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This action is funded by the European Union

ANNEX 2

of the Commission Decision on the Annual Action Programme 2016 (part 2) in favour of Zimbabwe to be financed from the 11th European Development Fund

Action Document for Zimbabwe Natural Resource Management

INFORMATION FOR POTENTIAL GRANT APPLICANTS

WORK PROGRAMME FOR GRANTS

This document constitutes the work programme for grants in the sense of Article 128(1) of the Financial Regulation (Regulation (EU, Euratom) No 966/2012) applicable to the EDF in accordance with Article 37 of the Regulation (EU) 2015/323 in the following sections concerning calls for proposals: 5.4.1.1 Grants: call for proposals "Community based initiatives in South East Lowveld" (direct management) and 5.4.1.2 Grants call for proposals "Applied research in natural resources management" (direct management).

1. Title/basic act/ CRIS number	Zimbabwe Natural Resource Management CRIS number: ZW/FED/038-599 Financed under the 11 th European Development Fund	
2. Zone benefiting from the action/location	Zimbabwe The action shall be carried out at the following location: - Lowveld (South-East of Zimbabwe) for community based intervention - The whole country for institutional building, capacity support and applied research	
3. Programming document	11 th EDF National Indicative Programme (NIP) for Zimbabwe (2014-2020)	
4. Sector of concentration/ thematic area	Natural Resources Management	DEV. Aid: YES
5. Amounts concerned	Total estimated cost: EUR 12 833 332 Total amount of EDF contribution EUR 12 000 000 This action is co-financed by potential grant beneficiaries for an indicative amount of EUR 833 332	
6. Aid modality and implementation modality(ies)	Project Modality - Direct management: grants – call for proposal - Indirect management with the Government of Zimbabwe	
7.a. DAC code(s)	Main DAC code: 41000 – Environment - Sub-code 1: 41010 – Environment Policy and Administrative Management (20%) - Sub-code 2: 41030 – Biodiversity (50%) - Sub-code 3: 43040 – Rural Development (20%) - Sub-Code 3: 41082: Environmental Research (10%)	
7.b) Main delivery Channel	20000 Non-Governmental Organisations (NGOs) and Civil Society	

8. Markers (from CRIS DAC form)	General policy objective	Not targeted	Significant objective	Main objective
	Participation development/good governance	<input type="checkbox"/>	x	<input type="checkbox"/>
	Aid to environment	<input type="checkbox"/>	<input type="checkbox"/>	x
	Gender equality (including Women In Development)	<input type="checkbox"/>	x	<input type="checkbox"/>
	Trade Development	x	<input type="checkbox"/>	<input type="checkbox"/>
	Reproductive, Maternal, New born and child health	x	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Main objective
	Biological diversity	<input type="checkbox"/>	<input type="checkbox"/>	x
	Combat desertification	<input type="checkbox"/>	x	<input type="checkbox"/>
	Climate change mitigation	<input type="checkbox"/>	x	<input type="checkbox"/>
	Climate change adaptation	<input type="checkbox"/>	<input type="checkbox"/>	x
9. Global Public Goods and Challenges (GPGC) thematic flagships	Environment and Climate Change			
10. United Nations 2030 Agenda and the Sustainable Development Goals (SDG)s	Main SDG Goal: SDG target 15 "Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss" Secondary SDG Goals: Goal 13 ("Take urgent action to combat climate change and its impacts") and Goal 2 ("End hunger, achieve food security and improved nutrition and promote sustainable agriculture")			

SUMMARY

The Natural Resources Management programme is one of the programmes of the agriculture component of the 11th European Development Fund (EDF) National Indicative Programme. The rationale is that the sustainable use natural resources such as wildlife, indigenous plants, forest and non-timber forest products can improve significantly the livelihood of small scale farmers.

Based on a comprehensive stakeholder consultation, lessons learnt from past and current interventions and number of desk reviews the EU, the Government of Zimbabwe and EU Members States agreed on three priority areas for the programme:

- **Specific Objective 1:** To strengthen governance framework and policy dialogue on natural resources management, through review and realignment of legal and policy framework, capacity building of the Government and stakeholders as well as support to coordination of the sector.
- **Specific Objective 2:** To improve capacity of communities to develop sustainable natural resources management practices including better environmental governance and soil protection, through organizational, legal and financial support to selected communities (living in South East Lowveld area) for their natural resources management initiatives.
- **Specific Objective 3:** To enhance applied research and targeted participatory studies on natural resources management through support of pilots and studies, dissemination of information and partnership between Zimbabwean, African and European Universities.

In order to reach these objectives the programme will support a mix of technical assistance and grants that will be managed and monitored by a steering committee constituted by key stakeholders in the sector.

1 CONTEXT

1.1 Sector/Country/Regional context/Thematic area

In July 2012 the European Council suspended the application of appropriate measures under Article 96 of the Cotonou Agreement¹, which permitted the Government of Zimbabwe and the European Union (EU) to launch the 11th EDF programming exercise in August 2012. A Country Strategy Paper (CSP) 2014-2020 was agreed by the EU and the National Authorising Officer (NAO), after which and following the expiration of the appropriate measures in 2014, the EU's response strategy, the National Indicative Programme (NIP) was drafted and subsequently signed on 16 February 2015. This marked the resumption of development cooperation between Zimbabwe and the EU.

