

OFFICE MEMORANDUM

DATE: June 18, 1999

TO: Ken King, Assistant Deputy CEO, GEFSEC
GEF PROGRAM COORDINATION

FROM: Lars Vidaeus, GEF Executive Coordinator



EXTENSION: 39727

SUBJECT: **ZIMBABWE: Theatre for Africa Community Outreach Programme for conservation and sustainable use of biological resources GEF Medium Size Project (MSP)**

Please find attached the MSP Brief for the above-mentioned project. The project has been endorsed by the GEF national operational focal points (see letters also attached).

In accordance with operational guidance for approval of Medium-Sized Projects, we are submitting this project brief to the GEF Secretariat for action by the Chief Executive Officer (CEO). We are simultaneously circulating copies to UNDP/GEF, UNEP/GEF, STAP, and the CBD for comments within 15 working days, or by July 9, 1999.

We look forward to receiving the GEF Secretariat's guidance on the next processing steps for the Medium Size Project within 10 working days, or by July 23, 1999. Thank you and best regards.

Copies:

R. Asenjo, UNDP (Fax : 212-906-6998)
A. Djoghlafl, UNEP (Nairobi) (Fax: 254-2-520-825)
R. Khanna, UNEP (Washington) (Fax: 202-331-4225)
M. Gadgil, STAP (Fax: 91-80-334-1683)
M. Griffith, STAP Secretariat (Nairobi) (Fax: 254-2-623-140)
H. Zedan, CBD Secretariat (Fax: 1-514-288-6588)

Messrs/Mmes. C. Cook, A. Kiss, J. Bojö (AFTE1); F. Pichon; Mackinnon, Bossard, Towsey (ENV); ENVGC ISC; C. Crepin, E. Mekonnen, AFTE1; Divisional File

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MEDIUM-SIZED PROJECT BRIEF – ZIMBABWE

Project Summary

PROJECT IDENTIFIERS:	
Project name: Theatre for Africa Community Outreach Programme for conservation and sustainable use of biological resources	GEF Implementing Agency: World Bank
Countries in which the project is being implemented and eligibility: Botswana – CBD ratification 12/10/95 Malawi – CBD ratification 4/2/94 Mozambique – CBD ratification 25/8/95 Namibia – CBD ratification 16/5/97 South Africa – CBD ratification 2/11/95 Zambia – CBD ratification 28/5/93 Zimbabwe – CBD ratification 11/11/94	GEF Focal area: Biological diversity Operational Program Number 1: Arid and Semi-Arid Ecosystems.
Operational program/short-term measure: GEF's arid and semi-arid ecosystems operational program	
GEF national operational focal point and date of country endorsement: Zimbabwe – endorsed 07/7/98 Botswana – endorsed 23/09/98 Namibia – endorsed 09/12/98 Zambia – endorsed 05/01/99 Mozambique – endorsed 24/05/99 Malawi – endorsed 04/02/99 South Africa – endorsed 03/02/99	
Project linkage to national priorities, action plans and programs: As a component of their national biodiversity strategies, NEAP's, NCS's and/or Green Plans, each of the 7 target countries has adopted policies and are implementing programs – known as Community Based Natural Resource Management (CBNRM) programs - to promote the active participation of local communities in the conservation and sustainable use of biodiversity. The Southern African Development Community (SADC) has prioritized CBNRM as a strategy and is implementing a Natural Resources Management Programme (SADC-NRMP) in all the target countries. This project has been designed in consultation with and will be implemented in partnership with both the national and regional CBNRM executing agencies to ensure that it responds to country priorities and complements existing programs.	
PROJECT OBJECTIVES AND ACTIVITIES:	
<p>Project Rationale: Population growth and dependence on natural resources is threatening a wide range of globally significant biodiversity in the arid and semi-arid savannas of southern Africa. CBNRM initiatives have been promoted to resolve the conservation and development conflicts. The early results are promising but limited. A rapid expansion of national and community support for these initiatives is required to secure the globally significant biodiversity.</p> <p>Project Objective: Development of a model to mobilize local and national constituencies for the conservation and sustainable use of globally significant biodiversity</p>	<p>Indicators:</p> <ul style="list-style-type: none"> • Level of support for CBNRM in legislation, policies • Change in use rights at project site and user awareness of key components of resource laws and regulations • Existence of effective, empowered, representative local management body • Change in local cooperation with relevant government agencies • Change in total area of land use compatible with biodiversity conservation • Increase in cash or in-kind benefits returned to community as a result of biodiversity conservation • Rate of change in habitat loss / degradation • Number of outreach programs undertaken

<p>Project Outputs:</p> <ul style="list-style-type: none"> - National and regional CBNRM co-ordination, Communications and networking mechanisms strengthened - Development of artistic and theatrical capacity specifically trained in communicating CBNRM and global biodiversity conservation issues - Selected communities in target areas have improved access to information and understanding of their rights and responsibilities in relation to CBNRM, resulting in enhanced community management and conservation of biodiversity - Policy makers in each country informed of community resource management concerns and policy responses of other countries in the region - International tourists informed and educated concerning biodiversity conservation and community development issues in southern Africa - A research study evaluating theatre and 'the arts' as a communications and outreach tool 	<p>Indicators:</p> <ul style="list-style-type: none"> - Establishment of 7 national project 'steering committees' consisting of government, NGO, theatre groups and others - 7 trained and experienced national 'performance teams' integrated into existing CBNRM programmes - At least 30 'theatrical workshops' are held in project areas in each country - Each country provides one play to form a regional 'theatrical road show' to visit capital cities in each of the 7 countries, targeted specifically at policy makers, enabling an exchange of experiences and lessons in relation to CBNRM - Tourist lodges in at least 4 countries integrate local theatrical productions into their tourist packages, providing long-term employment opportunities and replicable approaches for other areas and countries - Compilation of an evaluation report by an independent researcher based on analytic, systematic and comparative monitoring of this and other projects
<p>Project Activities to achieve outcomes:</p> <ul style="list-style-type: none"> - National planning meetings and country review (\$150,000) - Theatrical and facilitation training (\$240,000) - In-country extension activities (\$425,250) - Regional 'road-show' (\$80,000) - Inter-country exchanges (\$15,000) - Investigation of potential for 'Guardians of Eden' to undertake tour of Africa 	<p>Indicators:</p> <ul style="list-style-type: none"> - steering committee reports and actors selected - development of training courses and 14 actors trained - national performance teams integrated into on-going CBNRM extension activities - performances in capital cities in 7 countries attended by policy makers and media - communities in 7 project areas are exposed to experiences of communities in other countries on relevant issues - consultations with colleagues in other parts of Africa

Estimate Budget (in US\$):

GEF:	750,000 (including PDF A)
Other:	192,950
Total:	942,950

Information on Project Proposer: Zimbabwe Trust, a registered Social Welfare organization in Zimbabwe, is the proposing agency. Information on Zimbabwe Trust is attached in Annex 1.

Information on Executing Agency: Same as above.

Date of Initial Submission of Project Concept: 29 July 1998

Project Identification Number:

Implementing Agency Contact Person: Francisco Pichon, World Bank, 1818 H Street, NW. Washington DC 20433, USA. (202) 473-7510, fax: (202) 473-8178, fpichon@worldbank.org.

Project Linkage to Implementing Agency: Through support for policy reform and program assistance in the area of community based natural resource management the World Bank has been actively assisting all the countries where the project is to be implemented. Because of its innovative approach to and emphasis on building public, non-government and community capacity for improved environmental management, the project is consistent with the objectives of the Bank's County Assistance Strategies for the target countries. The project also supports ongoing efforts for devolution of authority and responsibility for management of natural resources to local structures of governance and community levels that are also in line with the primary aims of the County Assistance Strategies. As Parties to the Convention on Biological Diversity, all target countries have already adopted policies, plans and programs to engage the active participation of local communities in the conservation and sustainable use of biological resources. Therefore, the proposed activities will address country priorities as well as enhance the implementation of existing programs.

PROJECT DESCRIPTION

Project rationale and objectives

The highest rate of deforestation currently taking place in the world is in the semi-arid savannas of southern Africa (up to 10% per annum in parts of the region). The human population is increasing at rates exceeding 3% per annum and the requirement for new lands to support agricultural production is the greatest threat to biological diversity in the region. The tragedy of this process is that the newly cleared lands are unable to support sustainable agriculture and higher valued land uses which rely on the tourism potential of the charismatic megafauna unique to Africa are being foreclosed.

