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YEAR 3 ANNUAL REPORT (OCTOBER 2013–SEPTEMBER 2014) **AND QUARTER 12 PROGRESS REPORT** (JULY–SEPTEMBER 2014)

**ZIMBABWE STRATEGIC ECONOMIC RESEARCH AND ANALYSIS
(SERA) PROGRAM**

CONTRACT NO. AID-613-C-11-00001



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CONTRACT NO. AID-613-C-11-00001

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Cover photo: Participants at the Introduction to Economy-wide Modeling for Policy Analysis training.

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ACRONYMS AND ABBREVIATIONS

ACBF	African Capacity Building Foundation
ACP	Agricultural Competitiveness Project
ADP	Accelerated Data Program (World Bank)
AfDB	African Development Bank
ATI	African Tax Institute
BTS	Business Tendency Survey
CBR	Central Business Register
CCN	Cooperating Country National
CIP	Census of Industrial Production
CIPE	Center for International Private Enterprise
COMESA	Common Market for Eastern and Southern Africa
COMZ	Chamber of Mines of Zimbabwe
COP	Chief of Party
COS	Census of Services
COTR/COR	Contracting Officer's Technical Representative/ Contracting Officer's Representative
CSO	Central Statistics Office
CTC	Competition and Tariff Commission
CV	Curriculum Vitae
CZI	Confederation of Zimbabwean Industries
DFAP	Development Food Aid Program
DFID	UK Department for International Development
DL	Distance Learning
EAC	East African Community
ED	Executive Director
EITI	Extractive Industries Transparency Initiatives
EMMP	Environmental Mitigation and Monitoring Plan
ERSA	Economic Research Southern Africa
ESAMI	Eastern and Southern African Management Institute
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GOZ	Government of Zimbabwe
GTAP	Global Trade Analysis Project
HQ	Nathan Headquarters

ICT	Information and Communications Technology
IMF	International Monetary Fund
IT	Information Technology
ITC	International Trade Center
LEDRIZ	Labor and Economic Development Research Institute of Zimbabwe
LOE	Level of Effort
M&E	Monitoring and Evaluation
MEFMI	Macroeconomic and Financial Management Institute
MEPIP	Ministry of Economic Planning and Investment Promotion
MIC	Ministry of Industry and Commerce
MMMD	Ministry of Mines and Minerals Development
MOF	Ministry of Finance
MOFED	Ministry of Finance and Economic Development
MP	Member of Parliament
MRIIC	Ministry of Regional Integration and International Cooperation
NADA	National Data Archive
NECF	National Economic Consultative Forum
NMMU	Nelson Mandela Metropolitan University
NSDS	National Strategy for the Development of Statistics 2011-2015
NSSA	National Social Security Authority
PFM	Public Financial Management
PICES	Poverty, Income and Consumption Expenditure survey
PS	Permanent Secretary
QEI	Quarterly Employment Inquiry
QPR	Quarterly Performance Report
RA	Resident Advisor
RBZ	Reserve Bank of Zimbabwe
RFP	Request for Proposal
SADC	Southern African Development Community
SAPST	Southern Africa Parliamentary Support Trust
SERA	Strategic Economic Research and Analysis
SEZ	Special Economic Zone
SIRDC	Scientific and Industrial Research and Development Centre
SOW	Scope of Work
SS	Survey of Services
STTA	Short Term Technical Assistance
TCN	Third Country National
TFTA	Tripartite Free Trade Area
TIPS	Trade and Industrial Policies Strategies
TRALAC	Trade Law Centre

UNDP	United Nations Development Program
UNICEF	United Nations Children’s Fund
USAID	United States Agency for International Development
USAID/W	United States Agency for International Development/Worldwide
UZ	University of Zimbabwe
VAT	Value Added Tax
VMI	Volume of Manufacturing Index
WABAZ	Women Alliance of Business Associations in Zimbabwe
WB	World Bank
ZADMO	Zimbabwe Aid and Debt Management Office
ZELA	Zimbabwe Environment and Law Association
ZIA	Zimbabwe Investment Authority
ZEPARU	Zimbabwe Economic Policy Analysis and Research Unit
ZIMRA	Zimbabwe Revenue Authority
ZIMSTAT	Zimbabwe National Statistics Agency
ZNCC	Zimbabwe National Chamber of Commerce
ZWRCN	Zimbabwe Women’s Resource Center and Network

1. PROGRAM HIGHLIGHTS

QUARTERS 9-11, FROM PREVIOUS PROGRESS REPORTS

Assistance to ZEPARU

The following financial sector studies were completed and posted online by ZEPARU with oversight by Daniel Makina under the mentorship model of SERA support:

- Contribution and Challenges Facing the Financial Sector in Zimbabwe
- Financial Regulation and Supervision in Zimbabwe: An Evaluation of Adequacy and Options
- Financial Liberalization and Crises: Experiences and Lessons for Zimbabwe
- Financial Inclusion: Strategies that Make the Financial Markets Work for the Poor in Zimbabwe

The study “Enhancing Zimbabwe’s Regime for Resolving Corporate Financial Distress: Current Challenges and Possible Solutions” was presented by lead SERA author Daniel Fitzpatrick in December 2013, and again in June 2014 to a high level audience of both government and private sector stakeholders. The study was well received and a working group has been convened to assess feasible next steps. The study is available on the ZEPARU website.

The Ministry of Industry and Commerce (MIC) requested assistance through ZEPARU for an analysis of the country’s pricing structures. SERA fielded two consultants to complete fieldwork and prepare a comparative analysis of cost drivers in Zimbabwe. The report is being finalized in Q12.

The four outsourced value chain studies for the chemical; agro-industries, beverages and tobacco; engineering and metal; and textiles and clothing industries were completed and presented at dissemination events in February. SERA support to ZEPARU to manage and deliver these reports was closed out and the reports were uploaded to the ZEPARU website. The outsourced paper on the economics of employment creation was also posted to the website.

The Capital Account restrictions study led by SERA consultant Keith Jefferis was cleared by ZEPARU and is available on their website.

SERA sponsored leading economist Paul McNelis to provide high level Applied Econometrics training to staff from the RBZ, Ministry of Finance and Economic Development and ZEPARU. The training was undertaken in October 2013 in Harare.

SERA supported 12 economists to attend variously seven regional short-courses offered by MEFMI, ESAMI, TIPS and COMESA.

Assistance to ZIMSTAT

SERA support to the Central Business Register (CBR) project continued with payments disbursed to cover data collection and data cleaning and coding.

SERA completed the discovery and design phase of the new ZIMSTAT website and received ZIMSTAT signoff of the design specifications. The specification was included in the Request for Proposals circulated to shortlisted local firms.

Assistance to other stakeholders

At the request of MOFED, SERA supported a Special Economic Zones (SEZs) workshop on the theme: ‘Promoting Transformational and Inclusive Growth’ by funding Dr. Robert Kirk who prepared and presented a paper on ‘Impacts of Special Economic Zones on Economic Transformation’. The Study was delivered to MOFED and other collaborating partners, the World Bank and UNDP.

The Chamber of Mines of Zimbabwe / Zimbabwe Environment and Law Association (ZELA) study on Revenue Transparency in the Mining Sector was initiated with SERA support. The Study Team completed field work and will finalize the report in early Q13.

QUARTER 12

Assistance to ZEPARU

Policy research: SERA support to ZEPARU through Professor Daniel Makina on studies on financial sector development resulted in completion of the final paper in a set of five financial sector studies. “Access to Bank Credit as a Strategy to Re-Industrialisation in Zimbabwe” was finalized by ZEPARU and will be submitted to USAID in early Q13.

Dr. Robert Kirk’s continued support to ZEPARU led to completion of the study titled “COMESA-SADC-EAC Tripartite Free Trade Area: Implications for Zimbabwe” which was submitted to USAID this Quarter.

The study on cost drivers in the Zimbabwean economy was completed during the Quarter and is due for presentation at a dissemination workshop in Q13.

SERA-supported studies posted to the ZEPARU website during this quarter:

- Access to Bank Credit as a Strategy to Re-Industrialization in Zimbabwe
- Financial Liberalization Crisis: Experiences and Lessons for Zimbabwe
- Agro-Industries/ Food and Beverages Value Chain Study
- Chemical Industries Value Chain Analysis
- Cotton to Clothing Value Chain Study
- Engineering and Metals Industries Value Chain Analysis

SERA supported 10 economists to attend three regional short-courses offered by ATI, IMF/MEFMI, ESAMI and IMF/MEFMI.

At the start of Q12, 15 SERA-funded ZEPARU bursary recipients in the part-time M.Sc. Economics program continued studies at the University of Zimbabwe (UZ). Eleven students passed their first year examinations during the quarter, while 4 of them who had presented their Masters’ thesis at the end of Q11 completed their MSc degrees in Economics.

Assistance to ZIMSTAT

During the quarter under review, ZIMSTAT completed their first draft Central Business Register (CBR) Inquiry Report upon completion of the CBR data collection and processing. The report was in part a condition of the funding SERA provided to complete this work. The CBR will provide a sampling frame for the planned Survey of Services (SS), and lays the foundation for continued improvement, updating, and use of the CBR for producing economic statistics and sampling frames.

Following the completion of the consultancy to develop a full set of functional specifications for the ZIMSTAT website, a request for proposals (RFP) was developed. The received bids were assessed and the winning bid selected in coordination with ZIMSTAT towards the end of Q12.

Assistance to the other partners

Mineral Revenue Transparency: In collaboration with the Chamber of Mines of Zimbabwe (COMZ) and the Zimbabwe Environment and Law Association (ZELA) the SERA Program commissioned a study on ‘Enabling Revenue Transparency in the Mining Sector in Zimbabwe’. Mr. Richard Everett, along with Mr. Lyman Mlambo and Mr. Gilbert Makore, completed and delivered the study, entitled: ‘Building Trust and Transparency in the Zimbabwe Mining Sector’ by the end of Q12. Once comments from USAID are addressed it will be submitted as a final deliverable in Q13. It is anticipated that the study recommendations will factor into SERA-provided assistance in Year 4.

Perceptions of Corruption Survey: SERA, with the Center for International Private Enterprise (CIPE), continued to coordinate with the Zimbabwe National Chamber of Commerce, and the Confederation of Zimbabwean Industries to initiate a survey of 400 Zimbabwean business owners in the cities of Harare and Bulawayo. The survey will assess their experience in conducting business with a focus on the issues of transactional corruption. The activity will raise awareness and provide stakeholders in Zimbabwe’s private sector with evidence-based research and material with which to advocate for reforms. As part of the outputs, the activity will identify specific and targeted potential reform areas where further support, either in the form of an in-depth assessment or introduction of best practice approaches, could assist stakeholders to achieve reform.

High Frequency Phone Survey: SERA coordinated with the World Bank in advance of initiating a high frequency economic and social information survey using mobile phones. The activity aims to collect regular information on living standards in Zimbabwe from a nationally representative sample. The survey methodology, developed by the World Bank to collect reliable household-level data at modest cost, has been rolled out in five African countries under its “Listening to Africa” initiative.

2. INTRODUCTION

The USAID Strategic Economic Research and Analysis — Zimbabwe (SERA) Program contract took effect on October 1, 2011, with Nathan Associates Inc. (hereinafter “Nathan”) as the prime implementing partner. The four-year program has three Strategic Objectives, which may be summarized as follows:

1. Improved economic environment for inclusive growth through evidence-based policy analysis and research.
2. Strengthened capacity for policy development institutions.
3. Improved economic data for use by researchers, policy makers, and other stakeholders.

To achieve these objectives, the program is structured to produce four major results:

1. Improved human capacity for evidence-based economic policy analysis and policy management.
2. Strengthened institutional capacity in Government Departments for analyzing, adapting and implementing evidence-based economic policy options.
3. Strengthened research institutions providing analytical support to the economic policy process in response to needs of policy makers.
4. Improved quality, timeliness, and availability of economic data and statistics.

The SERA contract specifies three components (services and tasks):

1. Management and Administrative Services for assistance to a range of Government of Zimbabwe ministries, agencies, and civil society organizations, including, among other things, provision of short- and long-term technical advisors, research and training.
2. Technical Services to support policy reform and capacity development, including:
 - A. Assistance to the Zimbabwe Economic Policy Analysis and Research Unit (ZEPARU)
 - i. Research and Analysis
 - ii. Parliamentary Training
 - iii. Training of Economists (short-term and long-term)
 - iv. Workshops (research dissemination and policy dialogue events)
 - B. Assistance to ZIMSTAT

Finally, the contract provides general guidance on three cross-cutting issues: (1) coordination with other USAID programs, primary partner organizations, and other donors; (2) prioritization of pro-poor policies and inclusive growth strategies; and (3) application of a gender lens to all SERA undertakings.

In essence, our mandate is to deliver support to strengthen human and institutional capacity for partner organizations; provide evidence-based research to the government and other stakeholders in areas of vital policy concern; rebuild the statistical foundations for economic studies and policy

management; and create platforms for research dissemination and public discussion of research findings as a bridge from the technical analysis to effective reform.

During the first two years of the program, Nathan pursued these aims through technical and financial support primarily to the Zimbabwe Economic Policy Analysis and Research Unit (ZEPARU) and the Zimbabwe National Statistics Agency (ZIMSTAT). In Year 3, we began providing direct support to the Ministry of Finance and other partner organizations, consistent with the contract provision stating that “The contractor will be responsible for managing assistance to a range of Government of Zimbabwe ministries, agencies and civil society organizations, including, among other activities, provision of short- and long-term technical advisers, research and training.”

The present report summarizes activities of the USAID SERA program from October 1, 2013, through the end of the third year of operations on September 30, 2014.

The momentum achieved during Year 1 and Year 2 facilitated continued progress during Year 3 with both ZEPARU and ZIMSTAT. The project implemented 12 new short-term technical assistance (STTA) assignments; funded participants to 12 external training activities involving 20 participants through ZEPARU; supported 3 customized short courses involving 66 participants, again through ZEPARU; trained 56 participants in advanced Excel skills; funded the completion of studies for 4 M.Sc. in Economics graduates and continues to fund 11 students in pursuit of same; continued funding 3 students to pursue a Ph.D. in Economics; completed 3 outsourced research activities through ZEPARU; supported several high-profile research dissemination workshops in conjunction with ZEPARU; initiated an upgrade to the ZIMSTAT website; continued financial support to ZIMSTAT for the Central Business Registry (CBR) as a foundation for improving economic statistics; and completed a review of the CBR and the plans for the pending Survey of Services.

In addition SERA supported the Ministry of Foreign Affairs through the US Embassy and the Ministry of Finance with provision of technical assistance; initiated coordination with the World Bank in support of a high frequency mobile phone survey activity; and is collaborating with DFID to co-fund a large study on integration of Artisanal and Small Scale Gold Miners into the formal economy.

Yet the project also faced difficulties in meeting work plan targets on some fronts. Challenges related to absorptive capacity constraints within our partner organizations continue, and the project continues to encounter the simple fact that it takes time to get things done in Zimbabwe, especially when working through partners who have their own staffing and financing constraints.

The remainder of the report provides a more detailed discussion of each program component, as well as the challenges faced and lessons learned during Year 3. Appendix A highlights program activities that occurred during the period July-September 2014, to fulfill our requirement for submitting a Quarterly Progress Report for Quarter 12¹. Appendix B lists short-term technical assistance assignments conducted during Year 3. Appendix C presents a table listing equipment procured for our partner organizations and USAID-supported bursary students. Appendix D reports on the adherence or variance between USAID SERA activities and targets for Year 3. Appendix E contains the latest data on our M&E indicators, by quarter. Finally, Appendix F presents a success-story “Snapshot” summarizing one highlight from our third year of operation.

¹ Section C.5.f of the SERA Program contract stipulates that “the fourth quarter report and the annual report may be submitted as a single document....”

3. MANAGEMENT AND ADMINISTRATIVE SERVICES

Year 3 activities under this first component of the program involved the management and administration of operations, management of financial resources, and adherence to reporting requirements.

MANAGEMENT AND ADMINISTRATION OF OPERATIONS

The management and administration of SERA operations proceeded smoothly throughout the year. Recurrent tasks included maintenance of accounts and records, timely payment of wages and payroll taxes, and ensuring compliance with USAID regulations on procurement and activities. Nathan headquarters provided efficient backstopping on contract administration, recruitment of consultants, financial management, procurement, and reporting, among other services.

This component of the project also entails the management and administration of programmatic activities in collaboration with our primary partner organizations, ZEPARU and ZIMSTAT. Tasks included developing and supervising STTA assignments; assisting in the design and implementation of training events; responding to other requests for assistance, including equipment procurements; negotiating contracts for technical activities; and assisting with planning and implementation of workshops or conferences. Sections 3 and 4 summarize the activities themselves.

Maintaining full and open communications with USAID/Harare is a critical and ongoing element of our field operation. The SERA Chief of Party (COP) held regular bi-weekly meetings with USAID’s Contract Office Representative (COR), Joshua Smith, to discuss all aspects of program implementation, and as of June this year was joined by Senior Advisor Ashok Chakravarti. Also participating was Mr. Bigbouy Chikwavarara, the Activity Manager for the SERA-funded bursary program and our Parliamentary training activities.

Staffing

The field office staff remains unchanged through the third year of the program. Headquarter staff saw one change with Meghan Scholl taking over from the prior Project Coordinator Zey Akalin.

Subcontractors

During Year 3, a total of 47.8 percent of the 315.8 days of STTA provided by the SERA program were fielded by Nathan subcontractors. Table 1-1 shows end-of-Year 3 subcontractor LOE.

Table 1-1. Subcontractor LOE status

Subcontractor	Budgeted	Remaining
Econsult	78	34
IBI	156	82
IMANI	393	158
J.E. Austin	54	-2.88*

* Nathan will be submitting a budget re-alignment request to USAID during Year 4 to reallocate LOE to JEAustin's budget.