The adoption of multiple currencies in 2009 curbed the record hyper-inflation and was followed by a strong rebound and healthy levels of growth. However, growth in Zimbabwe has slowed down since 2013 and remains well below potential, while the country addresses the immediate need for clearing its debt arrears to the International Financial Institutions (IFIs) and other creditors. The 2011-2012 Poverty Income Consumption Expenditure Survey (PICES) reveals that 72.3% of Zimbabweans are poor, whilst 16.2 % of the households are in extreme poverty. Poverty is most prevalent in rural areas, where 84.3% of people are deemed poor and 30.4% extremely poor. Zimbabwe's Human Development Index (HDI) value for 2014 is 0.509 which put the country in the low human development category, positioning it at 155 out of 188 countries and territories. The estimated Gross Domestic Product (GDP) per capita in 2014 was USD 931.2.

Zimbabwe is well endowed with natural resources and conservation areas. Almost 50% of the land is covered with forest, woodland and protected areas. A more robust and gender sensitive governance framework aligned with international commitments, concrete community based initiatives based on lessons learnt and potential synergies, demand driven research for innovative approach and efficient monitoring are key aspects that Government of Zimbabwe and the EU are envisaging within the programme.

1.1.1 Public Policy Assessment and EU Policy Framework

The 2013 Constitution includes several provisions that are directly related to the management of natural resources (in particular Section 73), the devolution of governmental powers and responsibilities to local levels, and the promotion of gender equality. In addition, four primary acts deal with the environment and natural resources, namely, the Environmental Management Act, the Parks and Wild Life Act, the Forest Act and the Water Act. The key administrative and governance acts, namely, the Provincial Councils Act, the Rural District Councils Act and the Traditional Leaders Act influence the outcomes of legislation and policies at national and local level. A comprehensive review of legislation done recently highlighted a strong legal framework but that needs to be revised to align it to the new Constitution.

The Zimbabwe Agenda for Sustainable Socio-Economic Transformation (2014-2018) (ZIMASSET), Zimbabwe's economic blueprint, identifies environmental management, protection and conservation as key result areas with improved natural resources management as one of the main outcomes; furthermore, it seeks to increase quality of local authority

¹ http://ec.europa.eu/europeaid/where/acp/overview/cotonou-agreement/index_en.htm_en

services through effective community engagement and connects development with improved gender equality and equity.

In April 2016 the Government launched the formal process of the Interim Poverty Reduction Paper (2016-2018) and among the 5 key pillars there will be "Environment and Climate Change". Guidance for this component will be integrated into the implementation of the action. The National Environmental Policy (2009) focuses on creating economic opportunities, amongst others, through conserving biodiversity and maintaining the natural resource base and basic environmental processes, promoting equitable access and public participation as well as establishing and supporting an adaptive and effective institutional framework.

The revised Forestry Policy (to be completed by October 2016) is expected to emphasise community involvement in forestry. The Policy for Wildlife (1992), which needs be updated, aims at maintaining a network of protected areas for the conservation of the nation's wildlife resources and biological diversity, to create economic activities to enhance rural development and encourages the conservation and sustainable use of wild animals and their habitats outside the protected areas. The Zimbabwe Climate Policy (2016) aims to mainstream climate change adaptation and mitigation in economic and social development at sector and national levels. It promotes sustainable land-use systems that enhance agricultural production, ensure food security and maintain ecosystem integrity. The National Gender Policy (2013) includes among the eight priority areas "gender, environment and climate change". The main strategic objective is to increase gender responsiveness of the environment and natural resources management strategies and in climate change adaptation and mitigation initiatives.

On a regional level, the Southern African Development Community (SADC) Regional Indicative Strategic Development Plan (2005-2020) and the SADC Protocol on Wildlife Conservation and Law Enforcement (1999), including the treaties on Trans-frontier Protected Areas (TFPAs) and Conservation Areas (TFCAs), and SADC Protocol on Forestry (2002), are strongly linked to all natural resource management programmes. They provide the overarching policy framework for forestry and wildlife collaboration amongst Member States and lay out a number of guiding principles on the protection, management and utilisation of all types of natural resources. The SADC Revised protocol on shared Water Courses (2000) and the Protocol on the Development of Tourism in SADC (1998) are additional regional policies that also provide key guidance in terms of natural resources management and devolution of responsibilities.

At international level, Zimbabwe is a signatory to the UN Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES); UN Convention on Biological Diversity of 1992; the UN Framework Convention on Climate Change of 1992, the UN Convention on Combating Desertification, and the UNESCO Convention concerning the Protection of the World Cultural and Natural Heritage of 1972.

The National Indicative Programme for the 11th EDF includes sustainable natural resources management in the promotion of agriculture based economic growth and governance priorities. The EU Agenda for Change recognizes inclusive and sustainable growth as crucial to long-term poverty reduction. It notes that development is not sustainable if it damages the environment, biodiversity and natural resources and increases vulnerability to natural disasters. It promotes sustainable practices, including safeguarding of ecosystem services, giving priority to locally-developed practices and focusing on smallholder agriculture. The Biodiversity Strategy to 2020 reflects the EU's commitment to the protection and sustainable management of biodiversity through strengthened governance, restoring ecosystems and sustainable agriculture, forestry and fisheries as well as averting global biodiversity loss. The recent EU Strategic Approach to Wildlife Conservation in Africa and the EU Action Plan against Wildlife Trafficking (2016) identifies Key Landscapes for Conservation and promotes

active participation of the communities in the management of communal wildlife areas.

The EU Natural Resources Management Programme promotes a rights-based and gender-sensitive approach.

1.1.2 Stakeholder analysis

The main stakeholders include Parliament of Zimbabwe, Central Government, traditional leaders, local administrative and technical agencies, private sector, NGOs, international organizations, academic organisations, and communities. Most of the stakeholders were consulted during the identification and formulation phase of the Natural Resources Management Programme.

The Parliament of Zimbabwe, and in particular the portfolio committee on Environment and Climate Change, deals with related bills, statutory instruments, policies and budget.