In an attempt to address this situation, all the project target countries have adopted policies and programs that promote Community Based Natural Resource Management (CBNRM) strategies. These seek to actively engage the participation of local communities in the conservation and sustainable use of biodiversity. The early results from CBNRM initiatives are promising; with declines recorded in the rate of natural habitat clearance and species utilization in the best performing sites. However, further progress, replication and expansion of these initiatives is constrained by attitudinal and knowledge barriers within central government agencies, political representatives and local communities, which result in sub-optimum legislative and institutional frameworks for CBNRM.

This project will contribute to an improved understanding of the obstacles to adequate implementation of CBNRM activities in biodiversity-rich project site areas (e.g. inadequate tenure systems, weak linkages between responsibility and benefits, etc) while testing innovative constituency building approaches to overcome these obstacles. (see attached map and table of sites and global biodiversity significance). The model envisaged is innovative in that it builds on local culture and uses theater, story telling, dance, physical expression, songs, music and other media to convey messages about conservation and sustainable use which are adaptable to many settings and a wide range of target audiences. The project will mobilize community stewardship and promote the regional, transboundary collaboration required for an eco-regional approach to conservation.

The regional approach which the GEF can catalyze is critical. Regional coordination in the promotion, implementation and advancement of CBNRM activities will generate greater biodiversity conservation results than the sum of any number of individual country efforts. Further, the peer pressure generated from a regional approach is often critical to securing domestic political support for environmental activities.

Interest and enthusiasm for using theatre and 'the arts' in general as a means of improving communication within CBNRM has been generated amongst all stakeholders throughout the region by the experience and success of the Theatre for Africa production, 'Guardians of Eden'. 'Guardians' was commissioned by the IUCN Southern African Sustainable Use Specialist Group (SASUSG) to present southern Africa's perspective on biodiversity conservation to the IUCN World Conservation Congress (WCC) in 1996. It achieved a powerful impact leading to the adoption by the WCC of several progressive resolutions on the conservation and sustainable use of biodiversity. 'Guardians' also undertook a tour of Europe and North America, receiving several prestigious international awards and considerable international media attention whilst conveying in a straightforward and cross-cultural manner the complexities of biodiversity conservation in the African context. The success of 'Guardians' as a powerful and culturally sensitive environmental education tool, capable of conveying complex messages to the general public, media, policy and decision-makers, was also demonstrated throughout the SADC region where a further tour was undertaken. This tour by 'Guardians' is still provoking discussion and analysis of issues crucial to CBNRM and the sustainable use of biodiversity amongst all stakeholders, notably policy makers, throughout the region today. As a result of its success with Guardians, Theatre for Africa has been commissioned to work on similar theatrical productions for the GEF/SADC Lake Malawi/Nyasa Biodiversity Project, and the GEF/South Africa Table Mountain Project.

The experience of 'Guardians' and similar initiatives has clearly demonstrated that 'the arts' - particularly drama - can serve as an innovative, participatory and culturally sensitive way in which to promote effective two way communication both at and between grass-roots and policy levels. This project will enable local and traditional knowledge and practices to be 'rediscovered', reinvigorated and communicated so as to stimulate and empower rural communities to manage and sustainably use their biological resources.

In recognition of the urgency of the resource management issues in semi-arid savannas, the parties to the Convention on Biological Diversity (CBD) have decided to focus on semi-arid savannas and sustainable use, including tourism, at the next Conference of the Parties in the year 2000. A key topic will be land use outside protected areas and the involvement of local communities in the management of biodiversity. As all project target countries are Parties to the CBD, they are obligated to undertake activities that promote local community involvement in the conservation and sustainable use of biological resources. Specifically relevant Articles in this regard include 8(j), 10(c)(d), 11, 12 and 13. As the project essentially takes the form of a public education and awareness program using local and traditional means of communication to promote incentives for local community participation in implementing the Objectives of the Convention, it is of special relevance to Articles 8(j), 11 and 13.

As this project has been designed in consultation with and will be implemented in collaboration with government agencies, NGOs and theatre groups in each of the target countries, the project's objectives and activities are tailored to meet the needs and requirements of national priorities and programs.

Current Situation

The project covers an area which is one of the most ecologically rich and diverse regions of the world and remains among the few regions in the world where abundant quantities and varieties of wild animals roam in their natural habitat. The global ecological significance of the region, which includes many important and endemic floral systems and hosts a wide range of endemic, rare and endangered fauna, has been recognized with the classification of numerous protected areas as world heritage sites. However, the wildlife and its habitat are coming under increasing pressure. Innovative solutions are being sought to safeguard the region's biodiversity. At the forefront of these are the CBNRM strategies that aim to foster conservation measures that address poverty alleviation and community development through the sustainable use of biological resources at a community level.

The CBNRM initiatives in each country have evolved specifically to meet varied national priorities, are at different stages of their evolution, and are implemented in a variety of different ways, resulting in significant distinctions between them. Nevertheless, all these initiatives appear to be evolving along a common continuum of implementation steps, policy reforms and increasingly shared objectives, resulting in a shared set of principles and policies. Indeed, southern Africa has become prominent in international conservation fora for its efforts in spearheading CBNRM programs through the promotion of decentralized authority and associated institutional arrangements, including social and economic incentive measures and devolved tenurial rights. In addition to the various national initiatives, it is recognized that the solution for many environmental problems lies in regional cooperation. In recognition of this, the Southern African Development Community (SADC) has prioritized CBNRM as a regional strategy and is implementing a Natural Resources Management Programme (SADC-NRMP) in all the target countries. The Community Outreach Project will be implemented in close collaboration with the SADC-NRMP as well as in partnership with the national CBNRM implementing agencies.

Whilst a core of political, legislative and institutional support for CBNRM exists in each of the target countries, the limitations of such support have been identified as a constraint to further progress, replication and expansion of these initiatives. The activities and implementation approach of this project have been designed specifically to complement, but not replicate, the ongoing efforts of the extension and

communication activities in each country. The methods to be used are culturally sensitive and oriented towards achieving maximum participation from affected communities, as well as relevant government authorities. This will enable the consolidation of CBNRM initiatives in existing project areas and their extension into new areas.

National boundaries constrain program implementation at the ecosystem level and amongst homogenous communities straddling such boundaries. In several cases where other selection criteria allowed, the geographical locations of project areas have been selected specifically to allow a multi-country dimension that will ease these constraints by creating opportunities for cross-border initiatives. These will be linked, where appropriate, with existing trans-frontier initiatives. Table 1 'Geographical focus' column and Map 1 indicate intended project sites and potential transboundary areas.

The project, through the use of appropriate theatrical techniques and themes, will ensure that information flows both from communities to policymakers and implementers and vice-versa. Experiences and lessons will also be exchanged between the different countries.

This project will enable communities to express their needs and priorities in a traditional and appropriate manner, encouraging and strengthening community efforts to manage and benefit from the sustainable use of their biological resources.

Expected Project Outcomes

The project will develop and test the effectiveness of an innovative model for building local and national constituencies for the conservation and sustainable use of globally significant biodiversity. The project activities will be carried out over a period of 19 months.

The following outputs are expected by the end of the project:

- national and regional CBNRM co-ordination, networking and communications mechanisms strengthened
- development of artistic and theatrical capacity specifically trained in communicating CBNRM issues
- selected communities in target areas have improved access to information and improved understanding of their rights and responsibilities in relation to CBNRM, resulting in enhanced community management and conservation of biodiversity
- international tourists informed and educated concerning biodiversity conservation and community development concerns in southern Africa
- policy makers in each country informed of community resource management concerns and policy responses of other countries in the region
- a research study evaluating theatre and 'the arts' as a communications and outreach tool.

Activities and financial inputs

In order to achieve project objectives, the following activities will be undertaken:

- National planning meetings and in-country reviews (Establish focus on globally significant biodiversity and related conservation initiatives, plan details of country level activities, define roles and inputs of partners, research and develop themes/ideas for theatre, audition and identify actors) (US\$150,000)

- Training of 7 national 'performance teams' (each team to consist of 2 individuals from each country) in facilitation/extension and theatrical skills (information conversion, workshoping/games/prop skills, creation of country 'issue specific' plays, admin/reporting skills, personal health, theatrical skills – voice, mime and movement) (\$240,000)
- In-country extension activities (including participatory village play development and discussions, training/upgrading local theatre groups for extension and/or tourism, participatory theatrical workshops with local decision-makers, theatrical performances, local drama festivals, training/upgrading local theatre groups for tourism, production of 'roadshow' play) (\$425,250)
- Regional 'road-show', to include 'Guardians of Eden' (7 national performances in each country to inform policy makers on community perceptions, promote regional informational exchange and upgrading of actors skills) (\$80,000)
- Inter-country exchanges ('ad-hoc' exchange of plays between countries for specialised skills development, information exchange on relevant specialised issues/themes) (\$15,000)
- Investigate potential for 'Guardians of Eden' to undertake tour of Africa.