Short-Term Consultancies

During Year 3, Nathan developed and implemented 15 new STTA assignments involving a cumulative ceiling of 292 approved work days, of which 241.5 days were completed by year-end. In addition 74.3 days of STTA support was implemented based on assignments that were initiated in Year 2 for a total of 315.8 days provided. The completed STTA involved 209.3 days of support to ZEPARU (inclusive of 20 days by Senior Economic Advisor Rob Davies), 25 days of direct support to ZIMSTAT, 22.5 days of technical backstopping on statistical development activities with ZIMSTAT, and 59 days of support to other partners. In addition Senior Program Advisor Ashok Chakravarti provided 25 days of technical assistance to the project on an intermittent basis, and former COP Bruce Bolnick provided 1 day of advisory services.

Of the 315.8 days of STTA delivered, 47.8 percent were channeled through Nathan subcontractors. The assignments included 168.8 days for expatriate consultants (53.4 percent), and 147 days for local consultants (46.6 percent). Finally, 9.0 percent of the STTA days were carried out by women.

Appendix B lists all Year 3 STTA assignments and their status. The assignments are explained at appropriate points in this report.

Equipment

In April 2014, Nathan purchased 1 new laptop computer, 3 power adaptors and 18 surge protectors. The laptop was for use by the SERA Senior Advisor, as well as office back up. The power adaptors were a replacement for malfunctioning ones and it was also deemed necessary to provide all the ZEPARU bursary recipients with surge protectors to prevent future damage to existing and replacement adaptors. No additional requests were received from ZEPARU and ZIMSTAT for the procurement of IT equipment in Year 3.

All of this equipment is provided for use by our partners on conditions that include quarterly check-ups by USAID SERA and the understanding that the equipment remains property of the U.S. Government until such time as USAID may approve a conveyance of title, as completed for the graduated master's students. Nathan's field office maintains full inventory records on project equipment, which is available on request from USAID.² Appendix C provides a partial list, showing equipment procured for use outside our field office by partner organizations and bursary recipients.

Environmental Compliance

During the start-up period, Nathan consulted with USAID about procedures for compliance with USAID guidelines for environmental safeguards. We were informed at that time that the Mission Environmental Officer had determined that SERA activities would fall under the Categorical Exclusion provision of the regulation, and that no action was needed. Near the end of Q4, USAID informed us that Nathan may need to produce an Environmental Mitigation and Monitoring Plan (EMMP) and review our environmental compliance documentation with the COR and the regional environmental advisor. As of the end of Year 3 there has been no further instruction on this issue.

² The USAID SERA Program contract calls for Nathan to submit a Property Report upon written notification from the COR. During Year 3 no request was received for this report.

Program Expansion

As noted in the Year 2 Annual Report, USAID confirmed that providing direct support to the Ministry of Finance³ was consistent with the SERA Program contract. Initial meetings were held between SERA and MOF officials to outline the modality of SERA support and discuss opportunities for technical assistance for training.

SERA's COP and Senior Advisor, and the USAID COR met the Head of Zimbabwe Aid and Debt Management Office (ZADMO) of MOFED during Q12 and discussed our support for the Debt Management Act and other inputs. Though the ZADMO did not come back to SERA for support by the end of the quarter, it is anticipated that there will be opportunities for SERA support for the Division in the course of Year 4. Largely because of the re-organization of the Ministry with several Principal Directors changing hands, we were not able to meet with other key divisions of the Ministry.

During Quarter 10, SERA received a request from MOFED to provide an expert consultant to present a paper on the impact of Special Economic Zones on the economy. SERA engaged Dr. Robert Kirk who presented at the All Stakeholders Consultative Workshop on the re-establishment of SEZs, at Phandari Lodge in April 2014. Dr. Kirk's presentation was factored into the Government's strategy paper "Zimbabwe Draft Strategy on Economic Zones" (Draft Strategy) which had not yet been presented to Cabinet at the end of Q12 and is still with MOFED.

In June the SERA Program received a request through USAID from the Embassy for follow-up work on the issue of SEZs. The Embassy received a request from the Deputy Foreign Minister to review a piece of SEZ legislation. While the legislation was focused on SEZ administrative issues, the opportunity was taken to provide model legislation for the establishment and operation of an SEZ. SERA also reviewed and provided comments on the Draft Strategy, referenced above, and reviewed and provided comments on the Zimbabwe Investment Authority Act which includes provision for SEZs. As noted in Section 6, SERA engaged Garland Boyette to undertake the assignment and the resulting analysis was presented to USAID in July.

SERA also made progress during Year 3 in engaging the Zimbabwe Investment Authority on the subject of technical assistance for streamlining business start-up processes in Zimbabwe. As of the end of Quarter 12, a set of assessments for registration and licensing are agreed and will be mobilized early in Year 4.

Coordination between USAID and DFID during the year resulted in USAID agreeing to co-fund a large assessment of the informal gold mining industry in Zimbabwe. The assessment is being handled by PACT International, based out of Washington D.C. The SERA program will co-fund \$149,493 of the overall activity which totals \$796,609.

Finally the SERA Program is coordinating with the Zimbabwe National Chamber of Commerce (ZNCC) and the Confederation of Zimbabwean Industries (CZI) to evaluate the perception of corruption in the Zimbabwean business environment, and collect data to support specific areas where reform can be advocated for by these organizations. More details of the above activities are provided in Section 6.

³ Following the July 2013 elections the Ministry of Economic Planning and Investment Promotion (MOEPIP) was incorporated into the Ministry of Finance (MOF), which was in turn renamed to the Ministry of Finance and Economic Development (MOFED).

Management Transition

In accordance with Nathan's Technical Proposal and the approved SERA program budget, Daniel Ndlela replaced Bruce Bolnick as COP as of October 1 (start of Year 3) and took lead responsibility for all technical and administrative management of the Program.

Dr. Bolnick has subsequently been available for intermittent STTA inputs to the program during Year 3 which included assisting with development of the Technical Instructions for the Cost Drivers study, providing feedback on possible consultants, providing consultant recommendations for the Mineral Revenue Transparency study, and providing comments on the PACT study approach.

Also in accordance with the Technical Proposal, Nathan's home office project director, Peter Miller, has been providing extended support to the field office from Arlington and during trips to Harare. In addition he has supported the initiation of STTA activities including the Cost Driver and Mineral Revenue Transparency studies, ZIMSTAT's Website redevelopment, PACT and CIPE activities, and the High Frequency Mobile Phone survey activity.

In addition, Mr. Ashok Chakravarti, a local economist with previous USAID COP experience was engaged in May to provide targeted support for specific technical activities, under the direction of COP Daniel Ndlela. Since joining the team he has picked up backstopping the Cost Driver's study and initiated the Zimbabwe Economics Journal activity. In addition he is exploring with the COP the possibility for supporting MOFED on the topic of Public Debt Management, and helping develop SERA's private sector environment activity focus both through STTA assignments, and through the engagement of CIPE for a business environment survey in coordination with ZNCC, and CZI.

In order to continue providing support to ZEPARU, the SERA program engaged Professor Rob Davies to provide intermittent medium-term technical assistance to ZEPARU in place of the RA position previously held by Dr. Ndlela. Mr. Davies was contracted in late December following USAID Contracting Officer approval for his rate. A period of illness, and backlog of work on Mr. Davies side, compounded by the busy schedule of the ZEPARU ED delayed traction on this line of support to ZEPARU, however the second half of Year 3 saw Mr. Davies coordinate an economic modelling training workshop hosted by ZEPARU. In addition Mr. Davies has provided a concept note on the continuation of training, through ZEPARU, for Year 4. In addition there is a possibility that MEFMI will collaborate with SERA to host in-country trainings on Economic Modeling and fund their experts to work with Rob Davies.

During the course of Q12, a one week course on Introduction to Economy-wide Modeling for Policy Analysis was held from the 25th -29th of August 2014 in Harare. The workshop facilitators were Rob Davies and Mr. Dirk van Seventer, two very experienced model builders who have worked in a number of countries in both Asia and Africa. Rob Davies has already provided a concept note on how he will continue providing this training during Year 4. MEFMI has also indicated their willingness to co-fund the in-country training in Economic Modelling by funding their experts to work with Rob Davies.

Details of the activities mentioned above are included in more detail in Sections 4 through 6 below.

FINANCIAL MANAGEMENT

All financial management functions have been carried out smoothly during Year 3. Our expenses for Year 3 will be presented separately in our Quarterly Financial Report for Quarter 12 (July-September 2014).

Financial management in the field remained the responsibility of the Finance Officer under the immediate supervision of our Program Manager (who is a certified accountant with an MBA degree). Between February and July SERA engaged a temporary Accountant to provide cover for the Finance officer who was on maternity and annual leave between 10 March and 7 July. The field office responsibilities included: establishing and maintaining field accounts in QuickBooks On-Line; managing the field bank account and cash box; paying field expenses, with audit-ready documentation; submitting monthly financial reports to Nathan headquarters (HQ); producing cash forecasts and pipeline forecasts; handling payroll, including timely payments to ZIMRA, NSSA, and AltFin (for health coverage); submitting VAT refund requests via USAID; maintaining a complete inventory of project property; handling customs clearance logistics, as needed; and ensuring compliance with USAID regulations relating to expenses and financial management.

Financial management at HQ remains the responsibility of the Project Accountant, assisted by the Project Director and Project Coordinator. The major responsibilities include: preparing and submitting monthly invoices to USAID; dealing with invoices from and payments to subcontractors; producing quarterly financial reports and accrual reports for USAID; responding to technical queries and money transfer requests from the field office; handling contracts and payments for STTA consultants who are contracted through HQ; and ensuring compliance with USAID regulations relating to expenses and financial management.

VAT Refunds

At the end of Year 3, Nathan Associates had received five VAT refunds from the Zimbabwe Revenue Authority (ZIMRA) covering claims for operations in Harare through February 2013. This leaves unpaid nineteen months of subsequent monthly claims for VAT refunds. These refunds are required to reimburse Nathan for VAT incurred on local expenses which could not be invoiced to USAID. As of the end of Year 3, Nathan had \$17,733.44 in refund claims outstanding. The SERA Program Manager will continue to communicate with USAID's finance office to facilitate the reimbursement process.

REPORTING

During Year 3 Nathan Associates complied with all reporting requirements, including the submission of the Year 4 Work Plan, the M&E Plan, Quarterly Performance Reports, Quarterly Financial Reports and accrual reports, and monthly activity calendars.

Nathan prepared one "Snapshot" success story during Year 3. The Snapshot outlines SERA support to the efforts surrounding Corporate Insolvency reform in Zimbabwe. The Snapshot is incorporated in the present report as Appendix F.

4. TECHNICAL ASSISTANCE TO ZEPARU

This section of the report reviews SERA support to ZEPARU during Year 3. Dr. Daniel Ndlela's role as full-time Resident Advisor (RA) to ZEPARU was concluded at the end of Year 2 when he transitioned to Chief of Party. While acting as RA, Dr. Ndlela maintained a close collaborative relationship with ZEPARU management, and provided assistance in planning, developing and managing SERA-supported activities, mentored ZEPARU research staff, and strengthened quality control for their research products.

With the contracting of Professor Rob Davies in December 2013, SERA direct support to ZEPARU resumed early in 2014, albeit in a more limited capacity with a focus on providing technical assistance and training on economic data management and modelling and mentoring support on specific ongoing studies.

The secondment of junior economist Ms. Evidence Ndari as ZEPARU Training Coordinator continued through Year 3 through the end of August. Her job was to assist ZEPARU in managing training activities, workshops and other research dissemination events, especially those being supported by USAID. Beginning mid-August Ms. Ndari transitioned over to the SERA office to provide coverage for the SERA Training/M&E Coordinator, Ms. Emmanuella Matorofa, who will be out on maternity and annual leave mid-September through mid-January. Selecting Ms. Ndari to provide this coverage ensured a smooth transition given her close coordination with Ms. Matorofa on SERA/ZEPARU training activities over the last 2 years. The Training/M&E Coordinator position held by Ms. Matorofa at the SERA Program office once again provided approximately 70 percent FTE to working on ZEPARU-related activities during the year.

To fill in for Ms. Ndari while she is working at the SERA office, the Program engaged Mr. Wellington Matsika to support ZEPARU as needed.

During Year 3 Dr. Ndlela as COP continued to hold regular meetings with the Executive Director of ZEPARU to discuss the agenda for SERA support; work out implementation plans; monitor progress with SERA-supported activities, and maintain an open discussion about the scope for USAID SERA assistance in light of USAID regulations. However these meetings became irregular due to the busy schedule of the Executive Director.

RESEARCH AND ANALYSIS

For this fundamental component of the program, our attention in Year 3 focused mainly on the following fourteen primary activities, discussed in turn below. All of these interventions aimed to mentor ZEPARU research staff, upgrade their product quality, and enhance the visibility of the organization as a center for policy research and analysis.

Financial Sector Studies (November 2012–End of Year 2, Continuing)

This activity has involved a suite of five studies on financial sector issues by ZEPARU researchers and external Research Associates under the guidance, mentorship and supervision of USAID SERA consultant Daniel Makina (through subcontractor Imani Development). This approach to capacity building is analogous to having a dissertation advisor assisting protégés to

develop research skills. The following papers were completed and submitted by ZEPARU to SERA during Year 3:

- Financial Liberalization and Crises: Experiences and Lessons for Zimbabwe
- Financial Regulation and Supervision in Zimbabwe: An Evaluation of Adequacy and Options
- Financial Inclusion Initiatives for Making Financial Markets Work for the Poor in Zimbabwe
- The Contribution and Challenges facing the Financial Sector in Zimbabwe

The last paper listed above was initially titled “The Role of the Financial Sector in the Economy: An Evaluation of Enhancement Measures for Zimbabwe”. However, during a validation workshop in July 2013, the 4th paper was refocused and retitled. The 5th paper “Access to Bank Credit as a Strategy to Re-Industrialisation in Zimbabwe” has been finalized by ZEPARU and will be submitted as a deliverable to USAID in early Year 4.

While it had been planned to begin work on additional financial sector studies during the year, the delay in obtaining the finalized studies from ZEPARU has meant that expansion of the series has been postponed. The objective was to expand financial sector policy research into non-bank areas such as capital markets, insurance and pension sectors. These sectors complement the banking sector in the provision of liquidity in the economy, and unlike the later they provide long-term capital crucial for sustainable development. Given the delays in getting research products finalized by ZEPARU, the SERA Program will revisit in early Year 4 whether the extension of the series will be resumed.

Study on the Choice of a Future Currency Regime (August 2012–November 2013)

Another major issue that has received widespread attention is the choice of a future currency regime for Zimbabwe. While the adoption of the multi-currency regime ended the country’s historic hyperinflation and has been a cornerstone for macroeconomic stabilization and economic recovery, it remains highly controversial at the political level.

As a contribution to the Ministry of Finance’s High-Level Economics Forum in Year 1, USAID SERA provided technical assistance from Dr. Jefferis to present on the currency regime and monetary policy, and collaborate with ZEPARU to produce a policy paper on this topic. The paper was completed in February 2013 and submitted to ZEPARU for editing, formatting and approval. Once received from ZEPARU the study was submitted to USAID in November 2013 and has subsequently been uploaded to the ZEPARU website.

Capital Account Liberalization (November 2012–November 2013)

The study to assess Zimbabwe’s readiness for full capital account liberalization and preconditions for liberalization was written by ZEPARU researcher Sehliselo Mpfu, with guidance, mentorship and supervision from USAID SERA consultant Keith Jefferis. Initiated in early Year 2, the final paper was received from ZEPARU in November 2013.

Zimbabwe Country Study on Negotiations for the Tripartite Free Trade Area (July 2013–August 2014).

This study originated in April 2013 in response to a Concept Note from the Ministry of Regional Integration and International Cooperation (MRIIC), through ZEPARU. SERA proposed revisions to the Concept Note to eliminate a slant towards endorsing protectionism, and fielded consultant Dr. Robert Kirk to Harare in September to mentor and support the TFTA-ZEPARU team of

researchers tasked with producing the Zimbabwe Country Study on the COMESA-SADC-EAC Tripartite Free Trade Area. The team included three researchers from ZEPARU and two from the Ministry of Industry and Trade.

The consultant explained the economic approaches to preparing an assessment of the likely economic impact of the TFTA and facilitated a reference group meeting while in country, and worked remotely with the researchers thereafter to finalize the study. The study was approved by ZEPARU management and was submitted to USAID for approval as of the drafting of this report.

Though the study has not yet been publicly disseminated, the Ministry of Industry and Commerce has already been utilizing its recommendations in the on-going tripartite free trade area negotiations. This has been facilitated due to the fact that two of researchers are ministry officials.

Modernization of Laws and Procedures for Resolving Insolvencies (July 2013–January 2014)

Discussions on this study began in April 2013 with submission of a Concept Note from the Competition and Trade Commission (CTC), through ZEPARU. The CTC has a compelling interest in this issue because many submissions on tariff changes from the private sector involve requests for protection by companies unable to restructure due to weak balance sheets. The Chairman recognizes that protective tariffs are antithetical to his job in promoting competition, and that bankruptcy reform can offer an alternative path for troubled companies to restructure as going concerns (if they have a viable business model). SERA proposed revisions to the Concept Note, taking into account lessons from recent Nathan experience with this issue in Mozambique. Daniel Fitzpatrick was engaged to conduct the study. The study received positive feedback and useful comments at a well-attended workshop in early December 2013 before being finalized in January.

As a result of the success of the study, the CTC proceeded to convene a high level seminar for Permanent Secretaries and selected CEOs during Q11 to discuss the study recommendations and map the way forward. At the request of the CTC, SERA fielded Mr. Fitzpatrick to facilitate the seminar and provide technical advice to the attendees. The Minister of Industry and Commerce, who chaired the event, announced that a working group was to be established to prioritize and take the recommendations forward. The Working Group of officials is chaired by the PS of MIC and SERA is ready to support any requests for assistance that arise.

Cost Driver's Study (March 2014–September 2014)

In March 2014 The Ministry of Industry and Commerce (MIC) requested SERA support through ZEPARU to better understand the country's pricing structures. The issue has received a lot of attention in part due to the Value Chain assessments that SERA funded through ZEPARU. The high price of Zimbabwean-produced goods in comparison to imported goods is negatively impacting the competitiveness of Zimbabwean manufacturers. SERA fielded Marcos Arocha and Dumisani Sibanda in May to undertake the research, produce an evidence-based policy paper, and develop two case studies on cement and fertilizer production illustrating the impact of the current cost structure on competitiveness. Following a reference group meeting and field work to gather pricing data and stakeholder inputs the draft report and case studies were finalized for circulation among stakeholders in late September. A validation workshop is being organized for early in Year 4 with government and private sector stakeholders. Once validated and finalized it will become the basis for a policy reform agenda championed by the MIC in their response to Cabinet's request for a set of policy recommendations.