The Ministry of Environment, Water and Climate has a lead role in the management of natural resources through its departments and parastatals (Zimbabwe Parks and Wildlife Management Authority, the Forestry Commission, Environment Management Agency, Zimbabwe Water Authority). Other key ministries involved in natural resources management include the newly created Ministry of Rural Development, Preservation and Promotion of National Culture and Heritage (role in governing relationships between traditional leaders, provincial and districts councils and communities), Ministry of Land and Rural Resettlement (oversees land management and administration as well as land reform in agricultural areas), Ministry of Agriculture (integrated management in key natural resources areas, agro-forestry), Ministry of Tourism and Hospitality Industry (development of wildlife related tourism), Ministry of Higher and Tertiary Education (research), and Ministry of Finances and Economic Development (as National Authorising Officer). The Office of the President and Cabinet (OPC) has a specific unit on environment and a Department for Policy Implementation and International Coordination. These ministries have been involved in the process of consultation and are likely to participate actively in the programme.

Traditional leaders are represented by the Chief Council. According to the Constitution, the function of traditional leaders within their area of jurisdiction is among others to facilitate development, administer communal land and protect environment. According to the customary law any community based activities need prior agreement from the chiefs.

Local administrative and technical agencies, provincial, district and village administrations include development committees that handle environmental issues. There are also local representations of parastatals such as the Parks and Wildlife Authority and the Environment Management Agency based in provincial and district administration. In most of the district's administrative areas, CAMPFIRE (Community Areas Management Program for Indigenous Resources) offices are operating. The Police plays also an important role as law enforcement agency, in particular for anti-poaching operations.

Two groups of private stakeholders are involved in natural resources and could have a role in the action: 1) Companies that exploit the resources such as safari operators, timber and non-timber forest product industry or fishery companies. Most of them are interested in working with the communities targeted by the action; 2) Large companies regrouped into the Business Council for Sustainable Development with social corporate responsibility activities focused on green business/environment, interested to contribute to community initiatives. There is a large number of community based organizations (CBOs), local and international NGOs and international organizations that support sustainable natural resources management. They are regularly consulted through coordination meetings and workshops. Research and academic institutions including national universities, research institutes, regional research organizations and foreign research centres based in Zimbabwe are actively supporting the development process through scientific and technical advice, analysis and capacity building.

Final beneficiaries of the programme are communities living in the South East Lowveld area. The area is in southern part of Zimbabwe, covers approximately 50,000 km² and falls below 600m contour. It includes 3 provinces (Manicaland, Masvingo and Matebeleland South) and 5 districts, namely Beitbridge, Bikita, Chipinge, Chiredzi and Mwenezi. The EU has significant experience in the area through a number of projects and studies, it is a strategic protection zone, partly within the Great Limpopo Transfrontier Conservation Area, highlighted by the Government and the EU (EU strategic document "Larger than Elephant"), and it complements large community based initiatives promoted by the Government in the 2 other key protection areas (Upper and Lower Zambezi). There are currently 900,000 people (470,000 female and 430,000 male, Census 2012) living in the area, mainly in subsistence farming practicing dryland cropping, extensive cattle and small stock rearing, or employed in large irrigation schemes for sugar production. The local population has been involved in the formulation phase of this programme.

The target groups to be involved in the activities include mainly Government ministries (Ministry of Environment and other ministries), parastatals, provincial and local administrations, implementing agencies (local and international NGOs, international organizations, consulting companies), private sector and academics.

1.1.3 Priority areas for support/problem analysis

(1) Legal, Policy and institutional frameworks for natural resource management:

Legislation on the environment such as the Forestry Act, Parks and Wildlife Management Act, Water Act, Communal Land Forest Produce Act and related statutory instruments need to be harmonised and aligned to the new Constitution in order to be more coherent and inclusive; a similar process has to be undertaken for all related policies. In terms of institutions there is need to clarify and readjust their mandates and organization, and reinforce their capacity towards more efficient management. This concerns not only national institutions but also provincial and local structures.

(2) Livelihood enhancement through community based natural resources management:

Individuals, particularly women and other marginalised groups, have currently weak user rights over natural resources. Well informed and structured, they would be allowed to access and manage some of the resources and subsequently generate income, improve their livelihood and increase their resilience. There is a need to inform and train both female and male community members on sustainable management of natural resources in a changing climate; to explore with them the potential economic activities; to provide initial means for the development of the activities; and to connect them with private sector and public authorities through a Public Private Community partnership (PPCP). Currently community members do not realize the potential or do not have the means to develop sustainable natural resources management practice. They tend to deplete the resources (deforestation for staple crops, uncontrolled wood collection or illegal hunting) to cope with their immediate food security needs.

(3) Research and info-dissemination on resource status, land use planning options, and innovative solutions for natural resources management.

Applied research, innovative approaches and targeted participatory studies are key elements to inform the stakeholders on the status of natural resources and opportunities to preserve and manage the resources. Unfortunately resources for research or studies are limited and results not always shared. The Government and other stakeholders need flexible means to identify ad hoc studies and gender sensitive applied research that responds to the real need for both community livelihood and conservation. Networking and sharing of information between different universities (including European) are also highly needed in order to optimize the limited resources and synergize experience. Studies on relatively new areas such as the

economics of climate change adaptation measures in predominantly natural resource dependent communities should be prioritized.

1.2 Other areas of assessment

Not applicable under this action.