In-country activities will be designed and implemented in conjunction with partner agencies in each country and will complement their existing CBNRM communications and extension activities. The lead agency in each country will employ the performance team for the duration of the project, including 10 months in-country.

During this period there are a variety of 'theatrical workshop' activities that these teams will have been trained to engage in. These will include participatory village play development and facilitated discussions, training/upgrading local theatre groups for extension activities, workshops with local decision-makers, theatrical performances, local drama festivals, training/upgrading local groups for tourism. Each performance team will have one 'play' developed around a priority 'theme' for each country on their return to their country. Whilst in-country, each performance team will develop its repertoire further through the production of plays with communities. These plays, reflecting the community perspective on resource management, biodiversity conservation and associated issues, will be developed with the technical assistance of Theatre for Africa and the local theatre partner. TFA will also work in each country assisting in the development of a play for use in the local tourism industry.

One play will be selected from the repertoire of each countries 'performance team' to represent that country during the 'regional roadshow'. This will consist of 7 plays, all of which will visit the capital city, and possibly other priority areas to be identified, in each of the participating countries. These plays will convey community concerns, perspectives and solutions to resource management issues. The target audience will be policy/decision-makers and the media. In addition, the urban public, as the primary consumers of biodiversity products, and business/land owners engaged in natural resource based enterprises in rural areas will be targeted.

Ad-hoc inter-country exchanges will also be arranged as needs arise. These will ensure that experiences and lessons on specific resource management issues are shared between communities.

The national 'steering committees', comprised of national NGOs, theatre groups and government departments, will ensure that linkages are made with other national efforts to address biodiversity conservation issues. Table 1 below provides details relating to the key partner agencies in each country, other collaborating partners, areas of geographical focus and the key communications needs identified by each country.

Sustainability and risk assessment

The project has strong government and NGO support in each of the 7 target countries and has been designed to ensure that activities complement and enhance the capacities of national CBNRM implementing agencies to use 'the arts' to strengthen community resource management efforts after the

life of this project. The project will build constituencies for biodiversity conservation at local (community), national (government decision-makers), and international (tourists) level. The following mechanisms were developed specifically to ensure sustainability:

- a) national and regional project executing arrangements conform to existing CBNRM implementing structures to ensure consistency and continuity;
- b) the inclusion of national theatre companies in the national 'steering committees' will forge new links between theatre and biodiversity conservation projects which have great potential for further development;
- c) training of local actors and capacity building of national theatre companies ensures that employment opportunities will continue in the commercial sector, particularly the tourism industry;
- d) development/upgrading of skills at village level will enable communities to express their concerns and priorities on an ongoing basis;
- e) integration of theatrical performances into tourist lodge services will generate commercially viable ways in which to provide environmental education for international tourists on an on-going, self-sustaining basis as well as local employment.

Project risks include the highly politicized nature of many of the issues relating to appropriate tenurial arrangements for resource management that will inevitably be the subject of some plays which may lead to political controversy given the on-going land reform, devolution and decentralization process in several countries. Implementation of in-country activities is reliant upon national partners and the integration of activities into national programs. Reliance upon a broad number of agencies and programs inevitably increases the level of risk that unforeseen external factors may hinder project progress in specific countries. The careful selection process of project partners has been undertaken in order to minimize risks associated with this.

Stakeholder involvement and social assessment

The development of this proposal included comprehensive regional and national consultations that are summarized in a separate "Achievement Report" provided to the World Bank Task Manager. These consultations established the local, national and regional support for this project, identified the project partnerships and participants, and framed the appropriate project monitoring and evaluation framework.

The key stakeholders in the project will be the communities in each of the areas selected for project activities. Additional stakeholders will include:

- The relevant Ministries responsible for environment and biodiversity conservation in each country, and in some cases, Ministries of Education. These include: Botswana - Department of National Parks and Wildlife; Malawi – Department of National Parks and Wildlife; Mozambique – DNFFB; Namibia - Ministry of Environment and Tourism; Zambia – Department of National Parks; Zimbabwe – Department of National Parks and Wildlife Management; South Africa – Provincial Departments of Environment.
- National NGOs and existing projects, including: Namibia - Namibian Nature Foundation and LIFE project partners (6 NGOs); Zambia - WWF-Zambia, LIRDPA; Zimbabwe - Zimbabwe Trust, WWF-Zimbabwe, CASS, CAMPFIRE Association and Africa 2000; South Africa - CBO Network, ART-SA; Malawi – GTZ; Mozambique – TFCA and Dutch CBNRM project (NGO selection pending DNFFB contract process).
- Local theatre companies including: Namibia – Bricks Community Theatre; Mozambique – Mutumbela Gogo; Botswana – Reetsanang Association of Community Drama Groups; Zambia – Komoto Community Theatre.
- The SADC Wildlife Technical Coordination Unit; the Southern African Sustainable Use Specialist Group (SASUSG);
- Theatre for Africa, the principal technical advisory agency;

- The project executing agencies, Africa Resources Trust and Zimtrust.

Table 1 indicates exactly which institutions will be involved in each country. Project Development Funds were used to ensure that representatives from every stakeholder group in each country (as well as many others totaling approximately 100 institutions) were consulted with regards to project design. The nature of project executing arrangements ensures that the appropriate institutions will continue to play a role in project planning and implementation.

Social assessments

Several components of the proposed in-country activities essentially comprise an innovative form of social assessment. Theatrical techniques, coupled with extension and facilitation techniques such as Participatory Rural Appraisals, will be used by each national performance team to assist target villages to express their perceptions, needs and aspirations through drama. Whilst it is impossible to predict the exact nature of issues to be analysed by these 'social assessments', consultations to date indicate that social issues will include the following:

- appropriate tenure and institutional arrangements for community resource management regimes;
- required economic and social incentives;
- gender, ethnicity and the implications of cultural diversity; and,
- appropriate roles of various different stakeholder groups, eg. government, private sector, NGOs, traditional authorities, etc.

The project also involves communicating messages throughout the region, informing policy makers and the public about appropriate resource management strategies. International tourists will also be informed of local resource management issues through their exposure to locally developed environmental theatre as part of their holiday 'package'.

Incremental Cost Assessment

All the target governments are currently implementing CBNRM activities as a component of their national biodiversity strategy. These strategies contain provisions for addressing some of the root causes of biodiversity loss, particularly those relating to inappropriate and unsustainable land uses in areas that are marginal for agricultural production or even pastoral activities. Several of the CBNRM initiatives are beginning to show signs of significant success, particularly in terms of increasing the land area available as natural habitat and in improving rural livelihoods. Others, which are in very early stages of implementation, have yet to demonstrate their potential, although there are some encouraging early signs, including attitudinal shifts amongst communities and policy-makers.

Despite encouraging progress in some countries, fragmentation and conversion of natural habitats and increasing rural poverty remains unchecked in the region as a whole. All countries face constraints and challenges in relation to their CBNRM initiatives. Constraints that are common to all countries include:

- challenges in communicating policy changes and the rights and responsibilities that they have vested in rural communities to semi-literate or illiterate farmers;
- ensuring that the legislation and institutional mechanisms through which these policies are enacted facilitate effective, accountable and representative community participation;
- ensuring that the needs and perceptions of communities inform the development of both policies and implementation frameworks on an on-going basis.
- addressing transboundary resource management issues.

This project will enable the development of appropriate and responsive communications 'tools' and methodologies to overcome these communication gaps which are obstacles to effective community resource management and biodiversity conservation and will strengthen emerging efforts to address transboundary resource management issues. By facilitating a regional response to these constraints the

GEF investment will secure generate important national support, as a well coordinated regional effort improves the risk / reward ratio. National actions will be complemented by neighboring national actions and the resulting impact of CBNRM strategies can be expected to increase with respect to both ecological and economic benefits. Further, regional efforts generate important national political pressures of their own which are often critical to overcoming short-term local considerations that can undermine longer term conservation and development efforts.

GEF funds will be used to 'add value' to CBNRM in the region, focusing on those activities that generate global benefits. These include promotion of alternative livelihood options in and around globally important and threatened protected areas - eg. South Luangwa National Park in Zambia, the Nyika-Waza Plateau in Malawi and Chobe National Park in Botswana - as models that may be replicable elsewhere; linking activities to an international 'audience' (visitors in tourist lodges and through the media) and informing and engaging them in the debate surrounding appropriate biodiversity conservation strategies for southern Africa; strengthening of community based management approaches to ensure that communities are fully supportive of and engaged in sustainable resource management; coordination of efforts with various levels of government and other decision-makers and exposing them to the root causes of biodiversity loss as witnessed by the communities who live in relevant areas.