Mineral Transparency Study (March 2014-September 2014)

In March 2014, following consultations with the Zimbabwe Environmental Law Association (ZELA), SERA launched a stakeholder driven study to better understand the current obstacles to advancing the issue of transparency in mining revenue. The Chamber of Mines was also subsequently consulted to leverage their expertise on the topic. The study will help determine the next steps in Zimbabwe's acceding to the Extractive Industries Transparency Initiative, or a Zimbabwean variation thereof, and the local organizational arrangements needed to accomplish this. The team of consultants consisted of an international expert, Richard Everett, and two local consultants Lyman Mlambo and Gilbert Makore. The two local consultants were recommended by the Chamber and ZELA respectively, a situation that created a conducive balance between the two stakeholders. The report was finalized in Q12, with follow-on support in this area to be determined based on the findings for implementation during Year 4.

Developing Capacity for Outsourcing Research (June 2012–May 2014)

The USAID SERA program contract calls on Nathan to provide both funding and management support to assist ZEPARU in developing capacity to outsource economic research. Although outsourcing was not a priority for ZEPARU compared to capacity building for research and analysis by their own staff, discussions with SERA led ZEPARU to recognize that both approaches are important for building institutional capacity, stimulating policy dialogue, and raising its institutional profile.

Economics of Employment Creation

By the end of Year 1 SERA support to ZEPARU resulted in a SOW for research on the Economics of Employment Creation. ZEPARU completed negotiations (again with SERA support) with a leading local research organization, the Labor and Economic Development Research Institute of Zimbabwe (LEDRI), to conduct a study on employment. SERA's support during the review of the draft report led to a polished draft being delivered towards the end of Year 2, and signed off on by ZEPARU during Quarter 9 and subsequently printed. The resulting paper was to be disseminated at a workshop in August. However this event was postponed due to the busy schedule of the Ministry of Labour and Social Services. It is hoped that the Ministry will schedule this for the first half of Year 4. SERA will continue to coordinate on this event.

Industrial Value Chains

ZEPARU submitted a concept note in early Year 2 for the outsourcing of four studies on industrial value chains. By the end of Year 2, after an extensive technical evaluation of 26 proposals, ZEPARU selected four proposals for studies of the following value chains:

- chemical industries
- agro-industries, beverages and tobacco
- engineering and metal products
- textiles and clothing

SERA support was provided regarding USAID regulations on eligibility for funding, and to provide due diligence reviews of submitted budgets; two rounds of detailed revision and comment by the SERA COP and Program Manager resulted in the labor costs being substantially revised to comply with the criteria of realism and reasonableness—anchored by the 1420 bio data form for each researcher.

By the end of Year 2, contracts for all four contracts were finalized and signed between ZEPARU and the research institutions for technical management, and between Nathan and

ZEPARU for funding. The contract for the study on textiles and clothing was awarded to AfriConsult, while the remaining contracts were awarded to the Scientific and Industrial Research and Development Center (SIRDC).

The four studies were completed and presented at dissemination workshops in Harare in early February, 2014, finalized, and approved by ZEPARU in May. Although ZEPARU committed to producing policy briefs for each of the studies, they have not yet been completed, although the studies have all been posted to the ZEPARU website.

The textiles and clothing value chain study has subsequently been used by COMESA and the International Trade Centre (ITC) in preparation for a set of value chain projects that COMESA had been planning. The studies provided valuable inputs to the project strategy and planning stages, and COMESA has subsequently signed a 1.2m euro project agreement

Inclusive Growth

As outlined in the Work Plan for Year 4, SERA may provide support for a set of studies on Inclusive Growth, some of which will be outsourced. In light of experience with the latter studies, ZEPARU intends to pursue the research on Inclusive Growth through a limited call for proposals, rather than issuing a public call for proposals.

Studies on Private Sector Development (under Development)

In May 2013, ZEPARU requested SERA assistance to provide STTA to mentor and supervise research teams to develop a series of studies on private sector development. However given the backlog of outstanding studies to be finalized, this support was put on hold.

During the year, following discussions with USAID, the SERA program reached out directly to the Zimbabwe Investment Authority (ZIA) to gauge interest in targeted research in the area of the business enabling environment in Zimbabwe. The processes for registration of businesses and obtaining licenses emerged as being of immediate concern to ZIA. The SERA program is engaging two consultants to tackle both issues concurrently to provide a thorough analysis of the requirements and processes and provide concrete recommendations for reform. The licensing study will likely use tourism as an example sector to illustrate the multiplicity of licensing requirements.

Website Development and Public Information

The ZEPARU website serves as the organization's primary interface with stakeholders and the world at large. SERA supported the redesign and development of a new website in Year 2, and assisted ZEPARU to populate the revamped site with links to documents on the Zimbabwe economy, development think tanks around the world, research websites, data sets, and blogs by leading development economists, in addition to promoting ZEPARU's own research products. During Year 3 the population of the site with new materials continued, and the ZEPARU library/outreach officer started sending emails to users announcing ZEPARU products as they were placed on the website. This is a step in the right direction to improve the think tank's public relations. There is however, concern from SERA that ZEPARU has consistently shied away from publishing press releases.

Other Support for Research and Analysis

Beyond the primary research and analysis activities cited above, USAID SERA also provided other assistance to ZEPARU for this component of the program:

- Three interns (all recent M.Sc. graduates in economics from local universities) were funded beginning in Year 2 to provide research assistance to ZEPARU's professional staff. Their year was completed in March 2014 and Nathan received approval to fund another 12 months for the internship program, beginning in April 2014. Upon completion of their year with ZEPARU in March 2014, ZEPARU requested the SERA program to extend the sponsorship of the cohort of interns for another year, instead of sponsoring a new cohort of interns, to better take advantage of the now heightened skill level of the interns.
- With support from Dr. Keith Jefferis, SERA continued to assist ZEPARU with the development of a Composite Index of Leading Indicators, which was inserted for the first time in Volume 8 (April 2013) of the Barometer. However with a shift in focus at ZEPARU towards paid work recently, the 11th volume of the Barometer (December 2013) has not yet been published.
- SERA also provided support to revive the Zimbabwe Journal of Economics (ZJE) this year. The original Trust Deed for the ZJE created a management structure which relied heavily on the Department of Economics at the University of Zimbabwe, and the Zimbabwe Economics Society. Consequently when the Department went through a period of academic decline, and the Economics Society became defunct, the Journal collapsed. SERA supported a review and revision of the Trust Deed by a legal expert, one of the new provisions is the inclusion of ZEPARU as one of the key members of the re-constituted governing framework, which is expected to result in a more sustainable environment for the Journal. In addition, it is now proposed to have several prominent members from academia, civil society and the private sector on the Journal's governing Board. Further SERA support in Year 4 should see the draft Deed endorsed by the original Trustees (one of whom is Dr. Daniel Ndlela), and the Management Board of the Journal re-constituted. In addition discussions have already been held with the Department of Economics about identifying an independent Editor for the Journal, and proposals discussed about the cost, timing, size and possible printing options for the first issue.
- One of the recommendations of the ZEPARU Institutional and Financial Sustainability study that SERA supported in Year 2 was ZEPARU's involvement in hosting a strategic workshop. In Quarter 11, ZEPARU submitted a request to host a strategic workshop in Kariba (outside Harare) with bids by the facilitators and hotels; however the request lacked any background on the objective and focus of the workshop. The SERA program is still awaiting clarification from ZEPARU on these items. ZEPARU was also reminded that the workshop would have to be held within the greater Harare area. A recommendation from the sustainability study that has been acted upon was an agreement for SERA to sponsor Dr. Chigumira to attend a workshop on leadership excellence that was conducted by the Institute of Directors in Zimbabwe April 8–10, 2013 at Victoria Falls. As a condition of this support Dr. Chigumira agreed to report on the conference and its relevance to ZEPARU in terms of new information on tools, approaches or concepts for strengthening the management of ZEPARU and leadership on economic policy research. As of the end of Year 3 he had not yet delivered his report. SERA also sponsored Dr. Chigumira to attend a workshop for the first Africa Think Tank Summit in Pretoria in February 2014, for which he has submitted a trip report.

In addition the SERA COP continued intermittent discussions with senior officials at the Ministry of Finance & Economic Development (MOFED) regarding Public Debt Management issues and with the Reserve Bank of Zimbabwe (RBZ) on a wide range of macroeconomic policy issues. With the new RBZ Governor, the consultations with SERA have increased in frequency.

TRAINING PARLIAMENTARIANS

The development of economics literacy training for Parliamentarians occurred slowly in the first two years of the program. The SERA proposal for parliamentary training involved a launch event for parliamentary leaders followed by a test run of short seminars on economic literacy and budget literacy. The proposal also offered Parliamentarians a Certificate in Basic Economics through participation in the seminars.

In October, 2012, Parliamentary leaders held a workshop that identified economic literacy as a major need, with reference to a UNDP-funded study conducted by ZEPARU in 2011. Our training proposal was subsequently conveyed two separate times by SAPST to the Clerk of Parliament in November 2012, and in February 2013, and was well received both times. However delays on the side of Parliament meant that the program was not actioned. However the Clerk suggested that SAPST, ZEPARU and SERA prepare a “Toolkit” on Economic Literacy, to be the basis for the training seminars. The Toolkit was prepared by SERA, and was printed in the latter half of Year 3. The Clerk has requested additional copies and committed that once received, the Toolkit would be presented to members of Parliament at a workshop in Harare.

Aside from schedule delays on the side of Parliament, the issue of sitting fees has been an obstacle to proceeding with the trainings. Resolution of this issue remains a challenge as of the end of Year 3 with the Clerk also noting that holding the training outside of Harare was necessary to ensure attendance doesn't suffer as MPs take advantage of being in Harare to attend to personal business. ZEPARU has discussed this with the Clerk and are looking into options for conducting the training.

TRAINING OF ECONOMISTS (SHORT TERM)

In collaboration with ZEPARU, USAID SERA provided a total of 21 sponsorships during Year 3 for local economists to attend twelve external short-courses relating to their training priorities. This included one individual from ZEPARU who went to two programs. Hence, 20 people benefited from our support to attend external training events, including 2 women.

Table 4-1 shows the courses and individuals covered. A summary of the course content has been provided in our quarterly reports (for Quarter 12, see Appendix A).

Table 4-1. Year 3 Support for External Training

Name	Gender	Organization	Position
DEBT STATISTICS COMPILATION AND REPORTING 14-23 OCTOBER 2013, GABORONE, CONDUCTED BY MEFMI			
Mhishi, Dorcas	F	RBZ	Senior Economic Analyst
MEDIUM TERM DEBT MANAGEMENT STRATEGY 4-13 NOVEMBER 2013, MOMBASA, CONDUCTED BY MEFMI			
Chihava, Edwin	M	MOFED	Economist
Karise, Tinotenda	M	MOFED	Economist
INTRODUCTION TO CGE MODELING WITH GAMS 11-15 NOVEMBER 2013, PRETORIA, CONDUCTED BY TIPS			
Mudhunguyo, Chathebert	M	MOFED	Senior Economist

Name	Gender	Organization	Position
Machinjike, Noell	M	MOFED	Senior Economist
Matsika, Wellington	M	ZEPARU	Research Fellow
Mugocha, Everisto	M	ZEPARU	Research Fellow
FINANCIAL PLANNING AND MODELLING 10-21 MARCH, KAMPALA, CONDUCTED BY ESAMI			
Goredema, Brian	M	MOFED	Acting Chief Economist
Gamu, Jacob	M	MOFED	Senior Economist
ADVANCED APPLICATION OF PANEL MODELLING TO TRANSMISSION MECHANISM OF THE MONETARY POLICY 2-13 JUNE, NAIROBI, CONDUCTED BY COMESA			
Kupeta, Kennedy	M	RBZ	Senior Economist
Moyo, Prudence	M	RBZ	Senior Economist
FOUNDATIONS OF DEBT MANAGEMENT 30 JUNE-11 JULY, LILONGWE, CONDUCTED BY MEFMI			
Mugwisi, Piniel	M	RBZ	Senior Dealer
FISCAL DECENTRALISATION AND LOCAL TAXATION 21-25 JULY, PRETORIA, CONDUCTED BY AFRICAN TAX INSTITUTE			
Moyo, Kholisani	M	MOFED	Principal Economist
INTRODUCTION TO TAX ANALYSIS AND REVENUE FORECASTING 21-25 JULY, PRETORIA, CONDUCTED BY AFRICAN TAX INSTITUTE			
Muzimba, Douglas	M	MOFED	Principal Economist
ADVANCED TAX ANALYSIS AND REVENUE FORECASTING 28 JULY-1 AUGUST, PRETORIA, CONDUCTED BY AFRICAN TAX INSTITUTE			
Madziva, Innocent	M	MOFED	Chief Economist
FISCAL REGIMES FOR MINING AND PETROLEUM 28 JULY-1 AUGUST, PRETORIA, CONDUCTED BY AFRICAN TAX INSTITUTE			
Gumbo, Tapiwa	M	MOFED	Principal Economist
EXTERNAL SECTOR DATA COMPILATION AND REPORTING 28 JULY-1 AUGUST, KAMPALA, CONDUCTED BY MEFMI			
Munaki, Itai	M	MOFED	Senior Economist
Tarubona, Tongai	M	RBZ	Principal Economist
Matsika, Wellington	M	ZEPARU	Research Fellow
PERFORMANCE BUDGETING 8-19 SEPTEMBER, KAMPALA, CONDUCTED BY ESAMI			

Name	Gender	Organization	Position
Mukurazhizha, Tendai	F	MOFED	Principal Economist
Machinjike, Nobert	M	MOFED	Principal Economist

Note: All courses conducted in 2014 except as noted.

The process for identifying external short courses started with compilation of courses offered by leading organizations for training government economists in the region such as MEFMI, ESAMI, TIPS and the Africa Tax Institute for CY2014. ZEPARU then informed the key economic ministries and RBZ about the training options and solicited candidates, emphasizing the importance of gender balance. As was the process in Year 1 and 2, candidates applied directly to the training organizations and notified ZEPARU if they were accepted and required funding. MEFMI also directly provided nominations to ZEPARU of candidates who qualified for their training programs from MOFED and RBZ that they could not fund. ZEPARU then submitted nominations to USAID SERA, along with information providing justification for the funding requests.

USAID SERA sponsorship for external short-courses continues to require each participant to submit a short report on highlights and main lessons from the training. (The reports are available from the SERA office, on request.) Participants also agree to provide briefings to their colleagues, if asked by their superiors to do so. In addition, every economist receiving USAID SERA sponsorship to attend an external short-course agrees to complete a questionnaire six months after the event, for monitoring knowledge retention and utilization of the training. These 6-months post training evaluations continued into the third year.

Customized Short Courses

In addition to sponsoring participants for external training, our Work Plan for Year 3 called for Nathan to support ZEPARU in developing and delivering up to 5 customized in-country short-courses. As it turned out, three in-country courses took place, along with three more iterations of the Advanced Excel Skills course initiated during Year 2.

Initiated in Year 2, SERA continued to sponsor training in **Advanced Excel Skills** during Year 3. This training was initially requested through ZEPARU by the Zimbabwe Aid and Debt Management Office (ZADMO) in the MOF as an urgent requirement. The two-day course developed in collaboration with ZADMO continued to use the services of New Horizons in Year, a Microsoft-certified local IT training organization, however a discount was negotiated by SERA to reduce the cost per seat from \$60 to \$40. Three courses were held on December 3-4, 2013, May 20-21, 2014, and September 30-October 1, 2014 in Year 3. Of the 40 beneficiaries, 16 were women; 21 came from MOFED, 14 from RBZ, 4 from ZEPARU, and one from SERA. We intend to repeat this popular training several times to meet the demand from our partner organizations.

A request originated in mid-March 2013 from the Economic Research and Policy Enhancement Division of RBZ for support to strengthen capacity at RBZ for serious economic research. They sought a two-week course in **Applied Econometrics for Policy Research** that went beyond the material covered in MEFMI's standard regional training on this topic. Nathan quickly identified Professor Paul McNelis from Fordham University to conduct this training, however the elections in July 2013 necessitated rescheduling and the course dates were eventually agreed to be October 7-18, 2013. The training was attended by 19 participants from the RBZ, MOFED and ZEPARU, 5 of which were female. 12 participants were economists from the RBZ, 4 from MOFED and 3 researchers from ZEPARU. On the final day of the course Professor McNelis had opportunity to

meet with the Deputy Governor of the Reserve Bank. They discussed a possible follow-up visit to work with RBZ staff to jointly develop a small dynamic model of the economy for policy simulation and evaluation. The Chief Economist for the Economic Research & Policy Enhancement Division at RBZ subsequently submitted a request through ZEPARU for a three-week course in the area of Research Methodology and Econometrics with the objective of developing the desired model. However, due to funding constraints, RBZ had not purchased Matlab, the software around which the activity would center. We therefore postponed the assignment and will revive it at such time as RBZ has the required software in place.

Figure 4-1. Mr. Chiwunze and Mr. Nyawo at the Applied Econometrics for Policy Research training



In early 2014, ZEPARU prepared and submitted a Training Program for the calendar year. The first outcome from this program was a one-week customized short-course on **Introduction to Survey Methodology**, which was held from 24-28 February 2014 for 23 participants in Harare. This course was requested primarily for ZEPARU researchers to capacitate them in techniques for undertaking primary surveys including processing and analyzing primary data. ZEPARU identified two experts, who were approved to facilitate the training, namely: Dr Enard Mutenheri from the Midlands State University and Dr Florance Matarise from the University of Zimbabwe. Of the 23 participants, 5 were female and 18 were male drawn for ZEPARU and MOFED.