2 RISKS AND ASSUMPTIONS

Risks	Risk level H/M/L	Mitigating measures
Severe weather events impact natural resources and income for communities	M-H	Diversification of resources management related activities; contingency plans prepared with communities
Resources from the Government to support natural resources management are shrinking	M-H	Temporary increasing support from development partners and private sectors to the sector
Economic situation no longer conducive for private sector to invest in the sector	M-H	More support for community to develop innovative business; advocacy for better private sector development and in particular more guarantees on investment (land lease, conditions for investment).
Increasing poaching from local and international syndicates	M	Intervention from international community to mitigate international wildlife trafficking
Elections may generate tensions which slow down the momentum built in policy, institutional and organisational reforms	M	Careful planning of activities with priority for sensitive or complex actions such as institutional reform largely before elections
Deterioration of the political situation and policy inconsistency decelerates progress on reform	M	EU Support to Governance and Justice sector, Political and Policy Dialogue
Assumptions		
<ul style="list-style-type: none"> Stable political and macroeconomic environment Continuing political commitment to sustainable natural resource management 		

3 LESSONS LEARNT, COMPLEMENTARITY AND CROSS-CUTTING ISSUES

3.1 Lessons learnt

Need for an integrated approach.

In 2012, the EU promoted, through 3 projects, a vertical (simultaneous community, district and national support) and sub-sectorial (fishery, forestry and wildlife) approach. The approach provided a better understanding of the sub-sectors and developed some concrete pilot community based initiatives. The Government, the EU and other stakeholders are interested in consolidating these initiatives through a more integrated approach (also recommended during a results-oriented monitoring (ROM) exercise). The support to the communities should be more holistic, flexible and gender sensitive. Comprehensive land use planning that includes all resources and a subsequent master plan would be the proper tool for an integrated approach. Target communities in the same geographical location should benefit from a variety of natural resources related economic activities that would result, when combined, in tangible income.

Devolution and incentives for natural resources management

The Government alone will not be able to control and manage the available natural resources throughout the country. Devolution of management to communities and other stakeholders (mainly local public administration and private actors) has to be considered through revised legal acts, policies and eventually review of mandates from all parties involved in the sector. The concept of balanced incentive/regulatory actions is strongly recommended to the Government by most stakeholders. Incentives include more ownership and control of the revenue from natural resources management by the communities. It also integrates revenue to the community for maintaining or improving eco-systems, such as REDD+ (Reducing Emissions from Deforestation and Forest Degradation).

Regulation, monitoring and enforcement

More coherent legislation and policy will not be sufficient to ensure sustainable management of natural resources and compliance with international commitments if there are no means and capacity to monitor and control the resources and if there is no political will. The support for the legal, policy and institutional framework should include material and training support for monitoring and enforcement; policy dialogue should accompany the programme.

3.2 Complementarity, synergy and donor coordination

The Ministry of Environment is considering readjusting one of their key programmes Global Environment Facility 6 (GEF6) to better complement the EU Natural Resources Management Programme.

The EU is supporting a comprehensive Communal Areas Management Programme for Indigenous Resources (CAMPFIRE) review that should lead to a new model for community based natural resources management and results are to be released before this programme is fully operational. There are EU-supported institutional and policy reviews envisaged in the area of forestry, fisheries and rural development plus the planned organizational review of the Zimbabwe Parks and Wildlife Management Authority. There are potential synergies with the 11th EDF funded Agriculture Growth Programme that promotes community based trade and small livestock which are relevant activities for the programme's target beneficiaries. Also relevant are the current support to the Government of Zimbabwe on Constitutional alignment, support to the Parliament and the EU programme on local governance, as well as the "Support to Justice" programme that includes support to traditional leaders.

There are synergies with EU Members States' initiatives such as research support provided by France, interventions from the UK in combatting wildlife trafficking and support to park management (Gonaredzhou National Park) from Germany. Regional EU funded programmes are also considered such as the trans-frontier wildlife potential initiative for the SADC region (EUR 20 million), the CITES Mikes initiative and other regional/international programmes such as BIOPAMA (The Biodiversity and Protected Areas Management Programme), GBIF (Global Biodiversity Information facility) or MESA (Monitoring for Environment and Security in Africa).

The action will also be coordinated with the two Global Environment Fund Programmes, the World Bank managed GEF5 programme which covers the Upper Zambezi and the UNDP-managed GEF6 which covers the Lower Zambezi. It is already agreed that an overarching committee (likely the Environment Council) will oversee the 3 programmes in order to ensure coherence and synergies.

3.3 Cross-cutting issues

The promotion of **gender equality** in natural resource management is important considering the critical traditional role of women in natural resource-based and agriculture income-generating activities. It is estimated that 80% of natural resource-based and agriculture small

scale farmers are women (National Gender Policy, 2013). Gender mainstreaming in revised policies, equitable role in the management of community based initiatives and gender sensitive applied research are to be included in the programme.

The action is initiated to promote sustainable natural resource management and biodiversity conservation and will consequently have a positive **environmental** impact. Despite this, individual activities will be screened to ensure that they are optimally designed from an environmental perspective. **Climate change** represents an additional and compounding challenge for sustainable natural resource management, although most of the pre-identified initiatives such as wildlife related activities are more climate resilient than most of the agriculture practices. Natural resources management and the conservation of the ecosystems and their services will promote more climate resilient environments, where vulnerable species (for example elephants and other species affected by droughts) can have more opportunities to adapt. A culture of environmental and climate change mainstreaming will be promoted and actively advocated in the action with emphasis on sustaining ecosystem services. Local planning and budgeting systems should embed ecosystem based adaptation within their planning and budget lines.

The **rights based principles** that influenced the design are (i) non-discrimination, equality and the incorporation of needs of marginalised groups, (ii) active, free and meaningful participation, (iii) empowerment and (iv) accountability.