The total cost of activities within the CBNRM initiatives over the last 8 years in the 7 target countries is approximately US\$85 million (the majority of which has been provided by bilateral donors). This figure hides huge variances of funds received by different countries. It also includes funding of US\$3.1 million for the regional activities of the SADC NRMP from the period 19/12/95 to 31/8/99. The objective of the NRMP is to improve regional coordination and communication by facilitating improved understanding and technical knowledge of CBNRM and communicating this information throughout the region. This COP project will not only add value to the SADC NRM initiative but also address an existing constraint in relation to transboundary CBNRM activities. The areas of highest biodiversity throughout the region and those under greatest threat, principally coincide with those that straddle national boundaries in marginal communal areas and as such are those in which natural resource management activities offer the most viable form of land use, eg. South-east Lowveldt (Zimbabwe)/Gaza (Mozambique)/Kruger (South Africa). The COP will focus on this and similar areas and will thus function as a catalyst for transboundary CBNRM in the region. This will also ensure an ecosystem approach (as called for by the CBD) as opposed to an artificially constructed 'national' approach.

This approach will support recently emerging national and regional efforts to prioritise transboundary resource management as indicated in the recently produced 'Draft SADC protocol on Wildlife Management and Law Enforcement'. It also supports the objectives of various other regional transboundary projects such as the World Bank/GEF initiative in Mozambique.

The cost of this 'Community Outreach Project' is US\$942,950, \$750,000 of which is being requested from the GEF, and the remainder of which will be contributed through co-funding and in-kind contributions. The GEF Contribution includes US\$ 23,540 in PDF Grant A funding which was used in preparing this project proposal. The new GEF funding request therefore totals US\$ 726,460. The project total, not including the PDF financed design phase, is US\$ 910,250.

This project will contribute directly to conservation of globally significant biodiversity in a cost effective and sustainable manner through:

- raising awareness amongst local communities of the land use alternatives for sustainable development which rely on sustainable use of biological resources;
- communicating experiences and lessons learned from successful community resource management projects in the region, widely amongst other communities in the region;

- stressing both to policy makers and communities throughout the region the optimum resource tenure arrangements, institutional mechanisms and community empowerment procedures necessary for successful conservation and sustainable use of biodiversity
- strengthening existing transboundary initiatives and providing a catalyst for additional activities.

Budget

Estimated breakdown of costs by budgetary Component (US\$)

COMPONENT	GEF	Other sources	Project Total
ART/ZT grant & project management services	30,000	30,000 (see Note 1)	60,000
Personnel	95,000		95,000
Subcontracts	410,960	46,790 (see Note 2)	457,750
Training	118,000		118,000
Regional road-show and inter-country exchanges		52,000 (see Note 1)	52,000
Equipment		40,000 (see Note 1)	40,000
Travel	37,500		37,500
Monitoring and Evaluation	35,000		35,000
Miscellaneous		15,000 (see Note 1)	15,000
TOTAL	726,460	183,790	910,250
PDF	23,540	9,160 (see Note 1)	32,700
Project total	750,000	192,950	942,950

Note 1: ART and Zimbabwe Trust

Note 2: Southern Life Foundation, and Malilangwe Trust in cash, and in-country NGO Partners in-kind

Project Implementation Plan

The project will be executed by Africa Resources Trust, who will employ a full-time project manager to manage and coordinate regional project activities. Theatre for Africa will be sub-contracted and will have responsibility for theatrical training, content and direction. The SADC TCU in Malawi and the Southern African Sustainable Use Specialist Group will advise on regional project implementation.

At a national level, each country will have a 'steering committee' composed of the relevant government agency, a local NGO and theatre company. In most countries a local NGO will be the lead agency. In those countries where this would not represent the optimal institutional set-up, alternative arrangements have been made (eg. in Malawi, GTZ involvement will replace that of a local NGO and in Botswana, Reetsanang Drama Association will be the lead agency). The steering committee will advise and plan national activities. The lead agency will be responsible for implementation, in collaboration with which ever other national institutions are deemed appropriate by the steering committee. Each of the lead agencies will be subcontracted by ART to undertake clearly defined activities.

Duration of Project (in months): 19 months								
ACTIVITIES	PROJECT-MONTHS							
	3	6	9	12	15	18	21	24
National planning and country reviews (4mths)	-----]							
Training (3mths)	-----]							
Capacity building/in-country extension activities (10 mths)	-----]							
Regional road-show (2 mths)	-----]							
Inter-country exchanges	-- -- -- --]							

Public Involvement Plan

Stakeholder identification:

In addition to the GEF, World Bank and other co-financing agencies, the key project stakeholders are: a) the communities in project target areas, particularly vulnerable groups such as women and the poor, who are expected to benefit from interventions affecting their rights and responsibilities over natural resources; b) local, provincial, national governments and SADC who have a vested interest in ensuring sustainable natural resource management and biodiversity conservation; c) project executing agencies, including 7 national governments, southern African NGOs and theatre groups; d) various CBNRM projects and their bilateral funding institutions, eg. GTZ, Dutch and USAID; e) the commercial tour operators and their clients - international visitors to southern Africa.

Information dissemination:

Wide ranging, multi-sectoral consultations have been held in each of the 7 countries. In-put has been sought from representatives from communities, local NGOs, theatre companies, government, the private sector, media, bilateral donors and SADC. The project executing arrangements allow for on-going consultations with the various stakeholders. In addition, information and feed-back on this project has been elicited through various electronic newsletters widely read and distributed through the SADC region.

Information dissemination to and on behalf of rural communities constitutes the substance of the project. The regional road-show represents the dissemination of the communities perspective. This community feedback on resource management issues will be carefully targeted at policy-makers, urban dwellers (the 'market' for many of the unsustainably managed products of bio-diversity), the media and through them the international community. The development and implementation of a media strategy will be a significant component of this project.

In addition to the exchange of information throughout the region that will take place during the regional roadshow, inter-country exchanges of particular plays which are deemed relevant to particular areas will be facilitated. For example, the performance team of one country may develop a play addressing pressing local water rights issues. This play may contain information that is particularly relevant and informative to a project site in a second country. In these cases ad-hoc, inter-country exchanges would be arranged. Project management will be responsible for ensuring that all partner organisations are familiar with the themes and issues that the various performance teams are addressing.

Social and Participation Issues:

The initial results of the consultation process indicate that key social issues that may be anticipated will include, but not be limited to; the appropriate tenurial and institutional arrangements for community resource management regimes; the required economic and social incentives; gender, ethnicity and the

implications of cultural diversity; the appropriate roles of various different stakeholder groups, eg. government, private sector, NGOs, traditional authorities, etc; the implications of international borders and of transboundary protected areas.

Monitoring and Evaluation Plan

The project will be monitored by the project executing agencies, ART and Zimtrust, TFA and partners in each country. M&E would be undertaken on a regular basis in accordance with a framework to be developed by ART with input from partners. This will include data on the key performance indicators, a description and analysis of stakeholder participation in design and implementation, an analysis of the usefulness of theatre as a communications tool and impact monitoring. Results of the m&e surveys will be used to make project steering decisions, including any changes to the project if necessary.

It is anticipated that information relevant to the project objective level indicators will be obtained from the evolving SADC EIS resources within SADC FANR and SADC ELMS. FAO, IUCN, and various bilateral agencies are supporting the development of the SADC EIS. Outside of this source of information, provision of data for all the countries against these indicators can not be guaranteed.

In addition to a standard project management M&E framework it is intended that a post-graduate research student will be hired on a part-time basis to undertake an independent evaluation of the effectiveness of theatre as a communications tool for CBNRM projects. A comparative study would be undertaken of various different communications techniques, using selected CBNRM and other projects in the region as research areas. The evaluation report will be particularly useful for future reference in the development of similar projects.