In August 2014 SERA supported a one week course on **Introduction to Economy-wide Modeling for Policy Analysis** held from the 25th -29th of August 2014 in Harare. The SERA Program has previously funded ZEPARU and MOFED economists to participate in the Trade and Industrial Policy Strategies (TIPS) Economic Modeling course in South Africa, run by Professor Rob Davies and Mr. Dirk van Seventer, from New Zealand. Taking advantage of Mr. Seventer's presence in the region in August, Professor Davies organized a week-long workshop in Harare to expose more local economists to the topic. Sponsored by SERA, the training was attended by ten economists from the Reserve Bank of Zimbabwe (RBZ) and ZEPARU, 4 of whom were female. Specific areas covered in the training included introduction to the use of models in policy formulation, Supply and Use Tables (SUTs), Social Accounting Matrices (SAMs), evaluating policy options using the SAMs and the General Algebraic Modeling System (GAMS) software. This training in Economic Modelling can be used as a stepping stone towards building the Zimbabwe SAM model.

TRAINING OF ECONOMISTS (LONG-TERM)

A major contribution of the USAID SERA program to training government economists is the provision of full bursary support for up to 20 individuals to pursue the part-time M.Sc. program in Economics at the University of Zimbabwe, and up to 5 individuals to pursue Ph.D. programs in economics at the University of Cape Town or other major regional institutions outside Zimbabwe. This bursary support is limited to government economists (broadly defined) who must be accepted on merit into the respective academic programs, have written approval from their home ministry, and remain in good academic standing. The selection process and eligibility criteria are outlined in previous Annual Reports.

M.Sc. Bursary

Our support for the M.Sc. bursary program covers tuition and fees; laptop computers for the duration of the studies; thesis support for third-year students (when they reach that point); and a calibrated transportation allowance.

The initial February 2012 cohort of students included eight government economists who had already enrolled in the program at UZ and faced financial hardship in continuing due to doubling of the tuition. One student in this cohort dropped out of the M.Sc. program due to poor grades.

As noted in the Year 1 Annual Report 10 additional candidates were accepted into the part-time M.Sc. program for the 2012/2013 academic year and awarded ZEPARU/SERA bursaries, bringing the number of bursary recipients for the 2012/2013 academic year to 17.

In Year 2, three additional candidates were accepted for the 2013/2014 academic year and awarded ZEPARU/SERA bursaries. One of the students accepted during Year 1 was dropped from the program due to failing the first year examinations, and three final year students graduated with their Masters. A fourth final year student had to re-submit his thesis which is still pending approval for graduation. During Year 3 the SERA program was therefore supporting 15 active students.

Of these 15 students, four were scheduled to complete the M.Sc. Economics program in 2014, and submitted their thesis research as duly required in June 2014. The students passed and graduated from the program on September 12, 2014.

At the end of Year 3, we are therefore actively providing bursary support to 11 economists as ZEPARU Scholars at UZ (see Table 4-2).

Figure 4-2. MSc Economics graduate Patrick Tuluzawu

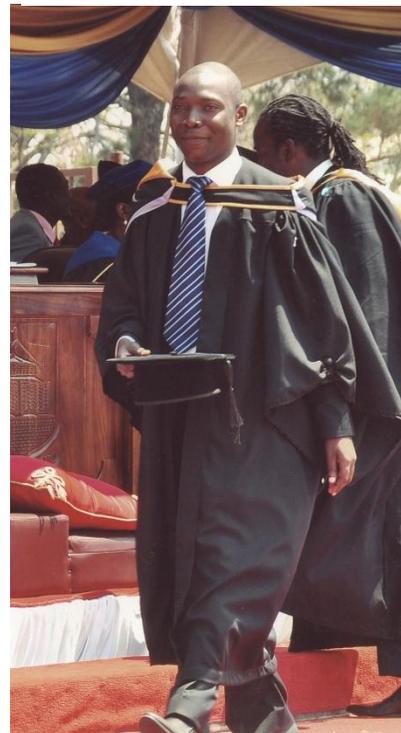


Table 4-2. Bursary Recipients in UZ Part-Time M.Sc. Economics Program at End of Year 3

Name	Organization	Year of Study to Jun. 2014	Year of Study as of Aug. 2014
Tuluzawu, Patrick	Ministry of Finance and Economic Development	3	Done
Mufunda ,Felix	Ministry of Finance and Economic Development	3	Done
Manda, Smart	Reserve Bank of Zimbabwe	3	Done
Willie, Adam	Ministry of Industry and Commerce	3	Done
Mugandani, Alwyn Save	Zimbabwe Revenue Authority	3	Thesis under review
Chimombe, Shaw	Ministry of Industry and Commerce	2	3
Chivore, Pepukai	Ministry of Industry and Commerce	2	3
Gwandiregera, Benson	Ministry of Finance and Economic Development	2	3
Makacha, Karakadzai	Ministry of Finance and Economic Development	2	3
Masiwa, Innocent	Ministry of Finance and Economic Development	2	3
Mudhunguyo, Chathebert	Ministry of Finance and Economic Development	2	3
Muzimba, Douglas	Ministry of Finance and Economic Development	2	3
Njokwe, Getrude (F)	Ministry of Industry and Commerce	2	3
Sowa, Betty (F)	Zimbabwe Revenue Authority	1	2
Chikwede , Klery (F)	Ministry of Youth Development Indigenisation and Empowerment	1	2
Ncube, Sukoluhle (F)	Ministry of Transport, Communication and Infrastructural Development	1	2

Active students currently on the bursary program: Total = 11; Male =7; Female= 4

Ph.D. Bursary

As of the beginning of Year 3, ZEPARU and SERA were supporting three candidates, all from RBZ, for a Ph.D. bursary as summarized below.

Mr. Nebson Mupunga

Position: Principal Economist and Deputy Division Chief of the Economic Research Division, RBZ

Program: Ph.D. in Economics.

University: Nelson Mandela Metropolitan University (NMMU) in Port Elizabeth, South Africa.

Dissertation: “Simulation Analysis of Optimal Public Debt Management Policies in Low Income Countries: The Case of Zimbabwe.”

Mr. Mupunga is in the final stages of completing his thesis. He is currently focusing on the technical issues to do with text formatting and referencing in line with the prescribed referencing format. He has already submitted the Intention to Submit Form to the NMMU for possible graduation in April 2015.

During Year 3 one of Mr Mupunga’s thesis papers entitled “Analyzing the Theoretical and Empirical Foundations of Public Debt Dynamics in Zimbabwe” was submitted to and selected by Economic Research Southern Africa (ERSA) for publication. SERA funded

language editing for the paper and sponsored Mr. Mupunga to attend the first ERSA Economic Theory Workshop held in Cape Town on March 26-27 as a discussant. Another of his papers entitled “Simulation Analysis of Optimal Strategies for Public Debt Issuance in Zimbabwe: Is there a Trade-Off” was accepted for presentation at the 11th African Finance Journal Conference which was held in Durban in May. Mr. Mupunga was unable to attend however due to conflicting work commitments.

SERA funded Mr. Mupunga to meet his supervisor from June 1-8 as part of his thesis finalization, and sponsored his travel to Dubai on September 2-3 to present his study at the 2014 Global Development Finance Conference at the Crowne Plaza Hotel. The Review of Development Finance Journal in partnership with the Chartered Institute of Development Finance and the Global Development Finance Research and Training Networks organized the conference. The Scientific and Conference Committee had accepted another of Mr. Nebson Mupunga’s thesis papers entitled: “Analyzing the Reaction of Public Debt to Macroeconomic Shocks in Zimbabwe” for oral presentation. The conference brought together academics, researchers from international and development institutions, researchers from commercial banks and central banks to share their experiences, new ideas and research results and discuss the practical challenges encountered and the solutions adopted.

Mr. Prudence Stephen Moyo

Position: Senior Economist, Economic Research Division, RBZ

Program: M.Phil. /Ph.D. in Economics

University: University of Pretoria

Dissertation: Macroeconomic Dynamics and Stability in a dollarized economy: A case for Zimbabwe.

During Year 3, Mr. Moyo passed his coursework examinations and started working on his thesis. Mr Moyo’s supervisor, Professor Nicola Viegi is one of the organizers’ of the Economic Research Southern Africa (ERSA) Annual Monetary Economics Workshop which was held at the University of Pretoria on 15 – 16 May 2014. Mr. Moyo was nominated by his supervisor to attend this workshop, which was relevant given Mr Moyo’s research interests in the area of monetary policy and fiscal interdependence under dollarization. The SERA program funded Mr Moyo’s attendance to the workshop as well as five additional days to utilize the University resources, attend departmental seminars as well as consult with his supervisor regarding his PhD research. He is currently working on a paper entitled “The End of the Second Biggest Hyperinflation” which examines the second largest hyperinflation event on record which occurred in Zimbabwe from 2007-2008. This will be the first chapter of his thesis. Mr. Moyo was sponsored by SERA to return to Pretoria 31 August – 6 November 2014 to consult with his supervisor to finalize the methodological aspects of his research on the stability dynamics of the Zimbabwean economy.

Mr. William Kavila

Position: Chief Economist, Economic Research & Policy Enhancement Division, RBZ.

Program: PhD in Economics

University: Nelson Mandela Metropolitan University (NMMU), Port Elizabeth.

Dissertation: “A Dynamic Analysis of the Role of Monetary Policy in Zimbabwe under Periods of Hyperinflation and Dollarization”

SERA sponsored Mr. Kavila for travel to Port Elizabeth in May to consult with his dissertation advisor. To date two of the four chapters of his thesis have been approved by his supervisor. The third chapter, “Inflation Dynamics and Monetary Policy” has been submitted

to ERSA for possible publication but has not yet been confirmed. His supervisor is still to approve his remaining chapters.

The SERA Program office – especially our Training/M&E Coordinator, Emmanuella Matorofa – has been working closely with the M.Sc. students and the three Ph.D. candidates to ensure that all procedures are followed, all logistical requirements are met, and all necessary payments are made.

WORKSHOPS AND OTHER RESEARCH DISSEMINATION EVENTS

Workshops and other dissemination events provide a critical bridge from the production of policy research to actually influencing reforms via policy dialogue. Through ZEPARU, USAID SERA provided support for three events during Year 3. In addition, the training coordinator that USAID SERA seconded full-time to ZEPARU, Ms. Evidence Ndari, was instrumental in organizing and managing the events implemented by ZEPARU.

Dissemination Workshop on Insolvency in Zimbabwe

On December 6, 2013 the SERA Program funded an important workshop organized by ZEPARU to disseminate the research completed by SERA consultant Daniel Fitzpatrick entitled “Enhancing Zimbabwe’s Regime for Corporate Financial Distress: Current Challenges and Possible Solutions”. The Workshop attracted 60 participants (20 women) from numerous ministries and agencies including the MIC, CTC, MOFED, Ministry of Justice Legal and Parliamentary Affairs, ZIMRA and the High Court. In addition representatives from ZimTrade, WABAZ, ZSE, ZNCC, ZIA, ZWRCN, ZEPARU, and SERA were in attendance along with the media.

As a result of the quality and relevance of the research, as shared at the above workshop, both the Commission and Tariff Commission (CTC) and the Ministry of Industry and Commerce (MIC) requested SERA support the return of Mr. Fitzpatrick to facilitate a high-level workshop with the Ministry, Permanent Secretaries senior business representatives, and members of the legal and banking professions who were involved in insolvency proceedings. The workshop was held on June 6, 2014 at the Leopard Rock Hotel in Vumba, Zimbabwe. The workshop clearly outlined the need for reform from the perspective of alignment with international best practices as conveyed by the SERA consultant, and from the perspective of two practicing attorneys dealing with insolvency issues in Zimbabwe. As a result of the meeting the MIC Permanent Secretary (PS) agreed to request her Minister to organize a briefing session with the Ministers of Justice, Finance, and Labour, and Indigenization to discuss reform priorities. In support of this the SERA program provided a draft statement of reform priorities for use as requested by the PS.

Dissemination workshops for ZEPARU outsourced research

In February the SERA Program supported the dissemination of the four value chain research studies which ZEPARU outsourced to the Scientific and Industrial Research and Development Center (SIRDC) and to AfriConsult.

The SIRDC studies were presented at the Rainbow Towers on February 6 covering their three research papers on Engineering and Metal, Chemical, and Agricultural Industry Value Chains, and the AfriConsult study on Textiles and Clothing Value Chains was presented at the Meikles Hotel on February 7.

The Minister of Industry and Commerce, the Hon. Mike Bimha opened both workshops and along with his Permanent Secretary, actively participated in the proceedings which were well

attended by both government and private sector stakeholders. The studies were finalized following the workshops in response to stakeholder feedback and approved by ZEPARU.

There is a lot of interest in the value chain studies by stakeholders, especially the private sector associations (for instance CZI, ZNCC, National Economic Consultative Forum (NECF)) who have requested copies of the studies. As shown above, the textiles and clothing value chain study has been taken forward by COMESA and ITC as inputs to their value chain focused activities.

5. TECHNICAL ASSISTANCE TO ZIMSTAT

In line with our Work Plan, USAID SERA support to ZIMSTAT continued to focus on two priority activities during Year 3: creating a Central Business Register (CBR); and conducting a Census of Services, now Survey of Services (SS). These activities are cornerstones for improving the quality of economic statistics in Zimbabwe.

The SERA COP met periodically with ZIMSTAT and officials of other major agencies supporting ZIMSTAT in the area of economic statistics and institutional capacity building, notably the United Nations Development Programme (UNDP), the World Bank, and DFID.

Senior statistics specialist Dr. Beverley Carlson continued to provide intermittent technical assistance to the COP in developing and managing our program of support to ZIMSTAT. Her tasks included, among other things: identifying statistics consultants for STTA; reviewing scopes of work for these assignments, and reviewing technical aspects of SERA activities with ZIMSTAT.

SUPPORT FOR THE CBR AND COS (NOW SS)

The Central Business Registry (CBR) and Survey of Services (SS) projects are central to the USAID SERA program mandate to help ZIMSTAT improve the quality and timeliness of economic statistics as the basis for evidence-based policy analysis and effective policy management.

The CBR project will create a central register of establishments operating in all sectors and regions of the economy, classified by primary activity using the latest international standard industrial codes. When finished, the CBR will constitute the master sampling frame for the collection of basic statistics on private sector activity, including the Quarterly Employment Inquiry (QEI), the Census of Industrial Production (CIP), the Volume of Manufacturing Index (VMI), and the Business Tendency Survey (BTS), and now the Survey of Services (SS).

The SS project is equally important as a building-block for improving economic statistics on the directions and magnitude of the expansion evident in the services industry, and, the changes in the cost structure and profitability that this has brought. With rapid worldwide expansion in ICT, finance, international trade, tourism, and leisure activities, the services sector has become a major source of growth in many countries.

Yet neither ZIMSTAT nor its predecessor CSO has ever conducted a full exercise to collect data on the service sector. The SS was initially conceived as a full census of the service sector, however to keep the activity manageable ZIMSTAT decided to implement a more tractable survey of services.

To date SERA has provided support to ZIMSTAT for the following activities:

- Funding for procurement of initial supplies; printing of survey materials; training of trainers

- Funding for study tours to Nairobi and Pretoria which led to critical reconsideration of the importance of administrative data from ZIMRA.
- STTA providing best practices for CBR development and maintenance including handling multi-unit enterprises; assistance to improve the questionnaire; guidance on compilation of field lists from administrative records; and support for a draft CBR plan for consideration by ZIMSTAT.
- STTA providing a review of COS plans, questionnaires and field manuals; practical insights on conducting enterprise censuses and surveys; and guidance on the COS workflow, as well as the format and content of data reports.
- Hardware and software required by the CBR and COS teams, including an Oracle database system that will be the foundation for modernizing ZIMSTAT's overall data warehousing system.
- Training of CBR enumerators and pilot testing of the questionnaires
- Collection and processing of license lists from local authorities throughout the country to develop the master frame for the CBR census, which included 76,000 businesses.
- Initiation of the CBR Inquiry to collect responses using the CBR questionnaire.

The collection of CBR responses initiated in August 2013 was planned to be completed in January 2014, and was on schedule for the initial 4 months, however responses in Harare turned out to be difficult to obtain. The retrieval stage extended through late July and into August. SERA support for the CBR Data Collection exercise supported distribution of 69,709 questionnaires and retrieval of 56,945 as of March 2014. ZIMSTAT has continued to distribute and collect additional questionnaires under other funding to attempt to gather more responses. In addition to collecting responses ZIMSTAT has been updating the master frame by adding businesses not included and removing businesses that are no longer operating. An agreement to support data cleaning and coding was signed in March between ZIMSTAT and Nathan and funding dispersed in four tranches through August. As with other aspects of the CBR, ZIMSTAT co-funded the data processing activity by providing in-kind services to manage and administer the entire project, including data quality control, as well as providing computer equipment and covering the administrative overheads.

The draft CBR Report, required as a condition of SERA support for CBR data collection and processing, was provided to SERA in draft form for review and comment on September 10. Beverley Carlson provided substantive comments which were well received by ZIMSTAT and the report should be finalized early in Year 4.

Survey of Services (SS):

Following the Enumerator Training workshop, and partly in response to debate at the workshop, ZIMSTAT's CBR/COS team continued reassessment of their implementation plans. ZIMSTAT decided to drop the idea of conducting a full census of the service sector, and to instead implement a more tractable survey of services (SS). This change in plans requires the CBR master list to be finalized as the sampling frame for the SS to then be implemented.

While completing the CBR data processing and drafting the CBR Report, ZIMSTAT finalized the sample design and budget estimate for the SS work, which enabled the cooperating Partners (UNDP, AfDB, DFID and SERA) to ascertain the SERA share of funding. Upon review by

SERA however, concern was raised on the size of the SS as funding was being requested to support a large number of person days to conduct the survey (28,800), when compared to the number funded for the CBR (13,300). Part of the justification provided by ZIMSTAT included the length of the SS questionnaire being much longer than the CBR questionnaire, however as uncovered during the SS design review (see below) the other factor of importance to the budget, the sample size, is still being finalized. Further concern was expressed on the proposed use of three different questionnaires depending on the size of the enterprise. Partly in response to these concerns, SERA discussed with ZIMSTAT the completion of a review, by SERA consultant Beverley Carlson, of the SS design and plans to provide feedback on the SS approach and help ensure it would result in robust survey results. The review report was completed in late September. The findings and recommendations therein are currently being considered by ZIMSTAT. Once agreement on which recommendations are to be taken up, a revised budget will be tabled and agreed between SERA and ZIMSTAT to initiate SS data collection.