4 DESCRIPTION OF THE ACTION

4.1 Objectives/results

This programme is relevant for the United Nations 2030 Agenda for Sustainable Development. It contributes primarily to the progressive achievement of SDG 15 "Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss" but also promotes progress towards Goal 13 ("Take urgent action to combat climate change and its impacts") and Goal 2 ("End hunger, achieve food security and improved nutrition and promote sustainable agriculture"). This does not imply a commitment by the Government of Zimbabwe benefiting from this programme.

The overall objective is to improve the livelihoods of rural communities through sustainable and climate resilient management of natural resources.

Specific Objective 1: To strengthen governance framework and policy dialogue on natural resources management

- Result 1.1: Relevant legislation and policies are coherent and aligned with the new Constitution and international commitments (Multilateral Environmental Agreements including Rio conventions)
- Result 1.2: Institutional framework is reinforced through clear mandate and accountable internal governance
- Result 1.3: Natural Resources Management initiatives in the country are coordinated and support a coherent national, regional and international strategy

Specific Objective 2: To improve capacity of communities to develop sustainable natural resources management practices, including better environmental governance and soil protection

- Result 2.1: Communities are aware and trained on sustainable natural resources management practices
- Result 2.2: Communities, in partnership with public and private sector, increase and diversify their incomes

- Result 2.3: Local ecosystems and their services are preserved and increase resilience to climate change

Specific Objective 3: To enhance applied research and targeted participatory studies on natural resources management

- Result 3.1: Research on natural resources management is disseminated
- Result 3.2: Status, trends and distribution of natural resources are regularly updated
- Result 3.3: Results of monitoring and specific assessments on policy implementation and performance are shared.

4.2 Main activities

Main indicative activities are:

Specific Objective 1: To strengthen governance framework and policy dialogue on natural resources management

Under **Result 1.1:** Review of legal and policy framework; stakeholder consultations.

Under **Result 1.2:** Review of institutional framework; organizational capacity building; support institutions in fulfilling their mandate and commitment and procurement of necessary equipment.

Under **Result 1.3:** Organization of consultations for natural resources management issues; technical support for working groups and coordination events.

Specific Objective 2: To improve capacity of communities to develop sustainable natural resources management practices, including better environmental governance and soil protection

Under **Result 2.1:** Identification of sustainable and profitable community based natural resources management opportunities; awareness, info-dissemination and vocational training on sustainable natural resources management and climate change adaptation.

Under **Result 2.2:** Organizational and legal support for communities to establish and maintain formal structures; facilitation of contracts between public authorities, private sector and community (PPCPs); business planning and investment in key natural resources management economic activities.

Under **Result 2.3:** Training and procurement of equipment for anti-poaching activities; design of community led initiative on ecosystem based adaptation designed and launched; ecological monitoring activities.

Specific Objective 3: To enhance applied research and targeted participatory studies on natural resources management

Under **Result 3.1:** Implementation of pilots based on existing and past studies and research results; launch of new applied research including resources mapping, economic valuation, ecosystem services (such as REDD+); share research and links between Zimbabwe, African and European Universities.

Under **Result 3.2:** Studies on natural resources status and trends; dissemination of the studies.

Under **Result 3.3:** Monitoring and evaluation studies on implementation of new policies and strategies including economic impact studies.

4.3 Intervention Logic

The support of the governance framework through review of legislation, policies and institutions (objective 1) will provide a more conducive environment for the development of community based initiatives located in South East Lowveld (objective 2) and elsewhere. This

combined with direct support to communities on more efficient and sustainable natural resources management activities will result in an increase of their livelihoods and protection of the environment.

Lessons learnt from natural resources management activities will provide inputs for the review of governance framework. It may highlight some discrepancies in term of models and local governance that have to be readjusted through the activities planned in the objective 1.

The research and study components (objective 3) will connect the local and national dimension of the programme. The selected pilots and demand driven researches have to be relevant for community based initiatives in the South East Lowveld and inform legislation and policies at national level. The national studies on natural resources will include South East Lowveld and therefore provide the necessary information for the implementation of community based projects. Finally the monitoring and evaluation on implementation of new policies may use as pool for investigation the South East Lowveld.

The implementation and review of the three components will provide a complete picture of natural resources management sector in Zimbabwe. It will allow the EU and EU Member States to engage a solid dialogue with the Government of Zimbabwe on areas related to environment and climate change as well as governance, gender, agriculture or land issues.

5 IMPLEMENTATION

5.1 Financing agreement

In order to implement this action, it is foreseen to conclude a financing agreement with the partner country, referred to in Article 17 of Annex IV to the Partnership Agreement between the members of the African, Caribbean and Pacific Group of States of the one part, and the European Community and its Member States of the other part (ACP-EU Partnership Agreement).

5.2 Indicative implementation period

The indicative operational implementation period of this action, during which the activities described in section 4.2 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's authorising officer responsible by amending this decision and the relevant contracts and agreements; such amendments to this decision constitute non-substantial amendment in the sense of Article 9(4) of Regulation (EU) 2015/322.

5.3 Implementation of the budget support component

Not applicable under this action.

5.4 Implementation modalities

5.4.1 Grants: call for proposals (direct management)

5.4.1.1 Grants: Call for proposals "Community based initiatives in South East Lowveld" (direct management)

(a) Objectives of the grants, fields of intervention, priorities of the year and expected results

The call will target the specific objective 2 "To improve capacity of communities to develop sustainable natural resources management practices and environmental governance and soil protection"(Results 2.1, 2.2, 2.3). The target beneficiaries are communities living in South East Lowveld, Zimbabwe. Fields of intervention of the call will be the awareness, info-dissemination and vocational training on natural resources management opportunities, the organizational and legal support to create community based structures, the facilitation and

assistance for networks and economic partnership between the community and public/private sector, business plan and material support to start up economic activities. The communities will be equipped for profitable and sustainable natural resources management initiatives. In parallel, it is expected that community members will protect their environment and in particular wildlife.