Insert Map

Country	Key Partner(s)	Geographical Focus	Biodiversity Significance	Threats	Project Intervention
Botswana	Reetsanang Community Drama Association DWNP, Bocobonet	Chobe/Kasane, Tswapong Hills, expansion into other areas to be identified.	Chobe/Kasane - Natl Park, single largest concentration of Af. Elephant, significant mammal/bird species diversity, contiguous with Okavango Delta system Tswapong Hills - Earliest traces of Bantu people, Cape Vulture nesting sites, Black Eagle, endemic flora	Chobe/Kasane - transboundary and local population and tourism pressures, and elephant population. Tswapong Hills - severe bush encroachment driven by high levels of poverty.	- Upgrade extension capacity - Tourism/alternative livelihoods creation. - Feedback from community to inform policy makers. - Regional communications
Malawi	GTZ (to be confirmed) Depts. of wildlife, fisheries, forestry and environ. Coordination	Kasungu, Nyika-Vassa, Nankumba Peninsula, Lower Shire	Sites encompass large proportion of species rich sites in Malawi. Nyika - extensive and pristine montane grasslands and forests. Kasungu - miombo and wetlands. Nankumba - protected habitat for 400 Endemic Chiclid species. Lower Shire - lowland riparian woodlands and alluvial thickets	Population pressure, land shortage and poverty Agricultural development Tsetse eradication Fuelwood / Charcoal harvesting	- Communicate new resource management policies - Tourism/alternative livelihoods creation.
Mozambique	DNFFB TFCA and Dutch CBNRM projects. Mutumbela Gogo	Gaza and Maputo Provinces	Gaza - hosts Banhine National Park and threatened freshwater fish. Maputo - hosts most important protected area, Maputo Special Elephant Reserve with high botanical diversity including last remaining continuous stretch of coastal forest, also hosts the Transfrontier Conservation Areas and three important wetlands	Fuelwood / Charcoal harvesting Local dependence on natural resources for livelihoods Increasing and insufficiently regulated tourism sector	- Communicate new tenure policy - Upgrade extension capacity. - Feedback from communities to inform policy makers
Namibia	Namibia Nature Foundation Mins. of Env. & Educ. LIFE partners - IRDNC, Rossing, RISE, NACOFTA. Bricks Community Theatre	Caprivi and Kunene, expansion into potential conservancy areas.	Caprivi - area of highest biodiversity in Namibia, including 6 globally threatened bird species, 2 endemic fish species, 4 fish species on Red List, and encompasses 4 important protected areas. Kunene - highest endemism in Namibia including plants, reptiles, insects, birds and mammals, also desert adaptations of elephant, rhino and giraffe, and two protected areas.	Caprivi - Human pressure and extensive agriculture including uncontrolled burns Kunene - Rapidly expanding tourism sector	- Communicate new conservancy policy. - Tourism/alternative livelihoods creation. - Feedback from communities to inform policy makers.

Country	Key Partner(s)	Geographical Focus	Biodiversity Significance	Threats	Project Intervention
South Africa	Africa Resources Trust Prov. Govt. of NW, North, KZN. & CBO Network	North West Province, Northern Province and KZN.	Northern Province - Communal area contiguous with Kruger National Park KZN - numerous significant sites including coastal dune forest, also important rhino breeding area	Skewed land ownership, insecure tenure, poverty competing land claims, human-wildlife conflicts, and subsistence poaching	- To develop capacity, create awareness and enhance information exchange.
Zambia	WWF / LIRD NPWS/ADMADE Komoto community theatre.	Kafue (Mumbwa GA) South Luangwa Valley (Mufuwe)	Kafue - important wetland area with high large mammal diversity, specialized aquatic fauna, protected area and RAMSAR site. South Luangwa - one of few remaining large African rivers with intact ecology not modified by heavy human settlement, endemic subspecies of large mammals (giraffe, wildebeest, etc.), inherent high diversity associated with meandering river and associated ox bow lakes.	Kafue - Water born pollutants from mining Kafue and Luangwa - Subsistence poaching of fish and wildlife	- Communicate new wildlife policy - Feedback from communities to inform policy makers - International outreach
Zimbabwe	Zimbabwe Trust CCG – WWF, CASS, DWNPM, CAMPFIRE Association, Min. of Educ, Africa 2000.	S.E. Low-veldt (Beitbridge, Chipinge, Chiredzi Districts)	Gonarezhou National Park, and component of transfrontier GEF biodiversity conservation program. Threatened and CITES listed species including black rhino, substantial proportion of Zimbabwe's Lichtenstein's hartebeest, wild dog, soft-shelled terrapin, and killifish.	Poverty, insecure and skewed land tenure, unregulated land use, natural resource dependence, uncontrolled fires	- Two way communications tool. - Upgrade extension activities. - Tourism/alternative livelihoods creation. - Regional information exchange.

)
Attached information from Cecil Machena

ANNEX 1

Additional Information on the MSP Project Proposer

(1) Full legal name of the institution

Zimbabwe Trust

(2) Background

Date legally established: 19 March, 1980.

Purpose/Mission: The Aim of Zimbabwe Trust (ZimTrust) is to alleviate poverty/improve human livelihoods whilst promoting biodiversity conservation, by encouraging and undertaking programs and projects based on the sustainable use of natural resources. Such programs and projects, generically referred to as Community-Based Natural Resource Management (CBNRM), are premised on the recognition that many African communities directly depend on exploitation of their biological resources and that to ensure a continued benefit stream from such exploitation, incentives and other mechanisms should be introduced to promote community reinvestment in the resource base and sustainable use practices.

(3) Type of organisation

Zimbabwe Trust is a non-profit voluntary organisation, legally registered as such (Zimbabwe registration number WO 40/80).

(4) Names of Governing board members, officers and key personnel

Board of Trustees:

Mr C Rawlings, OBE, DFC (Chair)

Mrs A Bold, FCA

The Honorable Mrs V Chitepo

Mr R Dewar, CBE, CMG

Sir R Melhuish, KBE, CMG

Honorary Treasurer:

Mr M Madders

General Secretary:

Mr R Monro

General Managers:

Mr S Chigwida (Finance and Administration)

Mr C Chinhoyi (Programme Operations)

Managers:

Mrs P Pasipamire (Administration and Personnel)

Regional Managers:

Mr T Dube

Mr S Makanza

Mr J Makonyere

(5) Membership

Not applicable

(6) Recent programs/projects/activities

- a) Communal Areas Management Program for Indigenous Resources (CAMPFIRE). Zimbabwe Trust, together with the World Wide Fund for Nature (WWF) and University of Zimbabwe's Centre for Applied Social Sciences (CASS), initiated and pioneered CAMPFIRE in the late 1980s. ZimTrust continues to provide technical support to the Program at community level, and to similar programs which have subsequently emerged throughout the southern African Region.
- b) Zimbabwe Natural Resources Management Project (NRMP). Funded by the United States Agency for International Development (USAID), this Project complements and builds upon the CAMPFIRE Program and, since 1990, ZimTrust has been a USAID grant recipient under the Project.
- c) SADC NRMP. This program, introduced in 1996, is designed to enhance regional awareness and capacity-building on natural resource issues and strategies, and operates in terms of a formal contract with the SADC Technical Coordination Unit (TCU) in Malawi. ZimTrust, in association with ART, IUCN and WWF, facilitates various regional activities under the project aimed at Governments, NGOs, Community Organisations (CBOs) and communities themselves and the general public. These activities range from seminars and exchange visits for policy makers/top level civil servants to inter-country community-to-community exchange visits to a regional newspaper titled 'Resource Africa' [produced by Action Environment - see (e) below].
- d) European Awareness/Advocacy Program. This Project, initiated in March 1995 with funding from the EU, was designed to raise awareness in Europe of African environmental problems, perspectives and strategies as a means to promote understanding amongst the public and policy-makers in Europe. It is undertaken in collaboration with ART and WWF Deutschland.
- e) Action Environment. Under this project an environmental magazine is produced quarterly and, in association with the Ministry of Education, is distributed to almost all rural schools for the 12-14 age group as a strong supplement to the official school curriculum. Under an arrangement with Education Ministries in the SADC Region, the Magazine is also widely distributed to other countries in the region. The Action Environment 'team' is also engaged in teacher training for environmental education and in contributing to the development of the Zimbabwe school curriculum through introducing a wildlife/natural resources management module.

ZimTrust also undertakes various activities not categorised into particular programs or projects, such as the monitoring and influencing of international processes relevant to Zimbabwe (including CITES, CBD and WTO), and administrative and logistical assistance to outside agencies (recently the Ford Foundation) wishing to pursue short term projects (such as film documentaries, research) related to sustainable development issues.

(7) Publications

- *Rural Development and Biodiversity*
- *Making Investment (aid) Work to Develop Institutionally Sustainable Programmes*
- *Communal Area Management of Wildlife/Natural Resources in Zimbabwe*
- *Planning for Wildlife in an African Savanna*
- *The Precautionary Principle and Wildlife Conservation* (in association with ART)
- *CITES in the era of the CBD* (in association with ART)
- *CITES, Law Enforcement and the Future of Sustainable Use* (in association with ART)
- *Sharing the Land: Wildlife, People and Development in Africa* (in association with ART and IUCN)
- *Natural Resource Management by the People: Zimbabwe's Campfire Programme* (in association with ART and IUCN)
- *Natural Resource Tenure in Africa: Policy Brief* (in association with ART)
- *People, Wildlife and Natural Resources: The Campfire Approach to Rural Development in Zimbabwe*
- *Elephants and People: Partners in Conservation and Rural Development*
- *The Campfire Programme in Zimbabwe*
- *Wildlife Utilization in Zimbabwe's Communal Lands: Collaborative Programme Activities* (in association with WWF and CASS)

- *Wildlife: Relic of the Past or Resource for the Future?*
- *Campfire - the Legal Issues*
- *An Analysis of the Policy of Wildlife Management in Zimbabwe's Communal Lands*
- *Community Natural Resource Management*
- *Community Institutions, Population Movement and the Campfire Programme in Zimbabwe*
- *Indigenous Woodlands and Campfire*
- *Equity in Campfire: Wildlife as a Communal Property Resource in Zimbabwe*
- *What's Wrong with Consumptive Use?* (in association with ART)
- *Wildlife Management Series: Quota Setting Manual* (in association with WWF)
- *Wildlife Management Series: Problem Animal Reporting* (in association with WWF)
- *Wildlife Management Series: Electric Fencing Projects* (in association with WWF).