The repeated revisions to the implementation plan and budget for the CBR and COS/SS reflect the fact that ZIMSTAT has not implemented these activities before; the core team has therefore been adjusting to new information as they go along. Despite the delays and changes, the CBR and now SS projects remain as top priorities for USAID SERA support.

SUPPORT FOR ZIMSTAT WEBSITE REDESIGN

ZIMSTAT's current website is outdated both in terms of the technical platform on which it runs and the interface design and functionality available to the public. As their primary window to disseminate statistical reports to the world a revamp is needed. Following a request to the SERA Program in late Year 2, support was provided to complete a thorough discovery and design assessment, which resulted in development of a set of Functional Specifications, and visual layout mock-ups. The proposed functionality and layout was presented to ZIMSTAT in early May and approved for solicitation of proposals.

In addition to providing a new website framework, the upgrade specifications call for the inclusion of two key external modules:

1. International Household Survey Network's National Data Archive (NADA) module. The NADA software was developed as a plug-in module for statistical organization websites, to encourage best-practices and standardize the cataloguing of statistical surveys and any associated data cleared for public dissemination.
2. UNICEF's online version of their data visualization interface, DevInfo. This will require an upgrade to the stand-alone version of the DevInfo software currently used by ZIMSTAT to disseminate Zimbabwe's economic, social, and demographic statistics along with an interface to explore the data by CD.

During Mr. Miller coordinated with the World Bank's Accelerated Data Program (ADP) and with UNICEF to discuss engagement options. ZIMSTAT has picked up discussions with ADP to request training and installation support for the NADA module. ZIMSTAT has also signaled that they will pick up coordination with UNICEF through UNICEF's standing program of support in Zimbabwe to upgrade the DevInfo interface. SERA will continue to coordinate as needed to ensure these important modules are included in the new website framework.

Three bids were received from companies for the development of a new website framework. Following provision of a bid analysis by SERA, the best value vendor was selected in coordination with ZIMSTAT. In this case a company called ZARNET provided the best bid in

response to the SERA RFP. ZARNET is the firm that developed the original ZIMSTAT website a number of years back. Their more recent projects show a more mature and appealing visual style. As of the drafting of this report a date is being agreed with ZARNET for development to begin.

6. TECHNICAL ASSISTANCE TO OTHER PARTNERS

Year 3 saw the continuation of discussions on, and formalization of, the channel of direct support to the Ministry of Finance and Economic Development (MOFED). Subsequently the SERA Program received a request from MOFED to provide an expert assessment of the economic impact of Special Economic Zones. The assessment was to be included as one of the presentations at the “Zimbabwe Special Economic Zones Workshop: Promoting Transformational and Inclusive Growth”. The workshop, a collaborative effort by the World Bank, AfDB, and UNDP in coordination with MOFED, was held at Pandhari Lodge on 16-17 April, 2014. SERA engaged Dr. Robert Kirk to prepare and present a paper titled “Impacts of SEZs on Transformation of the Economy”. The paper and presentation were well received, and formed part of the input to the Government’s subsequent strategy paper: “Zimbabwe Draft Strategy on Special Economic Zones”, which is pending submission to Cabinet.

In June SERA received a request through USAID from the Embassy for follow-up work on the issue of SEZs. The Embassy received a request from the Deputy Foreign Minister to review a section of SEZ legislation. While the legislation was focused on SEZ administrative issues, the opportunity was taken to provide model legislation for the establishment and operation of an SEZ. SERA also reviewed and provided comments on the Government’s Draft Strategy, referenced above, and reviewed and provided comments on the Zimbabwe Investment Authority Act which includes provision for SEZs. SERA engaged Garland Boyette to undertake the assignment and the resulting analysis was presented to USAID in July.

In addition to working with MOFED, the SERA COP has continued to seek additional avenues in collaboration with the USAID COR to expand the coverage of SERA activities. During the Year, SERA worked on developing the following policy studies and surveys:

MINING REVENUE TRANSPARENCY STUDY

Through consultation with the Chamber of Mines Zimbabwe (COMZ) and the Zimbabwe Environment and Law Association (ZELA) SERA launched a study to better understand current obstacles to advancing the issue of transparency in mining revenue. A key objective of the study was to help determine the next steps needed for Zimbabwe to accede to the Extractive Industries Transparency Initiative (EITI) or a local iteration thereof.

SERA mobilized Richard Everett and two local consultants, Lyman Mlambo and Gilbert Makore, to conduct the research. The study recommendations focused on how to encourage government to play a leading role in bringing about increased transparency. In addition knowledge exchange status and needs among the Executive branch of Government, Parliament and the Private Sector was explored to increase common understanding of the technical and financial processes affecting the mining sector. SERA will follow up the recommendations in Year 4 in coordination with ZELA and COMZ to determine the most effective approach to leverage the momentum generated by the study.

ARTISANAL GOLD MINING AND TRADING IN ZIMBABWE

In coordination with the UK Department for International Development (DFID), the SERA Program is co-funding a two-year project to assess opportunities for, and roll-out, a pilot program supporting increased cooperation between artisanal, small-scale, and industrial miners in Zimbabwe. The pilot will work collaboratively with industry and Government to formalize and legalize the production and trade of gold by artisanal and small-scale miners who currently operate in the informal sector. The project was conceived by the Chamber of Mines of Zimbabwe (COMZ) and developed in collaboration with PACT, an international Non-Governmental Organization based in Washington D.C. PACT will lead implementation beginning with a six-month scoping and design phase to understand key issues, actors, parameters, dynamics and the political economy of the gold sector. Using the information gathered in the scoping phase, the next step will be to move to implementation starting with an 18-month pilot project

The project was launched in September and an inception report has been delivered. More details are available in the Q12 report – Appendix A.

CORRUPTION PERCEPTIONS SURVEY

Anecdotal evidence suggests that transactional corruption has become a multi-layered phenomenon, and a serious impediment to the smooth functioning of private enterprise, both in the formal and informal sectors, in Zimbabwe. To come up with an evidence-based analysis of the actual position in this area is therefore essential before policy makers can take any remedial action. With SERA funding, the Center for International Private Enterprise (CIPE), an international organization with wide experience in business enabling environment assessment and reform will work closely with two local business organizations to undertake a detailed survey of the perceptions of corruption in Zimbabwe. The survey is to be undertaken in collaboration with both the Zimbabwe National Chamber of Commerce (ZNCC), and the Confederation of Zimbabwean industries (CZI). During Q12 SERA began discussions with both local entities to plan and schedule the survey. The activity will be carried out during the course of Year 4 and is intended to survey about 400 small, medium and large companies in Zimbabwe.

IMPROVING THE ENABLING ENVIRONMENT FOR PRIVATE ENTERPRISE

The Zimbabwe Investment Authority (ZIA) requested SERA support to carry out an evidence based study to identify major constraints limiting private sector investment in Zimbabwe – both domestic and foreign, and to come up with a strategic framework with specific proposals to improve the enabling environment. The activity has been split into two consultancies, and will build upon the work already done by the World Bank as part of its Doing Business surveys and reporting on Zimbabwe.

The first assignment will be review the regulatory environment in relation to business start-ups. Consultant Mr. Olin McGill will work in conjunction with ZIA in mid-October to draft a report for review by government and private sector stakeholders. Once validated, the final report will become the basis for ZIA, through the Ministries of Finance and Commerce & Industry, to champion the necessary regulatory and policy reforms required to improve Zimbabwe's business start-up environment.

The second consultancy will consider the broader area of Business Licensing reform. Private sector entities in Zimbabwe are subjected to a plethora of regulations and licenses. This over-

regulation not only increases the cost of doing business but is a deterrent to new investment. The study is expected to commence in early November.

HIGH FREQUENCY PANEL DATA USING MOBILE PHONES

The World Bank has developed a methodology to collect reliable, household-level data at modest cost using mobile phone surveys. This methodology has been rolled out in ten African countries under its “Listening to Africa” initiative and allows for monthly (high frequency) data to be collected from a nationally representative sample of households, on a variety of topics including well-being, service delivery, income, security, health etc... The SERA Program will support the establishment of the program in Zimbabwe, a major feature of which is that the data, once processed and anonymized, is made publicly available for researchers and interested parties.

As of the end of Year 3, coordination with ZIMSTAT was ongoing to establish the sample for the activity. Once established, a baseline survey will be undertaken to collect a set of basic household and respondent characteristics. Thereafter monthly calls will be made to the households to collect information on the topic of interest. The SERA Program is coordinating with the World Bank for the competitive selection of a partner to handle the baseline survey and monthly calls.

7. CROSS-CUTTING ISSUES

The SERA contract identifies three cross-cutting issues as “general program parameters and guidance.” These are: (1) coordination with other USAID programs, primary partner organizations, and other donors; (2) prioritization of pro-poor policies and inclusive growth strategies; and (3) application of a gender lens to all programmatic undertakings.

COORDINATION

Full and open communication with USAID/Harare is an ongoing element of our field operation. During the course of Year 3 the COP held weekly meetings with the COR, Joshua Smith and Bigbouy Chikwavarara, of the USAID Economic Growth Office. The meetings were joined by Ashok Chakravarti when he came on board during Q11. These discussions covered a full range of implementation issues including contract interpretations, STTA assignments, technical approvals, and activity updates. Since the Program has expanded to cover new partners, including ZELA and ZIA, it became necessary that these meeting were now held on a weekly basis. Between meetings, the COP maintained almost daily communication with the COR by email or phone, as needed.

The COP and Program Manager attended the Partners Meeting during SERA Year 3 in which the COP prepared a short presentation which gave an overview of our program. There was more collaboration between the SERA Program and other partners, including Zim ACP and to a lesser extent, Zimbabwe Works.

In Q12, the COP was invited to attend a meeting organized by the Zim ACP to discuss possible Terms of Reference for a study on the implications of the ‘Gazetting of Statutory Instrument 122 of 2014’ which had stimulated debate about the continuing need for and impact of government intervention in agricultural markets. Up to this time, there hasn’t been any recent research giving empirical evidence on the benefit or otherwise of government intervention in grain production and marketing. The meeting agreed that SERA would work with ZimACP to develop a concept note for such a study. Subsequently, the SERA COP accompanied the ZimACP Deputy Chief of Party to a meeting at the Ministry of Agriculture, Mechanization and Irrigation Development which discussed the approach and way forward in carrying out the study.

On September 22, the US Embassy invited the COP to a lunch arranged for the visiting US Deputy Director of the US Treasury Office together with other invited guests, which included Professor Tony Hawkins. In addition the COP invited a few senior beneficiaries of our Masters and Ph.D. Program for a luncheon with the Deputy Director the following day. Outside the USAID community, the COP continued to hold intermittent discussions on policy issues and program coordination with the WB, UNDP and DFID, with particular focus on coordination of support to ZIMSTAT (see Assistance to ZIMSTAT, above).

POVERTY

With the SERA program being demand driven, our involvement with poverty issues has necessarily been defined by needs of our client agencies. However, poverty concerns underlie virtually all of our assistance in dealing with economic policy issues. Indeed, a fundamental goal of our support to ZEPARU for research, training, and outreach is to improve policy analysis and research dissemination in order to foster inclusive growth as the primary engine for poverty

reduction. Examples during Year 3 include our support and finalization of studies on Resolving Financial Distress and Challenges, four financial sector policy studies, and four outsourced Value Chain policy studies; stakeholder dissemination workshops on policy studies; and training programs in areas of macroeconomic management, debt management, and macroeconomic modeling. With reference to our assistance to ZEPARU, several SERA-supported activities during Year 3 involved elements relating to poverty reduction. These included: continuation of support to studies on financial sector development; continuation of funding for outsourced research on the economics of employment creation. In addition, the issue of poverty reduction is a component of our work on a Tool Kit for training Parliamentarians, which was finalized and submitted as a deliverable to SERA during Q 9.

For the ZIMSTAT component of the program, our support continued to concentrate on the finalization of the CBR during Quarters 9 - 12. For Zimbabwe, the production of the CBR is the first comprehensive list of business establishments for statistical purposes. This has implications for the improvement of the data analysis, not only on the number of firms, but for the quality of statistics for income distribution and poverty analysis as more service industries are captured, and re-surveyed over the coming years.

The senior management at ZIMSTAT singled out the CBR and the SS as being especially important initiatives, with the CBR being cited as critical to the compilation of economic data as the census is to demographic data, and that these are the only two statistical surveys mandated by special Statutory Instruments.

GENDER

We apply a gender lens as far as possible in developing all activities. As with our work on poverty issues, however, the demand-driven design of the SERA program dictates that our commitment to gender mainstreaming is filtered through needs of ZEPARU, ZIMSTAT, and other partners.

In addition to adhering to the standard practice of tracking participation in our activities by gender, Nathan has addressed gender considerations during Year 3 in the following ways

- Working with ZEPARU to incorporate gender considerations meaningfully in scopes of work for research supported by USAID SERA. At our request, for example, ZEPARU incorporated gender considerations in their negotiations for outsourcing research on improving the competitiveness of key industrial value chains.
- Working with ZEPARU to achieve approximate gender balance in sponsoring economists for SERA-sponsored training activities. With reference to the summary of activities in Section 4, our results during Year 3 were as follows:
 - Short course on Applied Econometrics for Policy Research: 5 women, 14 men.
 - M.Sc. bursary: During Q9-Q11 we actively supported 11 men and 4 women, out of whom 4 graduated. As at end of Q12, we have 7 men and 4 women in the program. One additional student (male) while complete, is still awaiting review of his thesis for graduation, and is thus not included in the accounting above.
 - Short course on Advanced Excel Skills (session 4): 5 women, 9 men.

- Short course on Advanced Excel Skills (session 5): 4 women, 9 men.
 - Short course on Advanced Excel Skills (session 6): 7 women, 6 men.
 - External short-courses: 2 women and 18 men, resulting in a total of 20.
 - Ph.D. bursary: 3 men, no women. The recruiting challenge for this program was discussed in the quarterly reports during Year 2.
 - Short course on Survey Methodology: 5 women, 23 men.
 - Short course on Economy-wide Modelling for Policy Analysis: 4 women, 6 men.
- Continuing to include in our M&E report a system for scoring the gender content of research designs and the gender content of SERA-supported studies (see Appendix E)
 - In consideration of our funding for the CBR Inquiry, ZIMSTAT agreed to our request to include in the final CBR report a chapter on Women in Business, summarizing basic economic characteristics of identifiable women-owned businesses. The report includes number of establishments, number of employees, and turnover, disaggregated by province and by ISIC classification.
 - In response to a request from USAID, we added a new gender indicator to our M&E plan, GNDR-4: Proportion of target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities. We tested the use of this indicator on the SERA-funded short-course on regional integration run by ZEPARU and TRALAC in collaboration with MRIIC. At the start of the course the facilitators handed out the questionnaire on attitudes to equal access for males and females, but they chose not to repeat the questionnaire when the course ended, viewing this as a redundant exercise. At subsequent courses the survey was not repeated however since it was not seen as practical to assess gender issues at training courses. We will revisit this issue as needed when USAID schedules a data quality review on this item.

Appendix E presents data on gender-related M&E indicators for Year 3, by quarter, relative to targets. We intend in Year 4 to continue pushing for gender balance in our training activities and to improve on the extent of gender mainstreaming in our research activities.

8. WORK PLAN IMPLEMENTATION

Because all activities had to be developed and implemented in collaboration with ZEPARU or ZIMSTAT and in response to their expressed needs, some activities targeted in the Work Plan progressed slowly. The SERA Program has sought out additional opportunities to provide technical assistance and during the year responded to requests for support from the Ministry of Finance and Economic Development, and collaborated with local Civil Society Organizations to explore synergies between the SERA Program mandate and their technical focus.

Appendix D provides a table comparing our actual performance during Year 3 to activities targeted in the Work Plan.

9. CHALLENGES AND LESSONS LEARNED

Looking back over our activities during Year 3, the SERA team faced six notable challenges:

1. SUSTAINING MOMENTUM ON ZEPARU ACTIVITIES

As noted in prior Annual Reports, while SERA consultant inputs to ZEPARU studies were both of high quality and completed in good time, this was not always the case with ZEPARU's inputs, or reviews required for study finalization. On numerous occasions this has led to delays in papers being completed or approved by ZEPARU, once the SERA consultant's inputs are complete. This trend continued during Year 3, four of the Financial Sector Studies conducted under the mentorship of Dr. Daniel Makina which were completed by the SERA consultant at the end of Q9 were only delivered by ZEPARU at the end of Q11. This was also the case with a study carried out under the mentorship of Dr. Robert Kirk which had been presented in draft form to a stakeholder workshop in December 2014 (Q8). Due to delays by ZEPARU researchers, the study on 'COMESA-SADC-EAC Tripartite Free Trade Area: Implications for Zimbabwe' was finally presented at the tail end of Q12.

Although Daniel Ndlela shifted positions from Resident Advisor at ZEPARU to SERA COP at the end of Year 2, he continued to support ZEPARU during the course of Year 3 in an attempt to ameliorate delays, including through frequent follow-up with the Executive Director. However, ZEPARU's focus has shifted in part due to a lack of funding from its primary benefactors. In response ZEPARU has had to source work for hire, and has focused on that during Year 3, to the detriment of SERA-sponsored studies, which were not directly earning revenue for ZEPARU.

A possible grant approach to future SERA-funded studies has been considered whereby ZEPARU could compete with other research organizations for the work. However it is of course not guaranteed that ZEPARU would be awarded the grant.

2. ABSORPTIVE CAPACITY AT ZEPARU

Operational and financial capacity constraints within ZEPARU continued to be another factor contributing to delays in program implementation.