(b) Eligibility conditions

The initiatives to be financed shall be initiated and directly implemented by legal entities with demonstrable experience on community based natural resource management in Zimbabwe.

As applicant: the eligibility of applicants is restricted to all types of Civil Society Organisations, local authorities, public bodies, public and private sector operators and their associations, originating from countries eligible for the European Development Fund, as well as international organisations.

Co-applicant and affiliated entities: the eligibility of co-applicant and affiliated entities is restricted to all entities eligible as applicant.

Subject to information to be published in the call for proposals, the indicative amount of the EU contribution per grant is between EUR 2 000 000 and EUR 3 000 000 and the grants may be awarded to sole beneficiaries and to consortia of beneficiaries (coordinator and co-beneficiaries).

The indicative duration of the grant (its implementation period) is between 36 and 48 months.

(c) Essential selection and award criteria

The essential selection criteria are financial and operational capacity of the applicant. The essential award criteria are relevance of the proposed action to the objectives of the call; design, effectiveness, feasibility, sustainability and cost-effectiveness of the action.

(d) Maximum rate of co-financing

The maximum possible rate of co-financing for grants under this call is 90%.

In accordance with Article 192 of Regulation (EU, Euratom) No 966/2012, applicable in accordance with Article 37 of Regulation (EU) 2015/323, if full funding is essential for the action to be carried out, the maximum possible rate of co-financing may be increased up to 100%. The essentiality of full funding will be justified by the Commission's authorising officer responsible in the award decision, in respect of the principles of equal treatment and sound financial management.

(e) Indicative timing to launch the call

3rd trimester 2017.

5.4.1.2 Grants: Call for proposals "Applied research in natural resources management" (direct management)

(a) Objectives of the grants, fields of intervention, priorities of the year and expected results

The call is in line with the specific objective 3 "To enhance applied research and targeted participatory studies on natural resources management" and Result 3.1 " Implementation of pilots based on existing and past studies and research results; launch of new applied research including resources mapping, economic valuation, ecosystem services (such as REDD+); share of research and links between Zimbabwe, African and European Universities.

(b) Eligibility conditions

The initiatives to be financed shall be initiated and directly implemented by legal entities with demonstrable experience on research and environment in Zimbabwe.

As applicant: the eligibility of applicants is restricted to all types of Civil Society Organisations, local authorities, public bodies, public and private sector operators and their associations, originating from countries eligible for the European Development Fund, as well as international organisations.

Co-applicant and affiliated entities: the eligibility of co-applicant and affiliated entities is restricted to all entities eligible as applicant.

Subject to information to be published in the call for proposals, the indicative amount of the EU contribution per grant is between EUR 500 000 and EUR 1 500 000 and the grants may be awarded to sole beneficiaries and to consortia of beneficiaries (coordinator and co-beneficiaries).

The indicative duration of the grant (its implementation period) is between 36 and 48 months.

(c) Essential selection and award criteria

The essential selection criteria are financial and operational capacity of the applicant. The essential award criteria are relevance of the proposed action to the objectives of the call; design, effectiveness, feasibility, sustainability and cost-effectiveness of the action.

(d) Maximum rate of co-financing

The maximum possible rate of co-financing for grants under this call is 90%.

In accordance with Article 192 of Regulation (EU, Euratom) No 966/2012, applicable in accordance with Article 37 of Regulation (EU) 2015/323, if full funding is essential for the action to be carried out, the maximum possible rate of co-financing may be increased up to 100%. The essentiality of full funding will be justified by the Commission's authorising officer responsible in the award decision, in respect of the principles of equal treatment and sound financial management.

(e) Indicative timing to launch the call

1st trimester 2018.

5.4.2 Indirect management with the Government of Zimbabwe

A part of this action with the objectives of strengthening governance framework and policy dialogue for natural resources management (Objective 1) and enhancing applied research and targeted participatory studies on natural resources management (Objective 3) may be implemented in indirect management with the Government of Zimbabwe in accordance with Article 58(1)(c) of the Regulation (EU, Euratom) No 966/2012 applicable in accordance with Article 17 of Regulation (EU) 2015/323 according to the following modalities.

The Government of Zimbabwe will act as the contracting authority for the procurement and grant procedures. The Commission will control ex ante all the procurement and grant procedures.

Payments are executed by the Commission.

In accordance with Article 190(2)(b) of Regulation (EU, Euratom) No 966/2012 and Article 262(3) of Delegated Regulation (EU) No 1268/2012 applicable in accordance with Article 36 of Regulation (EU) 2015/323 and Article 19c(1) of Annex IV to the ACP-EU Partnership Agreement, the Government of Zimbabwe shall apply procurement rules of Chapter 3 of Title IV of Part Two of Regulation (EU, Euratom) No 966/2012. These rules, as well as rules on grant procedures in accordance with Article 193 of Regulation (EU, Euratom) No 966/2012 applicable in accordance with Article 17 of Regulation (EU) 2015/323, will be laid down in the financing agreement concluded with the Government of Zimbabwe.

5.4.3 Changes from indirect to direct management mode due to exceptional circumstances

In case of exceptional circumstance which will render impossible the implementation in indirect management, the procurements of service and supply to achieve Objective 1 (to strengthen governance framework and policy dialogue for natural resources management) and Objective 3 (to enhance applied research and targeted participatory studies on natural resources management) will be launched and managed by the Commission on behalf of the Government of Zimbabwe. Should this be the case, tenders will be launched indicatively the 1st trimester 2017 for the service tender and 1st trimester 2018 for the supply tender.