(8) Annual Budget and Sources of Revenue (US\$)

Annual Budget and Sources of Revenue for audit year ended 31 May 1998, and current year ending 31 May 1999 (US\$)

<u>Major Sources of Revenue</u>	<u>1997/98</u>	<u>1998/99</u>
Royal Netherlands Govt.	750 000	759 000
USAID	1 753 500	951 000
EU	132 000	
DFID	79 500	97 500
SIDA	126 500	
Other	<u>318 500</u>	

Total 3 160 000

(9) Experience with managing grant-financed projects (for last 3 full years ended 31st May 1998)

<u>Grantor</u>	<u>Annual grant amounts (US\$)</u>			<u>Purpose</u>	<u>Status</u>
	<u>1996</u>	<u>1997</u>	<u>1998</u>		
USAID	1 939 000	983 500	1 382 500	Zimbabwe Natural Resources Management Project (NRMP)	12/1989-9/2000
USAID		213 500	307 000	Regional NRMP ('SADC NRMP')	6/1996-8/1999*
USAID/ IUCN		35 000	64 000	Regional NGO/CBO Capacity Building Project	1/1997-4/1998
Royal Netherlands Govt.	375 000	750 000	750 000	CAMPFIRE	3/1995-12/1999
EU	165 000	169 500	132 000	European awareness /advocacy programme	3/1995-2/1998
SIDA	265 000		126 500	Action Environment	6/1995-12/1998*

—	DFID (UK)		79 500	Community Institutional Development	4/1997- 3/2001
	ODA /(DFID)	45 000	41 000	Community Wildlife Management in Comparative Settings	8/1993- 5/1997
	US Fish & Wildlife Service/SCI	45 000	40 000	Community Quota Training Project	10/1995- 5/1997

* Project extension being negotiated

(10) Administration and accounting-control procedures; current auditing arrangements

Administration and accounting-control procedures

Accounting

Zimbabwe Trust has a fully staffed Finance and Administration Department that administers the financial resources of the Trust. The Department ensures that the transactions are executed in accordance with management's authorisation and in accordance with the terms of any applicable agreements; and transactions are recorded properly to permit the preparation of the Income and Expenditure Statements leading to preparation of the Balance Sheet. Furthermore, the Department registers and controls the accountable and financial operations of the Trust, and presents the financial statements with reliable information according to International Accounting Standards as adopted for use in Zimbabwe, verifying the correct implementation of the internal control policies and procedures and the applicable laws.

The ledgers are handled on a Accrual Accounting basis according to accounting principles broadly accepted and they are all computerised. However, some grant agreements are administered on a cash basis.

The Trust's accounting is done in local currency in the Balance Sheet and the Income and Expenditure Statement. The financial statements are prepared under the historical cost convention and no procedures are adopted to reflect thereon the impact of specific price changes and changes in the general level of prices.

Grants received

Grants and donations are accounted for upon receipt of either cash sums or donations in kind.

Grants income received is made available for specific purposes in accordance with the various contractual grant agreements with the relevant donors. Unexpended funds as at the end of the year are shown as a liability. As a result, only the exact amount that is to be expended in accordance with the relevant grant agreement is brought into the Income Statement of the Trust.

Direct Project Costs

Direct project costs attributable to each specific project are allocated to the project concerned and according to procedures defined by each grant agreement in operation. The expenditure on each project is charged against income and the balance of unexpended grant funds is shown as a liability in the Balance Sheet.

Indirect Project Costs

— Indirect costs do not include direct project costs which are allocated to the various projects managed in terms of donor grant agreements. Direct project costs attributable to specific projects are allocated to the projects concerned. In cases where indirect project costs benefit a number of projects, reasonable allocation bases approved by the Trust's Auditors and respective donors are used to charge each project as a management fee.

Translation of foreign balances

Assets and liabilities in foreign currencies are converted into Zimbabwe dollars at the exchange rate ruling at the financial year end and items of income and expenditure at the rate ruling at the transaction date. Exchange differences arising from transactions are accounted for through the income statement.

Cash disbursements and bank reconciliation

All bank accounts are reconciled on a monthly basis and reconciliations and cash books are reviewed by the Honorary Treasurer. Disbursements are made after examining supporting documentation for agreement with cheque details and allowability in terms grant agreements. Two signatories sign all Trust cheques, and other financial instruments, and all payments are processed with a cheque requisition with details of payment, allocation and authorisation.

The Trust has a Financial, Accounting, Sale, Purchase, Inventory Control, Assets Control and Funds Control Accounting Handbook to assist in the control of policies and management of financial resources.

Current auditing arrangements

The internal auditing of the Trust is done by the Honorary Treasurer in conjunction with the Finance and Administration Department of the Trust, which assists the regional /project managers to achieve their objectives in compliance with policies, strategies, and the accounting, administrative and financial procedures. The Trust's external auditors are KPMG Peat Marwick, who are contracted to undertake annual audits of the Trust's books of account and to provide advice as required from time to time. In addition to annual audits, there are instances in terms of grant agreements (such as currently with USAID) where separate audits are required and are carried out for certain projects.

Auditing is done on the basis of the declaration of the auditing norms, broadly accepted accounting principles as required by the applicable grant agreements, fiscal laws, procedures and internal policies.

(11) Procedures for procuring and contracting goods, services and works

The procurement of goods and services is the functional responsibility of the Administration and Personnel Manager and the policy for procuring and contracting goods, services and works is as follows:

a) Purchases up to Z\$ 500.00. These do not require the sourcing of quotations, only documentary evidence in support of the purchase is to be supplied;

b) Purchases above Z\$ 500 but not exceeding Z\$ 10000.00. Written quotations from suppliers are not required, but authorised purchasing officers (being Administrative Secretaries and Project Managers) are required to phone at least three suppliers and the information obtained has to be recorded on pre-printed forms and forwarded promptly to the Finance and Administration Department. These pre-printed forms are to be attached to the purchase order and invoice and should be adequately completed showing the following :

- date of purchase
- name of supplier, contact person and telephone number
- amount of purchase
- the model/make of item purchased

In respect of procedures (a) and (b) , all documents must be verified and authorised by line managers before presentation for payment;

c) Purchases exceeding Z\$ 10000.00 but less than Z\$250000.00. Three written quotations on suppliers' letterheads must be secured prior to any purchase decision being made. These quotations must be attached to the purchase order and invoice before payment can be effected. The approval of the Administration and Personnel Manager (in consultation with the General Manager for Finance & Administration) is required prior to purchase and before payment is effected;

d) Purchases exceeding Z\$250000.00. Similar procedure as in (c) above, but subject to the nature of the goods, services or works, a tender process is adopted and a tender committee (including the General Secretary, the General Managers and appropriate technical personnel) both reviews the bids and approves selection of the supplier therefrom.

Where accounts are maintained with suppliers or service providers, for example, for stationery, printing, motor vehicles maintenance etc., constant monitoring is undertaken by the Finance and Administration Department, in conjunction with the Honorary Treasurer, to ensure that prices charged compare favourably with other potential suppliers or service providers.

The costs of the goods, services and works procured and contracted are controlled through approved budgets for each project in accordance with existing grant agreements.

For all services and works procured, formal written contracts or letters of contract (depending on the nature and extent of the services/works) are entered into with the suppliers of such services or works.