We addressed this challenge in prior years through the efforts of Daniel Ndlela (then Resident Advisor to ZEPARU), as well as via the provision of a SERA-funded Training Coordinator, and finally through targeted direct support to cover the hiring of interns, purchase of IT equipment, and redevelopment of their website. During Year 3, the Training Coordinator continued to work at ZEPARU, and SERA continued to fund the three ZEPARU research interns. As planned, SERA supported ZEPARU to manage execution of the four outsourced value chain studies which were all successfully completed this year.

Open and frequent communication with ZEPARU has been and will continued to be essential to enable SERA to insist on both quality and high standards of products on one hand, and timely completion and presentation of research outputs in exchange for support.

3. FUNDING FOR OUTSOURCED RESEARCH

During Year 2 the SERA Program provided extensive support to ZEPARU to adjudicate bids received for the value chain studies and to prepare the administrative and technical systems necessary to manage the outsourced studies. Overall it took a tremendous amount of support to ZEPARU to arrive at contract signing with the bidders ultimately selected. However the four studies were initiated by the selected bidders immediately following the signing of ‘fixed-price contracts’ between SERA and ZEPARU at the very end of Year 2. The studies proceeded smoothly once started, and were quickly completed by the end of Q10. The delivery of the outsourced study on Economics of Employment Creation was also signed-off and received as a deliverable from ZEPARU during Q9.

4. STRUCTURING OUR FUNDING FOR STATISTICAL DEVELOPMENT ACTIVITIES

ZIMSTAT has continued to face challenges in managing the large scale Central Business Registry, and the subsequent Survey of Services.

Numerous revisions to the approach and timeline have themselves incurred delays to the overall program, and in turn require time to re-align various donor funding commitments.

Receipt of the draft ZIMSTAT budget for the Survey of Services (SS) activity raised a number of questions regarding the scale of the activity and the approach being planned. While initially planned as a census, and then reduced to a survey earlier in SERA’s support to the CBR, the latest approach has moved towards a census of services again with only some service sectors being surveyed. This has direct bearing on the budget due to the number of enumerator-days required. SERA commissioned Statistics Expert Beverley Carlson to review the CBR and the plans for the SS to ensure a coherent approach. As of the drafting of this report, the review findings are being discussed with ZIMSTAT and once agreed with inform revisions to the approach for the SS activity. During the review exercise, it became apparent that ZIMSTAT was still working through some technical approach details; answers to a number of questions regarding the approach were hard to obtain, and/or changed over the review period (3 weeks).

5. GENDER MAINSTREAMING

As discussed in the Gender section above, obtaining gender balance on trainings and activities has continued to be a challenge. One basic challenge is that we continued to face a large gender imbalance within the groups we target for support. For example, at the end of Q8, we had 11 men and 4 women in the Masters Bursary program, this following an intake of 3 female students in that academic year. Women continued to be under-represented among the eligible candidates from the start of the program, and two of the four women who were accepted decided to decline the bursary.

Second, for most of the activities we support, participation is determined by our partner agencies. While we urge partners to make special efforts to include more women in trainings, the decisions are beyond our direct control. While Year two saw a better representation of women in external trainings, during Year 3 only 2 of the 20 economist sponsored for this category of training were women.

Third, our research support to ZEPARU has engaged highly qualified subject experts to lead studies on major policy issues. We regularly discuss with these consultants the importance of

taking gender considerations into account, but they generally lack expertise in this area. The result has been very thin coverage of gender issues.

6. DISSEMINATION OF RESEARCH FINDINGS

Another challenge for USAID SERA is to help ZEPARU and other implementing partners to bring research findings to a broader audience, where it might influence public opinion and strengthen the political incentives for progressive reforms. ZEPARU's standard approach to disseminating research has been to hold a workshop where papers are presented and discussed within a limited audience involving selected government officials, representatives of the business community, and several other stakeholders. This approach can be effective in conveying research findings to a small group of "influential" persons. However ZEPARU had not done much to disseminate research more broadly, either through electronic or hard copy distribution.

However, with the completion of the ZEPARU website (with SERA support), wider dissemination of ZEPARU products has continued this year, and ZEPARU started the practice of sending out press releases and distributing their products through wide email circulation. The Nathan team has continued to discuss holding research seminars for a broader public audience and distributing press releases after research workshops. We continue to engage ZEPARU and hope to make progress on these issues in Year 4.

10. PERFORMANCE MONITORING

Appendix E provides three matrices reporting the latest data on our indicators for monitoring program performance at the level of outputs, results, and outcomes, respectively. A fourth matrix provides data on "context indicators," which track Zimbabwe's progress towards the USAID objective of improving the macroeconomic environment for growth. Although changes in these indicator values are not attributable to USAID SERA activities, several observations from Year 3 are worth noting:

- In July 2014, the MOFED reduced the 2014 GDP growth rate from 6.1% to 3.1% which is more in line with the projections of the IMF. The IMF GDP estimate for 2013 was 3.3% and its current projections for 2014 and 2015 stand at 3.1% and 3.2% respectively.
- Non-mineral revenue collected by the government for 2013 was up slightly by 5.8% compared to 2012, this is much lower than the previous year's increase of 20.6%
- Latest data from RBZ show that net inflows of Foreign Direct Investment in 2013 amounted to \$373.1 million, which is a 6.6% increase as compared to 2012. RBZ estimates that FDI inflows will be \$301 million in 2014 and will reach \$591 million in 2015. The absolute amount of FDI is still low by regional standards.
- In terms of negotiations towards debt relief the IMF conducted three reviews of SMP throughout 2014 with the third review being in September 2014. The reviews of the SMP indicated that Zimbabwe's performance under the SMP was broadly satisfactory. The IMF staff team and GoZ country authorities embarked on discussions of a 15month SMP successor to end in December 2015. This will focus on balancing the primary fiscal budget, restoring confidence and stability in Zimbabwe's financial sector and addressing the country's debt challenge by stepping up re-engagement with all creditors to normalise relations. It is hoped that if the

second SMP is a success, IMF will develop a financial programme but this will depend on whether and if there is a plan in place to clear debt arrears to International Finance Institutions (IFI's).

- Through September, the Registrar General recorded 8056 new business registrations compared to 7445 registration for 2013 over the same period.
- Zimbabwe's score on the World Bank's Statistical Capacity Indicator improved slightly from 53 in 2012 to 54 in 2013.

APPENDIX A. PROGRESS REPORT FOR JULY–SEPTEMBER 2014 (QUARTER 12)

[This appendix serves as the QPR for Quarter 12. It is due on October 30 and will be completed by that date.]

APPENDIX B. YEAR 3 SHORT-TERM TECHNICAL ASSISTANCE

Consultant	Expat/ TCN/ CCN	Organization	Assignment	Days approved / used	Dates (o/a)	Status at 30-Sept, 2014
Beverley Carlson	Expat	Nathan	ZIMSTAT - Stats backstopping for COP (renewal of assignment)	30/22.5	Oct 1, 2013 – September 30, 2014	Complete
Daniel Makina	CCN	Imani	ZEPARU – Financial Sector Research	30/30 (28 used in Y3)	September 23 – November 29, 2013	Complete
Robert Kirk	Expat	Nathan	ZEPARU – Tripartite Free Trade Area Study	20/20 (12 used in Y3)	July 9, 2013 – October 31, 2013, extended to July 15, 2014	Complete
Robert Kirk	Expat	Nathan	MOFED - Impacts of Specialized Economic Zones (SEZs) on Economic Transformation	14/14	February 11 – March 7, 2014	Complete
Kuziva Zimunya	CCN	Nathan	ZIMSTAT – Website review & design	25/25	October 8 – 31 2013, extended to June 30, 2014	Complete
Paul McNelis	Expat	Nathan	ZEPARU – Applied Econometrics for Policy Research Course	18/25 (18 used in Y3)	July 1 – August 15, 2013, extended to November 21, 2013	Complete
Collins Chihuri	CCN	Imani	ZEPARU – Reviewing of Cotton-Textiles Value Chains Study	5/5	February 6 – 12, 2014	Complete
Ernard Mutenheri	CCN	Nathan	ZEPARU – Survey Methodology Workshop Facilitation	4/4	February 24 – 28 ,2014	Complete
Florance Matarise	CCN	Nathan	ZEPARU – Survey Methodology Workshop Facilitation	6/6	February 23 – 28 ,2014	Complete
Dumisani Sibanda	CNN	Nathan	ZEPARU – Cost Drivers Study	31/31	May 5 – June 30, extended to July 31, 2014	Complete
Marcos Arocha	Expat	JEA	ZEPARU – Cost Drivers Study	40/37	May 5 – June 30, extended to July 31, 2014	Complete, awaiting report validation
Gilbert Makore	CCN	IBI	SERA - Mining Revenue Transparency Study	14/14	June 16 – July 4, extended to July 10, 2014	Complete
Lyman Mlambo	CCN	IBI	SERA - Mining Revenue Transparency Study	14/14	June 16 – July 4, extended to July 10, 2014	Complete
Richard Everett	Expat	IBI	SERA - Mining Revenue Transparency Study	23/23	June 4 – July 18, 2014	Complete
Rob Davies	CCN	Imani	ZEPARU – Senior Economic Advisor	60/20	December 13 – September 30, 2014	Ongoing

Consultant	Expat/ TCN/ CCN	Organization	Assignment	Days approved / used	Dates (o/a)	Status at 30-Sept, 2014
Ashok Chakravati	CCN	Nathan	SERA – Senior Program Advisor	48/25	May 7 – September 30, 2014	Ongoing
Bruce Bolnick	Expat	Nathan	SERA – Support to SERA (Senior Economist)	12/1	February 18 – September 30, 2014	Complete
Daniel Fitzpatrick	Expat	Nathan	ZEPARU – Insolvency Study	25/25 (16.25 used in Y3)	August 19 – November 30, extended until December 19, 2013	Complete
Daniel Fitzpatrick	Expat	Nathan	ZEPARU – Insolvency Workshop Facilitation	8/8	May 27 – June 10, 2014	Complete
Garland Boyette	Expat	Nathan	SERA – Special Economic Zones Study Review	8/8	July 2 – 11, 2014	Complete
Dirk van Seventer	Expat	Imani	ZEPARU – Economic Modelling Training Workshop Facilitation	10/10	August 18 – 29, 2014	Complete

APPENDIX C. EQUIPMENT PROCURED FOR ZIMSTAT AND ZEPARU

Description	Serial Number	Acquisition Date	Value	Location as of Sep. 30, 2014
PROCUREMENT FOR ZIMSTAT CBR-COS PROJECT				
HP 4530s Laptop Computer w/case	CNU212408L	21-May-12	\$1,045	ZIMSTAT
HP 4530s Laptop Computer w/case	CNU21241LY	21-May-12	\$1,045	ZIMSTAT
HP Compaq Pro 3400 MT PC Workstation	PC: CZC21712BD/ Monitor: CNC207QRL3	21-May-12	\$1,070	ZIMSTAT
HP Compaq Pro 3400 MT PC Workstation	PC: CZC21712B9/ Monitor: CNC207QRYP	21-May-12	\$1,070	ZIMSTAT
HP Compaq Pro 3400 MT PC Workstation	PC: CZC21712BN/ Monitor: CNC207QS7M	21-May-12	\$1,070	ZIMSTAT
HP Compaq Pro 3400 MT PC Workstation	PC: CZC217129Y/ Monitor: CNC209QXJ3	21-May-12	\$1,070	ZIMSTAT
HP Proliant ML 150 G6 Server Desktop	HU1147A0GL	21-May-12	\$2,240	ZIMSTAT
HP 18.5" LCD monitor, keyboard, mouse	CN420904B1	21-May-12	\$225	ZIMSTAT
HP LaserJet P4015DN Printer (Enterprise 600 M602dn)	CNBVD2S048	21-May-12	\$1,600	ZIMSTAT
HP LaserJet P4015DN Printer (Enterprise 600 M602dn)	CNBVD2S049	21-May-12	\$1,600	ZIMSTAT
HP LaserJet P4015DN Printer (Enterprise 600 M602dn)	CNBVD2S046	21-May-12	\$1,600	ZIMSTAT
HP LaserJet P4015DN Printer (Enterprise 600 M602dn)	CNBVD2S04G	21-May-12	\$1,600	ZIMSTAT
Dell Latitude E5420 Laptop w/case	DNMM4S1	14-May-12	\$1,489	ZIMSTAT *
PROCURED FOR ZEPARU BURSARY PROGRAM				
Dell Latitude E5420 Laptop w/case	DNMQ5S1	16-Feb.-12	\$1,345	SERA office (returned)
Dell Latitude E5420 Laptop w/case	DNMN4S1	16-Feb.-12	\$1,345	Manda S.
Dell Latitude E5420 Laptop w/case	DNMN5S1	16-Feb.-12	\$1,345	Willie A.
Dell Latitude E5420 Laptop w/case	DNML4S1	16-Feb.-12	\$1,345	Mtisi K. (graduated)
Dell Latitude E5420 Laptop w/case	DNMQ4S1	16-Feb.-12	\$1,345	Mugandani A.

Description	Serial Number	Acquisition Date	Value	Location as of Sep. 30, 2014
Dell Latitude E5420 Laptop w/case	DNML5S1	16-Feb.-12	\$1,345	Tuluzawu P.
Dell Latitude E5420 Laptop w/case	DNMM5S1	16-Feb.-12	\$1,345	Shenje T. (graduated)
Dell Latitude E5420 Laptop w/case	DNMP5S1	16-Feb.-12	\$1,345	Mfunda F.
Dell Latitude E5420 Laptop w/case	6J7MGV1	24-Aug.-12	\$1,666	SERA office (returned)
Dell Latitude E5420 Laptop w/case	9J7MGV1	24-Aug.-12	\$1,666	Chimombe S.
Dell Latitude E5420 Laptop w/case	DJ7MGV1	24-Aug.-12	\$1,666	Gwandiregera B.
Dell Latitude E5420 Laptop w/case	BX6MGV1	24-Aug.-12	\$1,666	Masiwa I.
Dell Latitude E5420 Laptop w/case	1N7MGV1	24-Aug.-12	\$1,666	Chivore P.
Dell Latitude E5420 Laptop w/case	277MGV1	24-Aug.-12	\$1,666	Muzimba D.
Dell Latitude E5420 Laptop w/case	DG7MGV1	24-Aug.-12	\$1,666	Chihava E. (graduated)
Dell Latitude E5420 Laptop w/case	FG7MGV1	24-Aug.-12	\$1,666	Njokwe G.
Dell Latitude E5420 Laptop w/case	6R7MGV1	24-Aug.-12	\$1,666	Madhunguyo C.
Dell Latitude E5420 Laptop w/case	FN7MGV1	24-Aug.-12	\$1,666	Makacha K.
Dell Latitude E5420 Laptop w/case	6W6MGV1	24-Aug.-12	\$1,666	Mupunga N. (Ph.D.)
Dell Latitude E5430 Laptop w/case	H1GDLV1	17-April-13	\$1,499	Moyo S. (Ph.D.)
Dell Latitude E5430 Laptop w/case	10GDLV1	30-April-13	\$1,499	Kavila W. (Ph.D.)
Dell PA-12 19.5V 3.34A 65W AC Adapter For Dell Inspiron	CN-09228G4-72438-0Ab37DD-A00	14-April-14	\$40	Gwandiregera B.
Dell PA-12 19.5V 3.34A 65W AC Adapter For Dell Inspiron	CN-0928G4-72438-229-5829-A01	14-April-14	\$40	Muzimba D.
Dell PA-12 19.5V 3.34A 65W AC Adapter For Dell Inspiron	CN-0928G4-72438-1B4-3BF9-A01	14-April-14	\$40	Chivore P.
APC Surge Arrest 5 Outlets		22-April-14	\$34	Manda S.
APC Surge Arrest 5 Outlets		22-April-14	\$34	Willie A.
APC Surge Arrest 5 Outlets		22-April-14	\$34	Tuluzawu P.
APC Surge Arrest 5 Outlets		22-April-14	\$34	Mfunda F.
APC Surge Arrest 5 Outlets		22-April-14	\$34	Chimombe S.
APC Surge Arrest 5 Outlets		22-April-14	\$34	Gwandiregera B.
APC Surge Arrest 5 Outlets		22-April-14	\$34	Masiwa I.
APC Surge Arrest 5 Outlets		22-April-14	\$34	Chivore P.
APC Surge Arrest 5 Outlets		22-April-14	\$34	Muzimba D.