5.5 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply.

The Commission's authorising officer responsible may extend the geographical eligibility in accordance with Article 22(1)(b) of Annex IV to the ACP-EU Partnership Agreement on the basis of urgency or of unavailability of products and services in the markets of the countries concerned, or in other duly substantiated cases where the eligibility rules would make the realization of this action impossible or exceedingly difficult.

5.6 Indicative budget

Implementing modality	EU contribution (in EUR)	Indicative third party contribution (in EUR)
5.4.1 Grants: call for proposals (direct management)	7 500 000	833 332
5.4.1.1 Grants: call for proposals "Community based initiatives in South East Lowveld" (direct management)	6 000 000	666 666
5.4.1.2 Call for proposals "Applied research in natural resources management" (direct management)	1 500 000	166 666
5.4.2 Indirect management with Government of Zimbabwe	3 100 000	N.A.
- Service Contracts	2 600 000	
- Supply	500 000	
- Evaluation, 5.10 – Audit	250 000	N.A.
5.11 – Communication and visibility	150 000	N.A.
Contingencies	1 000 000	N.A.
Totals	12 000 000	833 332

5.7 Organisational set-up and responsibilities

The programme will be steered by a committee represented by key stakeholders including the Government, private sector, civil society, research institution, and the EU (and eventually EU Members States as observers) and chaired by the Government. The technical assistance foreseen in the programme will play the role of secretariat within the steering committee. The committee will overview the implementation of the programme, provide some strategic

direction and validate any decisions that affects the implementation of the different components of the programme.

A technical committee will handle the day-to-day activities. It will be constituted by the implementing partners which are the representative of the organizations beneficiary of the grants (community based natural resources management initiatives in South East Lowveld; and research projects), the technical assistance involved in capacity building of the Government and technical staff from the Government. The technical committee will report to the steering committee on programme progress. An independent committee in charge of the monitoring of the programme, constituted mainly by members of the steering committee but also local academics and other key stakeholders, will report directly to the steering committee.

5.8 Performance monitoring and reporting

The technical assistance will compile all the information from the different interventions and provide regular consolidated report to the steering committee for their review and guidance. The consolidated report will use the overall logframe matrix of the programme as reference.

The technical assistance will also conduct a baseline survey at the inception of the programme in order to update baseline information provided in the logframe matrix. A final survey using the same data and methodology of the baseline survey will measure the impact, outcome and output of the programme.

In May 2015, the National Monitoring and Evaluation Policy was endorsed by the Government. It provides the guidelines for the conduct of monitoring and evaluation of all Government programmes and projects. The Natural Resources Management programme will follow these guidelines.

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partner's responsibilities. To this aim, the implementing partners shall establish a permanent internal, technical and financial monitoring system for their actions and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its results (outputs and direct outcomes) as measured by corresponding indicators. The report shall be laid out in such a way as to allow monitoring of the means envisaged and employed and of the budget details for the action. The final reports, narrative and financial, will cover the entire period of the action implementation.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

In addition, it is anticipated to have an independent committee in charge of the monitoring of the programme. It will be constituted mainly by members of the steering committee, and it will report directly to the steering committee.

5.9 Evaluation

Having regard to the importance of the action, mid-term, final and ex-post evaluations will be carried out for this action or its components via independent consultants contracted by the Commission. The mid-term evaluation will be carried out for problem solving and learning purposes.

Final or ex-post evaluation will be carried out for accountability and learning purposes at various levels (including for policy revision).

The Commission shall inform the implementing partner at least 3 months in advance of the dates foreseen for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Indicatively two contracts for evaluation services shall be concluded under a framework contract in 2019 and 2021

5.10 Audit

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments for one or several contracts or agreements.

Indicatively, two contacts for audit services shall be concluded under a framework contract in 2017 and 2021.

5.11 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU.

This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action, to be elaborated at the start of implementation and supported with the budget indicated in section 5.6 above.

In terms of legal obligations on communication and visibility, the measures shall be implemented by the Commission, the partner country, contractors, grant beneficiaries and/or entrusted entities. Appropriate contractual obligations shall be included in, respectively, the financing agreement, procurement and grant contracts, and delegation agreements.

The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan of the Action and the appropriate contractual obligations.

6 PRE-CONDITIONS

Not applicable under this action.

APPENDIX - INDICATIVE LOGFRAME MATRIX¹

The activities, the expected outputs and all the indicators, targets and baselines included in the logframe matrix are indicative and may be updated during the implementation of the action, no amendment being required to the financing decision. When it is not possible to determine the outputs of an action at formulation stage, intermediary outcomes should be presented and the outputs defined during inception of the overall programme and its components. The indicative logframe matrix will evolve during the lifetime of the action: new lines will be added for including the activities as well as new columns for intermediary targets (milestones) for the output and outcome indicators whenever it is relevant for monitoring and reporting purposes. Note also that indicators should be disaggregated by sex whenever relevant.

	Results chain	Indicators	Baselines (incl. reference year)	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	Improve livelihoods of rural communities through sustainable and climate resilient management of natural resources	Proportion of (targeted) population disaggregated by sex living below USD 1.25 (PPP) per day (**)	2012: 84%	2021: 75%	ZIMSTAT reports, ZIMVAC and Baseline / final survey	
Specific objective(s): Outcome(s)	Specific Objective 1: To strengthen governance framework and policy dialogue for natural resources management	SO 1 I1.1: Number of climate change strategies developed and Implemented (**) SO 1 I1.2: Number of relevant legal acts, policies and strategies shared by the Government.	SO1 I1.1 B: 2015: 0 SO 1 I1.2 B: 2015: 0	SO1 I1.1 T: 2021: 1 SO1 I1.2 B: 2021: 10	SO 1 I1.1 S: Strategies produced and gazetted by the Government SO1 I1.2 S: acts, policies and strategies publicly shared by the Government	Resources from the Government are sufficient to support natural resources management

¹ Indicators aligned with the relevant programming document are marked with '*' and indicators aligned to the EU Results Framework with '**'.