(12) Contact person

Name/Title: Robert Monro, General Secretary

Address: 4 Lanark Road, Box 4027, Harare, Zimbabwe

Telephone: (263) 4 720734 / 708841 / 730543

Fax: (263) 4 795150

Email: monro@zimtrust.samara.co.zw / monro@africaonline.co.zw

ANNEX 2

Projected Expenditure Table

Project Activities	June-Dec '99 (6 months)	Activity Targets	Dec-June 2000 (6 mths)	Activity Targets	June 2000-Jan 2001 (7 mths)	Activity Targets
1.National planning meetings and country reviews		Hire project manager and staff, establish administrative procedures, rent office and purchase equipment by Aug. '99				
Purchase equipment	40,000					
Operating costs	52,000	Development of activity plans with partners in 7 countries by Nov '99				
Subcontracts	38,000					
Workshops	50,000	Sign contracts with 7 partner agencies by Jan 2000				
		2 trainee actors identified in each country by Oct '99				
Total	180,000					
2. Theatrical and facilitation training		Training courses developed by Nov '99		2 nd training course (Cape Town) in Dec/Jan 2000		
Operating costs	26,000	Logistics organised by Nov '99	13,000	14 trained actors returned to respective countries by Feb 2000		
Subcontracts	17,000	1 st training course (Namibia) in Nov '99	17,000			
Training	37,250		40,000			
Total	80,250		70,000			

Project Activities	June-Dec '99 (6 months)	Activity Targets	Dec-June 2000 (6 mths)	Activity Targets	June 2000-Jan 2001 (7 mths)	Activity Targets
3. In-country extension activities				Actors employment contracts with partner agencies by Feb 2000		At least 30 theatrical workshops held in each country by Nov 2000
Operating costs			65,000		65,000	
Sub-contracts			177,000		177,000	Tourist lodges in 4 countries integrate productions into tour packages by Jan 2000
Total			242,000		242,000	
4. Regional roadshow						Co-ordinating committee appointed by June 2000
Operating costs					26,000	Regional roadshow involving 14 actors undertaken before Jan 2001
Sub-contracts					20,000	
Performances					40,000	
Total					80,000	
5. inter-country exchanges				2 project sites exposed to CBNRM issues through theatre from other countries by Oct 2000		5 project sites exposed to CBNRM issues through theatre from other countries by Jan
sub-contracts			8,000		8,000	
Total			8,000		8,000	
Funds Required each period	260,250		320,000		330,000	

Project expenditure table explanatory notes

The project expenditure table has been developed in accordance with the standard format and provides details on budgeted costs of each activity, anticipated timing of expenditures and activity targets. Project activities are in accordance with those detailed in the proposal and correspond with line items identified in the budget.

The breakdown of the three main costs indicated (operating costs, subcontracts and specification of activity eg. workshops, training) is as follows:

Operating costs include the following budget line items:

ART/ZT management services*	60,000
Personnel	95,000
Travel	37,500
M&E	35,000
Miscellaneous	<u>15,000</u>
Total	242,500

Divided by 19 months

= (approx) \$13,000 per mth

Costs provided represent number of months in given period within which this activity will take place, note last period costs for 7 mths as opposed to 6 for others.

*\$20,000 budgeted to cover costs of Liaison officer in Mozambique.

- **Subcontracts** for TFA and in-country partners

TFA costs per mth as follows:

Salaries	8,000
Office	<u>250</u>
Total	8,250

Plus estimates of Subsistence and Travel costs.

Sub-contracts for in-country partners:

40,000 X 7 = 280,000

In-country partner costs will only be incurred in last 2 periods where they have been split equally.

- **Specific activity:**

Budgeted costs for specific items (eg. training, performances) within each activity.

ANNEX 3

Procurement Plan Goods and Services

Category	Amount	Method
Goods.		
4x4 vehicle and trailer	\$35,000	IS
2x computers and peripherals	\$5,000	IS
Services.		
Project Manager	\$66,500	SSS/C
Project Assistant	\$28,500	SSS/C
Liaison Officer	\$20,000	SSS/C
Theatrical /artistic consultants	\$156,750	SSS/C
M&E consultant	\$30,000	IC
Administrative Costs	\$40,000	RE

Key

IS – International Shopping

SSS/C – Single Source Selection/Contracting

IC – Individual Consultant

RE – Reimbursable Expenditures of the Grant Recipient

Procurement Plan Explanatory notes:

This has been prepared in accordance with the standard format. The breakdown of figures for goods is self-explanatory, for services it is as follows:

- Project manager - \$3,500 per mth for 19 mths
- Project assistant - \$1,500 per mth for 19 mths.
- Liaison officer - \$20,000 for officer in Mozambique (funds made available from \$60,000 ART/ZT project mgmt costs)
- Theatrical/artistic consultant - TFA salaries and general office expenses at \$8,250 per mth for 19 mths.
- Administration – \$40,000 identified, plus \$20,000 for Liaison Officer cover ART/ZT project mgmt. costs.

Procurement method is in line with WB general guidelines. Further detail is provided in Annex 1.

SUPPLEMENTARY ANNEX

Pilot Project Initiative

A pilot initiative within the Proposed Project will be undertaken beginning 1st of March 1999. The reason for this is essentially two-fold, being the need to initiate activities under the Project for climatic seasonal reasons, and the appropriateness of piloting Project implementation techniques. This initiative, to run from 1st March 1999 to the end of April 1999, will be fully financed by the Project Proposer in an amount of US\$ 25,000 as part of its co-financing obligations in terms of the Project Proposal.

The initiative will be undertaken in the South East Lowveld Region of Zimbabwe, and will involve:

- Development of a theme for theatrical performances
- Auditioning and selection of community actors
- Training in facilitation and theatrical skills
- Rehearsals
- Performances at selected sites
- Evaluation of impact.

Attached: Minutes of Lowveld Theatre Group, 24 May 1999

Lists of Acronyms

AA- Appropriate Authority
ADMADE – Administrative Management Design for Game Management Areas
ART – Africa Resources Trust
ART SA – Africa Resources Trust South Africa
CAMPFIRE – Communal Management Programme for Indigenous Resources
CASS – Centre for Applied Social Sciences, Zimbabwe
CBD – Convention on Biological Diversity
CBO network – Community Based Organisations Network, South Africa
CCG – CAMPFIRE Collaborative Group
CBNRM – Community Based Natural Resource Management
DEA – Department of Environmental Affairs, Namibia
DNFFB – National Directorate for the Conservation of Flora and Fauna, Mozambique
DNPW – Department of National Parks and Wildlife, Malawi
DNWPLM – Department of National Parks and Wildlife Management, Zimbabwe
DWNP – Department of Wildlife and National Parks, Botswana
GMA – Game Management Area, Zambia
GTZ – German Agency for Technical Cooperation
IRDNC – Integrated Rural Development and Nature Conservation, Namibia
IUCN – World Conservation Union
KZN – Kwa Zulu Natal, South Africa
LIFE – Living in a Finite Environment, Namibia
LIRDP – Luangwa Integrated Rural Development Programme, Zambia
MET – Ministry of Environment and Tourism, Namibia
NACOFTA – Namibian Community Based Tourism Association
NEAPs – National Environmental Action Plans
NCS – National Conservation Strategies
NGO – Non-Governmental Organisation
NRMP – Natural Resource Management Project
NW – North West Province, South Africa
NNF – Namibian Nature Foundation
NPWS – National Parks and Wildlife Service, Zambia
RDC – Rural District Council
RISE – Rural Peoples Institute for Social Empowerment, Namibia
SADC – Southern African Development Community
SADC TCU – SADC Technical Coordination Unit (for wildlife), Malawi
SASUSG – Southern African Sustainable Use Specialist Group
TFCA – Trans-frontier Conservation Area
WMA – Wildlife Management Authority, Zambia and Botswana
WWF – World Wildlife Fund
WCC – World Conservation Congress



Mod. 6

Republica de Moçambique

MINISTÉRIO PARA A COORDENAÇÃO DA ACÇÃO AMBIENTAL
Gabinete do Secretário Geral

GEF Secretary
Washington

USA

Our Ref. 137/GSG/MICOA/99

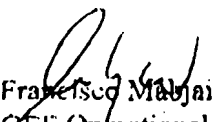
Date: 24th May 1999

SUBJECT: Community out reach Project

Dear Sirs,

With reference to the above subject I have the pleasure to inform you that the Government of Mozambique endorses the project and recommends GEF to approve it as soon as possible.

Yours Sincerely


Francisco Maljaia
GEF Operational Focal Point for Mozambique
Permanent Secretary

All communications should be addressed to
"The Secretary for Mines, Environment and
Tourism"



ZIMBABWE

**SECRETARY FOR MINES, ENVIRONMENT
AND TOURISM**

Karigamombe Centre
53, Samora Machel Avenue
Harare

Private Bag 7753
Causeway, Zimbabwe
Telephone: 757881/5,751720/2
Fax: 755006/7
Your Ref.:
Our Ref: NRB/53/1

July 7, 1998

**The Country Director for Zimbabwe
The World Bank
1818 H Street, NW
Washington, DC 20433**

Dear Sir,

**THEATRE FOR AFRICA COMMUNITY OUTREACH PROGRAMME FOR CONSERVATION
AND SUSTAINABLE USE OF BIOLOGICAL RESOURCES.**

I wish to refer to the request by Africa Resources Trust and the Zimbabwe Trust for funding of the above cited project. In my capacity as Global Environment Facility Focal Point, I hereby endorse the request as submitted.