Description	Serial Number	Acquisition Date	Value	Location as of Sep. 30, 2014
APC Surge Arrest 5 Outlets		22-April-14	\$34	Njokwe G.
APC Surge Arrest 5 Outlets		22-April-14	\$34	Madhunguyo C.
APC Surge Arrest 5 Outlets		22-April-14	\$34	Makacha K.
APC Surge Arrest 5 Outlets		22-April-14	\$34	Sowa B.
APC Surge Arrest 5 Outlets		22-April-14	\$34	Ncube S.
APC Surge Arrest 5 Outlets		22-April-14	\$34	Chikwede K.
APC Surge Arrest 5 Outlets		22-April-14	\$34	Mupunga N. (Ph.D.)
APC Surge Arrest 5 Outlets		22-April-14	\$34	Moyo S. (Ph.D.)
APC Surge Arrest 5 Outlets		22-April-14	\$34	Kavila W. (Ph.D.)
PROCURED FOR ZEPARU RESEARCHERS				
Dell Latitude E5420 Laptop w/case	JNCPLQ1	14-May-12	\$1,489	ZEPARU
Dell Latitude E5420 Laptop w/case	JNCQ4S1	14-May-12	\$1,489	ZEPARU
Dell Latitude E5420 Laptop w/case	JNCP5S1	14-May-12	\$1,489	ZEPARU
Dell Latitude E5420 Laptop w/case	JNCPKQ1	14-May-12	\$1,489	ZEPARU
Dell Latitude E5420 Laptop w/case	JNCPWL1	14-May-12	\$1,489	ZEPARU
Dell Latitude E5420 Laptop w/case	JNCQ5S1	14-May-12	\$1,489	ZEPARU
Dell Latitude E5420 Laptop w/case	JNCP4S1	14-May-12	\$1,489	ZEPARU
HP LaserJet P4015nPrinter (Enterprise 600 M602n)	CNBVCCY1XQ	12-June-12	\$1,675	ZEPARU

**This laptop was previously a spare in the SERA office, and subsequently moved to ZIMSTAT to host the distance learning system, which is in development.*

APPENDIX D. IMPLEMENTATION OF YEAR 3 WORK PLAN TASKS

Task	Status at End of Year 3
1. MANAGEMENT AND ADMINISTRATION SERVICES	
1.1. PROJECT MANAGEMENT AND ADMINISTRATION	
Coordinate with COR, other USAID programs, other key donors	Ongoing
Develop and manage STTA and MTTA assignments	Ongoing
Maintain project accounts consistent with budget parameters, and documentation for audit	Ongoing and up to date
Maintain documentation for activities, expenditures, and monitoring indicators	Ongoing and up to date
Provide Training Coordinator to ZEPARU for management of SERA-supported activities	Ongoing
1.2. REPORTS	
Submit Annual Report for Year 2 (also serving as Quarterly Report for Q8)	Done
Work Plan revision, if necessary	Year 3 Work Plan pending USAID approval; additional activities to be approved by USAID case-by-case
Submit Quarterly Progress Reports	Done
Submit Quarterly Financial Reports	Done
Submit Quarterly Accrual Reports	Done
Submit Activity Reports, Success Stories	Success story "Snapshot" prepared for SERA support for reforming corporate insolvency procedures in Zimbabwe.
Submit monthly activities reports and weekly highlights as appropriate	The monthly reports have been discontinued, weekly or bi-weekly bullets and highlights are being submitted instead.
Submit Annual Work Plan for Year 4	Done
Submit updated M&E Plan for Year 4	Done
Submit reports and information products to DEC	Guidance from COR received on materials to be submitted to DEC. Nathan HQ processes the documents for submission as available; frequent delays in getting final formatted copies from partners.
2. ASSISTANCE TO ZEPARU	
Provide Senior Advisor to ZEPARU as intermittent STTA	Professor Rob Davies contracted and providing targeted support to ZEPARU
Provide financing for three research interns	Ongoing, interns funded through March 2014, and extended by another year until April 2015.
Coordinate with ZEPARU and MOF on priorities for support and	Ongoing, but with slow progress on some activities – see Sections

Task	Status at End of Year 3
development of activities	4 and 6 in the text.
Liaise on program activities with MEPIP, Parliament, RBZ	<p>The MEPIP was absorbed into the MOF, which was renamed the Ministry of Finance and Economic Development (MOFED).</p> <p>Discussions with Parliament regarding training using the Economic Literacy Toolkit prepared by SERA are ongoing, however progress is slow.</p> <p>Coordination with RBZ at the beginning of Year 3 regarding technical support for development of an economic model stalled while the required software at RBZ was to be procured.</p>
Liaise on program activities with other USAID projects & other donors	The COP continued to hold intermittent meetings and discussions with WB, UNDP, and DFID for coordination of activities.
Coordinate with ZEPARU & MOF on SERA Work Plan for Year 4	COP has coordinated with ZEPARU, and with the MODFED Aid and Debt Management Office.
2.1. RESEARCH AND ANALYSIS THROUGH ZEPARU AND MOF	
<p>Provide technical support and mentoring to assist ZEPARU in producing at least eight high quality research products on topics of importance to economic policy makers.</p> <ul style="list-style-type: none"> • Private Sector Development • Regional Integration • Financial Sector Development, including NBFIs • Modernizing Bankruptcy Laws and Procedures • Strategies for Inclusive Growth • Mining Sector studies • Public Expenditure Management 	<ul style="list-style-type: none"> • Although submitted by SERA consultant Jefferis to ZEPARU in Year 2, the study on the Choice of a Future Currency Regime was only released by ZEPARU in early Year 3. It has subsequently been submitted to USAID and uploaded to the ZEPARU website. • Similarly the paper on Capital Account Liberalization was received by SERA in early Year 3 and will be submitted to USAID as a deliverable in early Year 4. • Continued STTA-mentoring of 5 ZEPARU studies on financial sector development (Daniel Makina). Four of the studies were finalized and submitted as deliverables during Year 3. The fifth study on access to bank credit as a strategy to re-industrialization in Zimbabwe has been finalized by ZEPARU and will be submitted in Year 4. • Completed STTA-mentoring for Zimbabwe country study on the Tripartite Free Trade Agreement (Robert Kirk). The study was finalized in Q12. • Completed STTA technical assistance to draft, present, and finalize a research paper on Modernizing the Laws and Procedures for Resolving Insolvency in Zimbabwe (Daniel Fitzpatrick). • Completed STTA technical assistance to draft a research paper on the cost drivers of production of Zimbabwean goods and two case studies on Cement and Fertilizer (Marcos Arocha, Dumisani Sibanda). The study is to be cleared by ZEPARU and presented for validation early in Year 4. • Completed STTA technical assistance to draft a research paper on the obstacles to improved Mineral Revenue Transparency in Zimbabwe, and providing recommendations for next steps (Richard Everett, Lyman Mlambo, Gilbert Makore). The study was delivered very early in Year 4. • A pair of assignments on Private Sector Development were developed during the latter part of Year 3, focusing on starting a business and business licensing requirements in Zimbabwe. Both assignments will commence in Q13.
Provide technical assistance to the MOF for at least 2 high quality research studies on priority policy issues.	<ul style="list-style-type: none"> • The SERA program responded to a MOFED request to provide expert assessment of the economic impact of Special Economic Zones. The assessment was provided as input to the “Zimbabwe Special Economic Zones Workshop: Promoting Transformational and Inclusive Growth”.
Provide funding as “paying agent” for ZEPARU for completion of	The four ZEPARU outsourced value chain studies which were

Task	Status at End of Year 3
<p>three outsourced research projects.</p> <ul style="list-style-type: none"> • Strengthening Competitiveness of Industrial Value Chains • Strategies for Inclusive Growth 	<p>awarded in late Year 2 were completed and payments made to the contracted research companies, SIRDC and AfriConsult.</p> <p>In addition the Economics of Employment paper outsourced to LEDRIZ, delivered at the end of Year 2, was signed off by ZEPARU early in Year 3 and prepared for dissemination, pending schedule arrangements with the Ministry of Labour and Social Services.</p>
Provide capacity-building support to ZEPARU for managing outsourced research	Further outsourced research was postponed
Provide STTA to assist ZEPARU in writing winning grant proposals	Not undertaken in Year 3.
Provide STTA to assist ZEPARU in database development and adding data access to website	This activity was postponed during Year 3.
Provide STTA to strengthen ZEPARU capacity to produce policy briefs and press releases	
Provide funding through ZEPARU for revival of the Zimbabwe Journal of Economics	SERA coordinated between the University of Zimbabwe and ZEPARU to resuscitate the Journal of Economics. The Trust Deed establishing the Journal has been revised to include ZEPARU and is awaiting review and approval of the Trustees.
Provide funding to ZEPARU for operational costs relating to research activities	No operational costs were supported during Year 3.
Assist ZEPARU with planning and delivery of research seminars	Assistance was provided for the public dissemination of a number of research studies including the four Value Chain studies during Q10.
Provide funding for the publication of ZEPARU research and analysis products	
Provide funding for software procurement relating to research needs	No software procurement was requested during Year 3.
Provide funding for study tour by ZEPARU ED of leading economic development think-tanks in Africa, Europe and USA	This did not occur during Year 3, although SERA funded travel for the ZEPARU ED to attend two related events. Firstly a Leadership Excellence workshop conducted by the Institute of Directors in Zimbabwe, and secondly the first Africa Think Tank Summit in Pretoria.
2.2. PARLIAMENTARIAN TRAINING THROUGH ZEPARU	
In collaboration with Parliamentary leaders, SAPST and ZEPARU, hold launch workshop for Economic Literacy training program	The Parliamentary training proposal developed by SERA and the resulting Economics Literacy Toolkit have not yet been used as a basis for a training event. SERA funding for the training event is pending resolution of the issue of sitting fees, and the location of the training. SERA will fund the event if it is to be held in Harare.
Funding for publication of the Economic Literacy Toolkit	The Toolkit was printed during Year 3. Additional copies have been requested by the Clerk of Parliament for distribution before plans are firmed up for the training.
In collaboration with Parliament, SAPST and ZEPARU: design and deliver training on Economic Literacy.	The training is on hold per above.
Implement Certificate Program in Basic Economics for Parliamentarians.	The training is on hold per above.
2.3.A SHORT-TERM TRAINING OF ECONOMISTS THROUGH ZEPARU AND MOF	
With ZEPARU and MOF, establish training priorities for SERA support for each quarter.	ZEPARU provides a table of training priorities for USAID SERA support and updates as needed, but also responds to un-programmed requests from key ministries. See text for details.
With ZEPARU and MOF, design, develop and deliver at least 5	SERA supported three iterations of the Advanced Excel Skills

Task	Status at End of Year 3
<p>customized local short-courses for economists. Potential topics include:</p> <ul style="list-style-type: none"> • Applied Econometrics for Policy Research • Advanced Excel Skills • Public Financial Management and Budget Control • Tax Analysis and Revenue Forecasting (with ATI) • Macroeconomic Analysis and Management (with MEFMI) • Monitoring and Evaluation of Government Programs and Projects • Survey design and sampling methods • Introduction to CGE Modeling (with TIPS) • Panel Data Econometrics 	<p>training which was customized for SERA during Year 2. In addition, SERA delivered three customized trainings in:</p> <ul style="list-style-type: none"> • Applied Econometrics for Policy Research • Introduction to Survey Methodology • Introduction to Economy-wide Modeling for Policy Analysis
<p>Support 30 economists to attend regional short-courses</p>	<p>One economist sponsored to attend 2-week MEFMI course on Debt Statistics Compilation and Reporting, in Gaborone.</p> <p>Two economists sponsored to attend 2 week MEFMI course on Medium Term Debt Management Strategy, in Mombasa.</p> <p>Two economists and two research fellows sponsored to attend 1-week TIPS course on CGE Modeling with GAMS, in Pretoria.</p> <p>Two economists sponsored to attend 2-week ESAMI course on Financial Planning and Modeling, in Kampala.</p> <p>Two economists sponsored to attend 2-week COMESA course on Advanced Application of Panel Modeling to Transmission Mechanism of Monetary Policy, in Nairobi.</p> <p>One attendee sponsored to attend 2-week MEFMI course on Foundations of Debt Management, in Lilongwe.</p> <p>One economist sponsored to attend 1-week ATI course on Fiscal Decentralization and Local Taxation, in Pretoria.</p> <p>One economist sponsored to attend 1-week ATI course on Introduction to Tax Analysis and Revenue Forecasting, in Pretoria.</p> <p>One economist sponsored to attend 1-week ATI course on Advanced Tax Analysis and Revenue Forecasting, in Pretoria.</p> <p>One economist sponsored to attend 1-week ATI course on Fiscal Regimes for Mining and Petroleum, in Pretoria.</p> <p>Three economists sponsored to attend 1-week MEFMI course on External Sector Data Compilation and Reporting, in Kampala.</p> <p>Two economists sponsored to attend 2-week ESAMI course on Performance Budgeting, in Kampala.</p>
<p>Conduct ex-post evaluations 6 months after each training event to assess value on the job and knowledge retention</p>	<p>Completed and on file at the SERA office.</p>
<p>2.3.B LONG-TERM TRAINING OF ECONOMISTS</p>	
<p>Continue bursary funding for up to 20 government economist as ZEPARU Scholars for part-time MSc program in Economic at UZ.</p>	<p>Fifteen bursary recipients finished the second semester in the UZ MSc. program. Of these, four students completed their degree program, and were awarded their degrees. No new students were inducted to the program, leaving eleven students as recipients of SERA funding.</p>
<p>Continue bursary funding for 3 RBZ economists as ZEPARU Scholars pursuing PhD programs in economics in South Africa.</p>	<p>Three economists from RBZ continue to receive bursaries for their Ph.D studies and continue to make satisfactory progress.</p>
<p>Monitor use of laptop computers provided by SERA to ZEPARU Scholars.</p>	<p>Ongoing at intervals of 6 months</p>
<p>Provide logistical and personal support to ZEPARU Scholars studying in South Africa.</p>	<p>Ongoing.</p>

Task	Status at End of Year 3
Track progress of all SERA-funded bursary recipients.	Ongoing and up to date.
2.5 WORKSHOPS/RESEARCH DISSEMINATION EVENTS	
Assist ZEPARU in planning, organizing and implementing annual International Economics Conference for 2013 (possibly in collaboration with MOF).	This did not transpire in Year 3.
Provide funding for research seminars, stakeholders workshops and guest speaker seminars, and policy dialogue events co-hosted with other organizations.	<p>SERA supported a number of events, notably through providing an expert adviser to a World Bank sponsored workshop in coordination with MOFED.</p> <p>Other supported events included the public release of the study on Modernization of Laws and Procedures for Resolving Insolvencies, and sponsorship of the lead author to facilitate a subsequent high level workshop; a reference group meeting for stakeholders of the Cost Drivers study; public dissemination of the four outsourced Value Chain studies.</p>
3. ASSISTANCE TO ZIMSTAT	
Coordinate with ZIMSTAT on priorities, activities.	Ongoing meetings as needed, determined by progress with ongoing activities and ZIMSTAT schedules.
Liaise with other donors for coordination on support for ZIMSTAT	Ongoing intermittent discussions with WB, UNDP, DFID, and AfDB.
Fund completion of Central Business Registry (CBR) project	ZIMSTAT completed data collection using SERA funding and also completed data cleaning and coding with SERA support, resulting in 69,709 questionnaires distributed and 56,945 questionnaires retrieved. Although SERA funding for this activity is completed, ZIMSTAT will continue collecting questionnaires. ZIMSTAT provided SERA a copy of the draft CBR report and SERA consultant Beverley Carlson provided written feedback. As of the drafting of this report, the feedback has been incorporated, and the final report should be provided in Q13.
Co-finance the Survey of Services (SS) project	SERA initiated a review of the CBR and the SS plans prior to signing of a contract to support the SS activity. The review report has been provided to ZIMSTAT. Funding for the SS will commence in Q13.
STTA for completing the development of distance-learning in-service training system	Distance-learning IT expert engaged as STTA; assisted ZIMSTAT with strategy paper and software demonstration to management; trained 3 ZIMSTAT training officers, who then populated the software platform with pilot training module. Roll-out of pilot test to begin with support from SERA STTA once district internet connections upgraded.
STTA to assist with ZIMSTAT website upgrade	SERA completed technical assistance for the design and discovery phase and delivered a functional specification and a set of wireframes, which were accepted by ZIMSTAT management to guide development of the new website.
STTA to assist with the development of procedures for providing researchers with access to anonymized microdata sets, in full compliance with confidentiality requirements.	This was not undertaken during Year 3. The issue of providing microdata was highly sensitive in the run up to the last elections and ZIMSTAT deferred any support on the issue. However sensitivities appear to be declining; the website upgrade includes the use of the National Data Archive software module, which is designed to both catalogue statistical reports, and host microdata. While the initial use of the NADA software will not focus on hosting microdata, there has been discussion that this may be considered once the site is completed.
STTA to conduct quality assurance review of CBR and ZimDat databases.	SERA Statistical Advisor Beverley Carlson provided an assessment of the CBR study, and the SS plans. Support for the ZIMDAT database will initiate in Year 4 once ZIMSTAT has

Task	Status at End of Year 3
	upgraded to the online version, to be integrated with the new website.
STTA for creation of service sector index (or multiple service indices)	Deferred until the SS is completed.
STTA for rebasing the Volume of Manufacturing Index and possibly other economic indices.	This will be initiated in Year 4.

