12.3	0	12.3	12.3	0	12.3	0	0	0	14.1	0	14.1
	Subtotal OC 23.3	10.7	66.6	77.3	90.7	0	90.7	90.7	0	90.7	0	0	0	102.6	0	102.6

Org. Title: Zimbabwe Org. No: OC	Overseas Mission Budgets														
	FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
24 Printing and Reproduction	0	0.7	0.7	0.8	0	0.8	0.8	0	0.8	0	0	0	1.2	0	1.2
Subtotal OC 24.0	0	0.7	0.7	0.8	0	0.8	0.8	0	0.8	0	0	0	1.2	0	1.2
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			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
25.1 Management & Professional Support Services	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
Subtotal OC 25.1	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			Do not enter data on this line		
25.2 Office Security Guards	0	25.4	25.4	33	0	33	33	0	33	0	0	0	39.6	0	39.6
25.2 Residential Security Guard Services	0	27	27	29.9	0	29.9	29.9	0	29.9	0	0	0	36.2	0	36.2
25.2 Official Residential Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2 Representation Allowances	1.1	0	1.1	1.1	0	1.1	1.1	0	1.1	0	0	0	1.1	0	1.1
25.2 Non-Federal Audits	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
25.2 Insurance and Vehicle Registration Fees	0	0.8	0.8	0.9	0	0.9	0.9	0	0.9	0	0	0	1.1	0	1.1
25.2 Vehicle Rental	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
25.2 Records Declassification & Other Records Services	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
25.2 Penalty Interest Payments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.2 Other Miscellaneous Services	0	13.3	13.3	13.7	0	13.7	13.7	0	13.7	0	0	0	15.7	0	15.7
25.2 Staff training contracts	20	36	56	29.8	0	29.8	29.8	0	29.8	0	0	0	37.8	0	37.8
25.2 ADP related contracts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Subtotal OC 25.2	21.1	102.5	123.6	108.4	0	108.4	108.4	0	108.4	0	0	0	131.5	0	131.5
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			Do not enter data on this line		
25.3 ICASS	80	0	80	80	0	80	80	0	80	0	0	0	80	0	80
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
Subtotal OC 25.3	80	0	80	80	0	80	80	0	80	0	0	0	80	0	80
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			Do not enter data on this line		
25.4 Office building Maintenance	0	4.6	4.6	5.3	0	5.3	5.3	0	5.3	0	0	0	6.1	0	6.1
25.4 Residential Building Maintenance	0	13.2	13.2	15.2	0	15.2	15.2	0	15.2	0	0	0	16.2	0	16.2
Subtotal OC 25.4	0	17.8	17.8	20.5	0	20.5	20.5	0	20.5	0	0	0	22.3	0	22.3
25.6 Medical Care	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
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			Do not enter data on this line		
25.7 ADP and telephone operation and maintenance costs	6.1	0	6.1	6.1	0	6.1	6.1	0	6.1	0	0	0	6.1	0	6.1
25.7 Storage Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25.7 Office Furniture/Equip. Repair and Maintenance	0	4.2	4.2	5.2	0	5.2	5.2	0	5.2	0	0	0	6	0	6

Org. Title: Zimbabwe Org. No: OC		Overseas Mission Budgets														
		FY 1998			FY 1999 Target			FY 1999 Request			FY 2000 Target			FY 2000 Request		
		Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total	Dollars	TF	Total
25.7	Vehicle Repair and Maintenance	0	3.6	3.6	4.5	0	4.5	4.5	0	4.5	0	0	0	5.2	0	5.2
25.7	Residential Furniture/Equip. Repair and Maintenance	0	4	4	5.3	0	5.3	5.3	0	5.3	0	0	0	6.1	0	6.1
	Subtotal OC 25.7	6.1	11.8	17.9	21.1	0	21.1	21.1	0	21.1	0	0	0	23.4	0	23.4
25.8	Subsistence and support of persons (by contract or Government)	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
26	Supplies and materials	25	26.4	51.4	50	0	50	50	0	50	0	0	0	55	0	55
	Subtotal OC 26.0	25	26.4	51.4	50	0	50	50	0	50	0	0	0	55	0	55
31	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			Do not enter data on this line		
31	Purchase of Residential Furniture/Equip.	5	5	10	10	0	10	10	0	10	0	0	0	10	0	10
31	Purchase of Office Furniture/Equip.	5	5	10	35	0	35	35	0	35	0	0	0	10	0	10
31	Purchase of Vehicles	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31	Purchase of Printing/Graphics Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
31	ADP Hardware purchases	15	0	15	92.8	0	92.8	92.8	0	92.8	0	0	0	4	0	4
31	ADP Software purchases	0	0	0	7.5	0	7.5	7.5	0	7.5	0	0	0	0	0	0
	Subtotal OC 31.0	25	10	35	145.3	0	145.3	145.3	0	145.3	0	0	0	24	0	24
32	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			Do not enter data on this line		
32	Purchase of Land & Buildings (& construction of buildings)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32	Purchase of fixed equipment for buildings	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32	Building Renovations/Alterations - Office	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32	Building Renovations/Alterations - Residential	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
42	Claims and indemnities	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
TOTAL BUDGET		575	846.4	1421.4	1586.9	0	1586.9	1586.9	0	1586.9	0	0	0	2059.6	0	2059.6
Dollars Used for Local Currency Purchases		0			948.8			948.8			.			1236		
Exchange Rate Used in Computations		1 15			1 15			1 15			1 15			1 15		
Workyears of Effort 1/		0			1			1			0			1		
	FNDH	0	1	1	1	0	1	1	0	1	0	0	0	1	0	1
	FN PSCs	0	40	40	40	0	40	40	0	40	0	0	0	33	0	33
	IPAs/Details-In	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Manpower Contracts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Workyears		0	41	41	41	0	41	41	0	41	0	0	0	34	0	34

1/ One workyear of effort is equal to 2080 hours worked.

TRUST FUNDS & FSN SEPARATION FUND

Orgno: 613
 Org. Title: USAID/ZIMBABWE

Annex 10

Foreign National Voluntary Separation Account

Action	FY 97			FY 98			FY 99		
	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

Unfunded Liability (if any)
 at the end of each FY.

Local Currency Trust Funds - Regular (\$000s)

	FY 97	FY 98	FY 99
Balance Start of Year	1,489.2	1,036.8	340.6
Obligations	1,030.0	846.4	948.8
Deposits	577.6	150.2	12.9
Balance End of Year	1,036.8	340.6	(595.3)

Exchange Rate(s) Used - US\$1.00 = Z\$15.00

Trust Funds in Dollar Equivalents, not in Local Country Equivalents

Local Currency Trust Funds - Real Property (\$000s)

	FY 97	FY 98	FY 99
Balance Start of Year	0.0	0.0	0.0
Obligations	0.0	0.0	0.0
Deposits	0.0	0.0	0.0
Balance End of Year	0.0	0.0	0.0

Trust Funds in Dollar Equivalents, not in Local Country Equivalents