This letter also serves to confirm our agreement that Africa Resources Trust and Zimbabwe Trust should be the recipients of the GEF Grant for the above cited Medium Size Project.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Charles Chipato', is written over a light grey rectangular background.

Charles Chipato
SECRETARY FOR MINES, ENVIRONMENT AND TOURISM.

/cym

FROM : Liz*AchimAHANDI

PHONE NO. : ++844 7181489

Feb. 10 1999 03:23PM P3

DD/D2 '99 WED 10:32 FAX 280 1 238773

Min of Environment

001

Telephone: 229410/13, 229419
Telefax: 238772/3, 228595
E-mail: menr@zamnet.zm



REPUBLIC OF ZAMBIA

In reply please quote:

No.:

PID/6/7/12

MINISTRY OF ENVIRONMENT AND NATURAL RESOURCES

PLANNING AND INFORMATION DEPARTMENT

P. O. BOX 34011

LUSAKA

5th January, 1999.

Country Director for Zambia,
The World Bank,
1818 H Street, NW
Washington, DC 20433

Ref: THEATRE FOR AFRICA COMMUNITY OUTREACH PROGRAMME FOR
CONSERVATION AND SUSTAINABLE USE OF BIOLOGICAL RESOURCES

I wish to refer to the request by African Resource Trust and Zimbabwe Trust for funding of the above cited project. In my capacity as Global Environment Facility Focal Point, I hereby endorse the request as submitted.

This letter also serves to confirm our agreement that African Resource Trust and Zimbabwe Trust should be the Recipient of the GEF Grant for the above cited Medium Size Project.

L. Aongola

Acting Director

Planning and Information Department

MINISTRY OF ENVIRONMENT AND NATURAL RESOURCES

For the Attention
of Liz Rihoy.
Ple note that ~~has~~
has been sent
directly to Country
Director for Zambia
in Washington.

14 Dec. '98 11:08

ENVIRONMENTAL AFFAIRS

FAX 00-264-61-240339

P. 2

**REPUBLIC OF NAMIBIA****MINISTRY OF ENVIRONMENT AND TOURISM**

Directorate of Environmental Affairs
Private Bng 13306 Windhoek, Namibia
Tel: +264 61 249015 Fax: 240339
E-mail: pwt@dea.met.gov.na

The Country Director for Namibia
The World Bank
1818 H Street, NW
Washington DC 20433

9 December, 1998

Dear Sir/Madam

**RE: THEATRE FOR AFRICA COMMUNITY OUTREACH
PROGRAMME FOR CONSERVATION AND SUSTAINABLE USE
OF BIOLOGICAL RESOURCES**

I refer to the request by Africa Resources Trust and Zimbabwe Trust for Global Environment Facility (GEF) medium size grant funding for the above cited project. In my capacity as GEF focal point for Namibia, I hereby endorse the request as submitted.

This letter also serves to confirm our agreement that Africa Resources Trust and Zimbabwe Trust should be the recipients of the GEF grant for this project.

Kindest regards

PW TARK

ACTING HEAD: DIRECTORATE OF ENVIRONMENTAL AFFAIRS

EAD/99/08/07

The Country Director for Malawi
The World Bank
1818 H Street, NW
Washington DC, 20433

4th February, 1999

Fax (202) 522 3240/3245

**ENDORESEMENT LETTER FOR THEATRE FOR AFRICA
PROJECT CONCEPT SUBMITTED FOR
FUNDING TO THE GEF**

We refer to the request by African Resources Trust and the Zimbabwe Trust for funding of the above cited project. The Government of Malawi would like to take part in the proposed Project and therefore endorses it.

This letter also serves to confirm our agreement that Africa Resources Trust and Zimbabwe Trust should be the recipients of the GEF Grant for the above cited Medium size Project.

The Government of Malawi is prepared to fully participate in this proposed Project with the relevant stakeholders in the country.



Zipangani M. Vokhiwa (Dr)

For: DIRECTOR OF ENVIRONMENTAL AFFAIRS

- Cc: The Programme Office, African Resources Trust, Zimbabwe,
Fax (263)-4 731719**
- Cc: The GEF Council Member, Mr Chipato, Zimbabwe
Fax (263) - 4- 7550067**
- Cc: The Zimbabwe Trust, C/O Fax (263) - 4 -731719**

Telephone: (267) 302050
Telefax (267) 302051
Telegram: Morathe

Private Bag 0068
Gaborone



REPUBLIC OF BOTSWANA

Ministry of Local Government, Lands and Housing
National Conservation Strategy
(Coordinating) Agency

Reference NCS ENV 8/10 VIII ¹⁷ (46)

23/09/1998

The World Bank
1818 H Street, NW
Washington, DC 20433

Dear Sir

Theater For Africa Community Outreach Programme For Conservation and Sustainable Use of Biological Resources.

We refer to the request by Africa resources Trust for funding of the above cited project.

Botswana serves as the alternate GEF member for the Southern African Constituency, and we do hereby endorse the request as submitted.

We hope you will find this helpful and convenient.

Thank You


S.C. MONNA

DEPARTMENT OF ENVIRONMENTAL AFFAIRS AND TOURISM

**Private Bag X447
PRETORIA
0001**

**Fedsure Forum (North Tower)
315 Pretorius Street
PRETORIA**

**TO: MR FRANCOIS FALLOUX
SENIOR ENVIRONMENTAL ADVISER
WORLD BANK
WASHINGTON DC**

FAX: 202 477 6391

**FROM: DR FRANCOIS HANEKOM
DEPUTY DIRECTOR-GENERAL
DEPARTMENT OF ENVIRONMENTAL AFFAIRS AND
TOURISM
PRETORIA**

**FAX: 012 320 4746
TEL: 012 310 3666**

DATE: 1999.02.03

PAGES: 3+5+8=16

**ENDORSEMENT: MEDIUM SIZED PROJECT
THEATRE FOR AFRICA COMMUNITY OUTREACH PROGRAM FOR
CONSERVATION AND SUSTAINABLE USE OF BIOLOGICAL
RESOURCES**

I herewith submit an endorsement and documentation. The documents are -

1. *A concept paper* of five pages, under the normal headings, supplying the required information.
2. I also include a *draft project brief* of eight pages, setting out the same information, but from its own angle, also usefully emphasizing the Southern African characteristics of this project.

I, in my capacity as Operation Focal Point for the GEF in South Africa, endorse this project and give it my full support. In doing this, I also refer to the following:

1. I accept that you are in possession of letters of support from
 - 1.1 Dr Z Pallo Jordan, Minister of Environmental Affairs and Tourism, 2 June 1996, when he wrote about the THEATRE FOR AFRICA: GUARDIAN OF EDEN.
 - 1.2 Mr Charles Chipato, Secretary for Mines, Environment and Tourism, Zimbabwe, also this constituency's GEF Council Member, who wrote to you on 7 July 1998, stating:

"I wish to refer to the request by Africa Resources Trust and the Zimbabwe Trust for funding of the above cited project. In my capacity as Global Environment Facility Focal Point, I hereby endorse the request as submitted".

- 1.3 In a letter of 23 September 1998, the GEF Alternate Member of Council (from Botswana) stated to you:

"Theater For Africa Community Outreach Programme For Conservation and Sustainable Use of Biological Resources.

"We refer to the request by Africa Resources Trust for funding of the above cited Medium Size Project.

"Botswana serves as the alternate GEF member for the Southern African Constituency, and we do hereby endorse the request as submitted".

2. I have liaised within the South African constituency and found unanimous support for the project.

3. I also had interviews with:

- 3.1 Mr Julian Sturgeon of the Africa Resources Trust, Johannesburg, and
- 3.2 Ms Elizabeth Rihoy, with whom I had a focussed interview in Cape Town. She is the Community Outreach Project Consultant of Theatre for Africa.

4. The Theatre for Africa is a Cape Town-based organisation that has won numerous international awards, and has now launched a process to raise funds in order to implement a SADC project to perform and train in 7 countries.

5. I refer to the ability and uniqueness of this project. The ultimate objectives are both the improvement of standards of living and biodiversity conservation and it seeks to assist countries in meeting their obligations under the Convention on Biological Diversity. In order to achieve this it will use theatre and "the arts" to communicate issues relevant to CBNRM in the region. Essentially it seeks to promote a new communications tool to complement ongoing and new regional CBNRM initiatives, providing a means by which communities and project implementers both nationally and regionally can exchange experiences and learn from each other.

I trust that we shall be able to discuss all these related matters during your upcoming visit to South Africa. See you Sunday, 14 February, and again after that!

Yours sincerely


F HANEKOM

7/1-02