Specific objective(s): Outcome(s)	<p>Specific Objective 2: To improve capacity of communities to develop sustainable natural resources management practices including better environmental governance and soil protection.</p>	<p>SO 2 I 2.1: Number of Micro, Small and Medium Enterprises (MSMEs) applying Sustainable Consumption and Production practices (*) (**)</p> <p>SO 2 I 2.2: Number of beneficiary (disaggregated by sex) generating USD 200 incomes per year through EU support.</p> <p>SO 2 I 2.3: Number of hectares protected area conserved(*)(**)</p>	<p>SO 2 I2.1 B: 2015: 0</p> <p>SO 2 I2.2 B: 2015: 0</p> <p>SO 2 I2.3 B: 2015: 100.000 ha</p>	<p>SO 2 I2.1 B: 2021: 15</p> <p>SO 2 I2.2 B: 2021:1000 (800 women and 200 men)</p> <p>SO 2 I2.3 B: 2021: 100.000 ha</p>	<p>SO 2 I2.1 S: Baseline and final survey; Programme Monitoring tools</p> <p>SO 2 I 2.2 S: Baseline and final survey; Programme Monitoring tools</p> <p>SO 2 I2.3 S: Ministry of Environment statistic and reports</p>	<p>Weather events do not impact significantly natural resources and income for communities. Poaching from international syndicate is contained.</p>
Specific objective(s): Outcome(s)	<p>Specific Objective 3: To enhance applied research and targeted participatory studies on natural resources management</p>	<p>SO 3 I 3.1: Number of new researches or studies utilized by stakeholders for improving community based initiatives or governance in the sector of natural resources management sector</p>	<p>SO 3 I3.1 B: 2015: 0</p>	<p>SO 3 I3.1T: 2021: 20</p>	<p>SO 3 I3.1 S: -Programme Monitoring tools - Research and studies paper</p>	

Outputs	Result 1.1: Legislation and policies are coherent and aligned with the new Constitution and international commitments (Multilateral Environmental Agreements including Rio conventions)	R1.1. II.1.1: The legal framework is adapted to the new commitments	R1.1. II.1.1 B: 2015:No	R1.1. I 1.1.1 T: 2021: Yes	R1.1. II.1.1 S: Baseline and final survey; Communication papers	Continuing political commitment to sustainable natural resource management
	Result 1.2: Institutional framework is reinforced through clear mandate and accountable internal governance.	R1.2. II.2.1: Existence of an audit for the government institutions in charge of NRM	R1.2. II.2.1 B: 2015:0	R1.2. II.2.1 T: 2021: 4	R1.2. I 1.2.1 S: External evaluations and audits	
	Result 1.3: Natural Resources Management initiatives in the country are coordinated and support a coherent national and regional strategy	R1.3. II.3.1: Number of coordination sessions and workshops on programme coherence per year organized and shared by the Government	R1.3. II.3.1 B: 2015:1	R1.3. II.3.1 T: 2021: 4	R1.3. I 1.3.1 S: Programme Monitoring tools	

Outputs	Result 2.1: Communities are aware and trained for sustainable natural resources management practices	R2.1. I2.1.1 Number of community members (disaggregated by sex) from South East Lowveld trained	R2.1. I 2.1.1 B: 2015: 500 (400 women and 100 men)	R2.1. I 2.1.1 T: 2021: 2000 (1600 women, 400 men)	R2.1. I 2.1.1 S: Programme Monitoring tools	Economic situation conducive for investing in environment
	Result 2.2: Communities are partnering with public and private sector and diversify their incomes	R 2.2. I2.2.1 Number of Public Private Community partnership created and able to generate income for self-sustainment at the end of the action	R 2.2. I 2.2.1 B: 2015: 0	R 2.2. I2.2.1 T: 2021: 10	R 2.2. I2.2.1 S: MOU between Public administration, Private company and community representatives	
	Result 2.3: Local ecosystems and their services are preserved and increase resilience to climate change	R 2.3. I2.3.1 Number of people employed (by the community, the private sector or the Government) in anti-poaching operation	R 2.3. I 2.3.1 B: 2015:0	R 2.3. I 2.3.1 T: 2021: 100	R 2.3. I 2.3.1 S: Programme Monitoring tools	

Outputs	Result 3.1: Research on natural resources management are disseminated	R 3.1. I3.1.1 Scientific peer-reviewed papers disseminated	R 3.1. I 3.1.1 B: 2015: 0	R 3.1. I 3.1.1 T: 2021: 15	R 3.1. I 3.1.1 S: Research and communication papers	Continuing political commitment to sustainable natural resource management
	Result 3.2: Status, trends and distribution of natural resources are regularly updated	R 3.2. I3.2.1 Number of studies on Status, trends and distribution of natural resources produced and disseminated by the Government and research institutions	R 3.2. I 3.2.1 B: 2015: 0	R 3.2. I 3.2.1 T: 2021: 10	R 3.2 I3.2.1 S: Studies	
	Result 3.3: Results of monitoring and specific assessments on policy implementation and performance are shared.	R 3.3. I3.3.1 Existence of a monitoring and assessment system	R 3.3. I3.3.1 B: No	R 3.3. I3.3.1 T: Yes	R 3.3. I3.3.1 S: Baseline and end survey; Programme Monitoring tools	