APPENDIX E: PERFORMANCE MONITORING INDICATORS

Table E-1. Output Indicators

Table E-2. Intermediate Results Indicators

Table E-3. Outcome Indicators

Table E-4. Context Indicators

Table E-1. – Output Indicators

No.	Item	Baseline	Source	Year 2 Actuals	Year 3 Annual Target	Year 3 Actuals				Total for Year 3
						Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sep	
ASSISTANCE TO ZEPARU AND MOFED										
A. RESEARCH AND ANALYSIS										
1.	Number of completed policy studies by ZEPARU with SERA support and for the MOFED: total, and with gender content	0	ZEPARU	Total: 3 With Gender Content: 3 (revised in Q9)	Total (with ZEPARU) : 8 With gender content: 4 Total (for MOFED) : 2 With Gender content: 1	Total (with ZEPARU) : 2 (Capital account restrictions in Zimbabwe, Choice of future currency regime) With gender content: 0 Total (for MOFED) : 0	Total (with ZEPARU) : 1 (Enhancing Zimbabwe’s Regime for Resolving Corporate Financial Distress) With gender content: 0 Total (for MOFED) : 0	Total (with ZEPARU): 3 (Contributions and Challenges facing the financial sector; Financial Inclusion Strategies; Financial Regulation and Supervision in Zimbabwe) With Gender Content: 2 Total (for MOFED): 1 (Impacts of SEZ on Economic Transformation) With Gender Content: 0	Total (with ZEPARU): 2 (Financial Liberalization and Crises, Zimbabwe Country Study on Negotiations for the Tripartite Free Trade Area) With Gender Content: 1 Total (for MOFED) : 0	Total (with ZEPARU) : 8 With gender content: 3 (details shown by quarter) Total (for MOFED) : 1 With Gender content: 0 (details shown by quarter)
2.	Number of completed policy studies outsourced by ZEPARU with SERA support: total, and with gender content	0	SERA	0	Total: 4 With Gender Content: 2	Total: 1 (Economics of Employment Creation) With Gender Content: 1	Total: 0 With Gender Content: 0	Total: 4 With Gender Content: 4 (Chemical Industries Value Chain; Agro& Beverages Industries Value Chain;	Total: 0 With Gender Content: 0	Total: 5 With Gender Content: 5 (details shown by quarter)

No.	Item	Baseline	Source	Year 2 Actuals	Year 3 Annual Target	Year 3 Actuals				Total for Year 3
						Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	
								Engineering and Metals Industries Value Chain; Cotton to Clothing Industries Value Chain)		
3.	Person-hours of training completed in fiscal policy and fiscal administration supported by USG assistance (USAID PMP indicator): total, women	0	SERA	Total: 7600 Women: 1895	Total: 6500 Women: 3250	Total : 2809.5 Women : 805	Total : 645 Women : 133.75	Total: 189.75 Women: 0	Total:1893.25 Women: 639	Total: 5537.5 Women:1577.75
4.	Number of days of SERA technical assistance in fiscal policy and fiscal administration (USAID PMP indicator)	0	SERA	442	400	67.4	21	110	117.6	316
B. PARLIAMENTARIAN TRAINING										
5.	Number of SERA-supported seminars for Parliamentarians, on economic policy and economic literacy.	0	SERA	0	12 seminars	Clerk of Parliament approved economic literacy toolkit. STTA recruiting for training to begin in Q10	STTA recruiting put on hold. Consultations continuing with SAPST and Parliamentarian authorities on the roll out plan for the training.	Parliamentary toolkit report printed, ZEPARU to distribute to Parliament in Q12. Consultations continuing with SAPST and Parliamentarian authorities on the roll out plan for the training.	Parliamentary toolkit report distributed. ZEPARU requested for the reprinting of 400 copies due to a request for more copies by the Clerk of Parliament. Additional copies will be distributed in Q13.	0
6.	Number of Parliamentarians trained with SERA support: total, women	0	SERA	0	Total: 200 Women: 100	0 (see previous line)	0 (see previous line)	0 (see previous line)	0 (see previous line)	0
C. SHORT-TERM TRAINING OF ECONOMISTS										
7.	Number of SERA-supported customized short-courses for training economists.	0	SERA	6 customized short courses	5 customized short courses	2 customized short course (Applied Econometrics,	1 customized course (Intro. to Survey Methodology)	1 customized short course (Advanced Excel)	2 customized short course (Economic Modelling,	6 customized short course (Details shown by quarter)

No.	Item	Baseline	Source	Year 2 Actuals	Year 3 Annual Target	Year 3 Actuals				Total for Year 3
						Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	
						Advanced Excel)			Advanced Excel)	
8.	Number of economists attending customized short-courses: total, women	0	SERA	Total: 121 Women: 47	Total: 115 Women: 58	Total: 33 Women:10	Total : 23 Women: 5	Total: 13 Women: 4	Total: 23 Women: 11	Total: 92 Women: 30
9.	Number of individuals sponsored to attend external training courses: total, women	0	SERA	Total: 31 Women: 12	Total: 33 Women: 17	Total: 7 Women: 1	Total: 2 Women: 0	Total : 3 Women: 0	Total: 9 Women: 1	Total: 21 Women: 2
D. LONG-TERM TRAINING OF ECONOMISTS										
10.	Number of individuals w/ SERA bursaries to part-time MSc in Economics at U Zimbabwe: total, women	0	SERA	Total: 15 Women: 4	Total: 20 Women: 5	Total: 15 Women: 4	Total: 15 Women: 4	Total: 15 Women: 4	Total: 11 Women: 4	Total: 11 Women: 4
11.	Number of individuals w/ SERA bursaries to PhD in Economics at UCT or a comparable university (University of Pretoria and Nelson Mandela Metropolitan University) in South Africa - total, women	0	SERA	Total: 3 Women: 0	Total: 3 Women: 0	Total: 3 Women: 0	Total: 3 Women: 0	Total: 3 Women: 0	Total: 3 Women: 0	Total: 3 Women: 0
E. WORKSHOPS (FOR OUTREACH/DISSEMINATION)										
12.	Number of SERA-supported outreach/dissemination workshops	0	SERA	3	3	1 (Resolving corporate financial distress)	2 (AfriConsult Cotton to Clothing Value Chains; SIRDC Chemical Industries, Agro and Beverages Eng. and Metals	2 (SEZ Workshop; CTC Workshop on Prevention of Insolvency in Zimbabwe)	0	5 (Details shown by quarter)
13.	Number of participants in SERA-supported workshops or seminars a) total, women b) government, private sector, ZEPARU/SERA, other	0	SERA	a) Total: 262 Women: data not available b) Government: 85 Private Sector: 51 ZPR/SERA: 34	a) Total: 300 Women:150 b) For tracking purposes no targets	a) Total: 60 Women: 18 b)Government:20 Private Sector: 30 ZPR/SERA: 10 Other: 0	a) Total: 203 Women: 62 b)Government:30 Private Sector: 67 ZPR/SERA: 7 Other: 99	a)Total : 349 Women: data not available	0	a)Total : 612 Women: data not available b)Government:50 Private Sector: 97 ZPR/SERA: 17 Other: 99

No.	Item	Baseline	Source	Year 2 Actuals	Year 3 Annual Target	Year 3 Actuals				Total for Year 3
						Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	
				Other: 92						
ASSISTANCE TO ZIMSTAT										
A. IMPROVE ORGANIZATION AND COORDINATION OF NSS										
14.	Number of documents containing meta-data and data manuals produced and posted on-line with SERA support	0	SERA	1	2	0	0	0	0	0
15.	Number of SERA-supported public information events on economic statistics, through ZIMSTAT	0	SERA	0	3	0	0	0	0	0
16.	Number of participants in SERA-supported public events through ZIMSTAT - total, women	0	SERA	0	Total: 100 Women: 50	0	0	0	0	0
B. DEVELOP PHYSICAL, IT AND STATISTICAL INFRASTRUCTURE										
17.	Number of SERA-supported training events for ZIMSTAT staff	0	SERA	2 (training workshop for enumerators), (Distance Learning Training of trainers)	2	0	0	0	0	0
18.	Number of participants in SERA - supported training courses for ZIMSTAT staff - total, women	0	SERA	Total: 183 Women: 48	Total: 150 Women: 75	0	0	0	0	0
19.	Cum. number of distance learning training modules in economic statistics developed/supported by SERA	0	SERA	Software platform for DL system and strategy paper for provision of DL developed. Training of trainers undertaken in April .Initiation of pilot phase of implementation	6	Initiation of pilot phase of implementation of DL and SERA support put on hold because SERA assistance continues to focus on the implementation of CBR Inquiry	Initiation of pilot phase of implementation of DL and SERA support put on hold because SERA assistance continues to focus on the implementation of CBR Inquiry	Initiation of pilot phase of implementation of DL and SERA support put on hold because SERA assistance continues to focus on the implementation of CBR Inquiry	Initiation of pilot phase of implementation of DL and SERA support put on hold because SERA assistance continued to focus on the implementation of CBR Inquiry	Initiation of pilot phase of implementation of DL and SERA support put on hold because SERA assistance continued to focus on the implementation of CBR Inquiry

No.	Item	Baseline	Source	Year 2 Actuals	Year 3 Annual Target	Year 3 Actuals				Total for Year 3
						Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	
				of DL and SERA support put on hold because SERA assistance in Q8 focused on development of CBR			of CBR Inquiry			

Table E-2. – Intermediate Result Indicators

No.	Item	Baseline	Source	Year 2 Actuals	Year 3 Annual Target	Year 3 Actuals				Total for Year 3
						Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	
ASSISTANCE TO ZEPARU AND MOF										
A. RESEARCH AND ANALYSIS										
1.	Number of policy briefs/studies drafted and presented for public/stakeholder consultation with USG assistance(USAID PMP indicator): total, and with gender content	0	ZEPARU	Total: 5 Tourism Sector Study, Role of Financial Sector in the Economy, Financial Liberalization and Crises, Financial Regulation and Supervision, Access to Bank Credit as a strategy to Industrialization	Total: 8 With gender content: 4	Total : 1 Resolving Corporate Financial Distress With Gender Content : 0	Total: 4 Chemical Industries Value Chain, Agro& Beverages Value Chain, Engineering and Metals Industries Value Chain, Cotton to Clothing Industries Value Chain With Gender Content: 4	Total: 2 Enhancing Zimbabwe's Regime for Resolving Corporate Financial Distress, Impacts of SEZ on Economic Transformation With Gender Content: 0	Total: 2 Financial Liberalization and Crises, Zimbabwe Country Study on Negotiations for the Tripartite Free Trade Area With Gender Content: 1	Total: 9 With Gender Content: 5 (details shown by quarter)
2.	Number of economic research material available through online library on the ZEPARU website	12 (9 Periodic articles, 3 serials)	ZEPARU	27 (16 research papers, 9 economic barometers, 2 policy briefs) 77 economic resource links	>=110 research material	35 (18 research papers, 10 economic barometers, 2 policy briefs, 5 presentations) 77 economic resource links	37 (20 research papers, 10 economic barometers, 2 policy briefs, 5 presentations) 77 economic resource links	47 (30 research papers, 10 economic barometers, 2 policy briefs, 5 presentations) 77 economic resource links	48 (31 research papers, 10 economic barometers, 2 policy briefs, 5 presentations) 77 economic resource links	48 (31 research papers, 10 economic barometers, 2 policy briefs, 5 presentations) 77 economic resource links
B. PARLIAMENTARIAN TRAINING										
3.	Number of MPs completing Certificate Program: total , women	0	Parliament	SERA STTA completed and submitted the final draft of the economic literacy tool kit. Consultations with Clerk of	Total: 40 Women: 20	Clerk of Parliament approved economic literacy toolkit. STTA recruiting for training to begin in Q10	STTA recruiting put on hold. Consultations continuing with SAPST and Parliamentarian authorities on the roll out plan for	Parliamentary toolkit report printed, ZEPARU to distribute to Parliament in Q12. Consultations	Parliamentary toolkit report distributed. ZEPARU requested for the reprinting of 400 copies due to a request for more	0

No.	Item	Baseline	Source	Year 2 Actuals	Year 3 Annual Target	Year 3 Actuals				Total for Year 3
						Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	
				Parliament on Program launch to begin in Q9			the training	continuing with SAPST and Parliamentarian authorities on the roll out plan for the training.	copies by the Clerk of Parliament. Additional copies will be distributed in Q13.	
C. TRAINING OF ECONOMISTS										
4.	Cum. number of semesters completed by gov't economists pursuing MSc-Econ at U Zim w/ SERA support - total, women	0	University of Zimbabwe	Total: 40 Women: 2 (One bursary recipient did not sit for examinations, his bursary support was terminated)	Total: 80 Women: 12	Total: 55 Women: 6	Total: 55 Women: 6	Total: 55 Women: 6	Total: 70 Women: 10	Total: 70 Women: 10
D. WORKSHOPS (FOR OUTREACH AND DISSEMINATION)										
5.	Number of press releases published or positive news reports on SERA-supported research or outreach/dissemination events: total, and with gender content	0	SERA	Total: 4 With Gender content: 0	Total: 10 With gender content: 5	Total: 3 With gender content: 0	Total: 1 With Gender Content: 0	Total : 7 With Gender Content: 0	Total : 10 With Gender Content: 0	Total : 21 With Gender Content: 0
ASSISTANCE TO ZIMSTAT										
A. IMPROVE ORGANIZATION AND COORDINATION OF NSS										
6.	Number of economic reports produced by ZIMSTAT with lag of no more than 12 months	2 – revised (CPI report; Poverty Datum Line Report)	ZIMSTAT	7 Quarterly Digest of Statistics, CPI, Business Tendency Survey, Poverty Datum Line Report, PICES Report, Poverty and Poverty Datum Line Analysis in	9	2 Consumer Price Index and Poverty Datum Line Report	3 Quarterly digest of Statistics, Consumer Price Index and Poverty Datum Line Report	5 Quarterly Digest of Statistics, CPI report, Poverty datum line Report, Quarterly Bulletin of External Trade Statistics, Business Tendency	4 Quarterly Digest of Statistics, CPI report, Poverty datum line Report, Quarterly Bulletin of External Trade Statistics	4 Quarterly Digest of Statistics, CPI report, Poverty datum line Report, Quarterly Bulletin of External Trade Statistics

No.	Item	Baseline	Source	Year 2 Actuals	Year 3 Annual Target	Year 3 Actuals				Total for Year 3
						Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	
				Zim, Compendium of statistics 2012				Survey		
B. DEVELOP PHYSICAL, IT AND STATISTICAL INFRASTRUCTURE										
7	Completion and publication of the Poverty, Income, Consumption Expend. Survey (PICES)	field work underway	ZIMSTAT	PICES Report completed and launched in April 2013.	-	-	-	-	-	-
8	Completion of Central Business Registry (CBR) update	poor quality data	ZIMSTAT	Data collection, processing and compilation of 76,000 licensed businesses completed. CBR Inquiry started in early August and is expected to be completed in Jan 2014.	Fieldwork completed and results disseminated.	CBR inquiry continued and as at 24 December 2013, 55.5% of questionnaires dispatched had been recovered. Data collection to resume in Q10.	81.7% of CBR questionnaires dispatched recovered. Data processing commenced on March 3, and recovery of questionnaire to continue during data entry.	Recovery of CBR questionnaires to continue as part of routine work. Data processing continued with 57866 questionnaires edited and coded, 48 132 questionnaires entered as of May 2014	CBR data coding and entry completed in July. CBR Technical report was drafted and finalized in September.	CBR data coding and entry completed in July. CBR Technical report was drafted and finalized in September.
9	Completion and publication of Census of Services (COS)- changed to Survey of Services (SS)	Last done 1981 (partial coverage only)	ZIMSTAT	SS likely to take place in 2014 after CBR is finished.(see previous line)	SS completed and disseminated. Index of Services developed.	SS likely to take place in 2014 after CBR is finished.(see previous line)	SS likely to take place in 2014 after CBR is finished.(see previous line)	SS likely to take place in 2014 after CBR is finished.(see previous line)	SS to commence in Q13 since CBR was finalized in September.	SS to commence in Q13 since CBR was finalized in September.
10	Number of ZIMSTAT staff using/completing SERA-supported distance learning training modules: total, women	not applicable	ZIMSTAT	on - line training plan established	Total: 40 Women: 20	Initiation of pilot phase of implementation of DL and SERA support put on hold because SERA assistance continues to focus on the implementation of CBR Inquiry	Initiation of pilot phase of implementation of DL and SERA support put on hold because SERA assistance continues to focus on the implementation of CBR Inquiry	Initiation of pilot phase of implementation of DL and SERA support put on hold because SERA assistance continues to focus on the implementation of CBR Inquiry	Initiation of pilot phase of implementation of DL and SERA support put on hold because SERA assistance continued to focus on the implementation of CBR Inquiry	Initiation of pilot phase of implementation of DL and SERA support put on hold because SERA assistance continued to focus on the implementation of CBR Inquiry

Table E-3. – Outcome Indicators

No.	Item	Baseline	Source	Year 2 Actuals	Year 3 Target	Year 3 Actuals				Total for Year 3
						Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	
ASSISTANCE TO ZEPARU AND MOF										
1.	Number of policy briefs/ studies analysed and drafted with USG assistance, presented for public/stakeholder consultation and that contribute to new policies approved/ passed for implementation (USAID PMP Indicator); total and with gender content	0	ZEPARU	Total: 2 With gender content: 2 (Mining Sector Policy; Financial Sector Development)	Total: 2 With gender content: 1	0	0	Total: 1 Enhancing Zimbabwe’s Regime for Resolving Corporate Financial Distress With gender content: 0	Total: 2 Financial Liberalization and Crises, Zimbabwe Country Study on Negotiations for the Tripartite Free Trade Area With gender content: 1	Total: 3 With gender content: 1 Corporate Financial Distress, Financial Liberalization and Crises, Zimbabwe Country Study on Negotiations for the Tripartite Free Trade Area
2.	Number of policy briefs/ studies analysed and drafted with USG assistance, presented for public/stakeholder consultation and that contribute to new policies approved/ passed where implementation is confirmed to have begun (USAID PMP Indicator); total and with gender content	0	ZEPARU	Total: 2 With gender content: 2 (Mining Sector Policy; Financial Sector Development)	Total: 2 With gender content: 1	0	0	0	0	0
3.	Number of participants/percent of respondents able to demonstrate knowledge retention by identifying three specific learning objectives from SERA-supported training at least 6 months after each training event (Disaggregated by sex)	0	ZEPARU	Total : 49 Women: 19	Total: 83 Women: 42	Total: 30 Women: 14	Total: 20 Women: 7	Total: 15 Women: 2	Total: 15 Women: 1	Total: 80 Women: 24
4.	Number of participants/percent of respondents reporting at least one example of on-the-job utilization of	0	ZEPARU	Total : 64 Women: 26	Total: 83 Women: 42	Total: 30 Women: 15	Total: 20 Women: 7	Total: 16 Women: 3	Total: 17 Women: 3	Total: 83 Women: 28

No.	Item	Baseline	Source	Year 2 Actuals	Year 3 Target	Year 3 Actuals				Total for Year 3
						Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	
	content from USAID supported training at least 6 months after each training event (Disaggregated by sex)									
5	Number of "hits" and downloads of policy briefs/reports/studies posted on ZEPARU website	568 hits 353 downloads	ZEPARU	7585 hits 2750 downloads (through to Sept 2013)	100 percent increase over prior year	17045 hits 4037 downloads	6536 hits 869 downloads (Jan – March 2014)	5466 hits 2991 downloads (April – June 2014)	8166 hits 1562 downloads (July – Sept 2014)	37213 hits 9459 downloads
6	Amount of funding for ZEPARU, excluding SERA and ACBF support	Budget vote 2010=\$10,000 2011=\$200,000	ZEPARU	\$139,595 (of which \$85,000 from GoZ)	\$300,000, incl. \$200k budget vote + other sources	Funds received this quarter AfDB: \$8,250 Motor Industry Association: \$1,400 UNDP Gender Training: \$9,450 UNDP Seminar Series: \$9,000 AERC: \$5,000 Total: \$33,100	Funds received this quarter AfDB: \$8,250 GoZ: \$5,000 TARSC: \$1,540 ZB Bank: \$3,600 Total: \$18,390	Funds received this quarter UNDP: \$1,500 National AIDS Council: \$2,106 TARSC: \$11,208 ACI: \$7,500 ACA/CZI: \$2,800 ZNCC: \$2,000 Total: \$27,114	Funds received this quarter GoZ: \$27,362 AfDB: \$7,500 TARSC: \$4,900 ACA/CZI: \$3,704 National AIDS Council: \$2,106 BAZ: \$900 Deloitte: \$4,050 Afrodad: \$3,000 Zimbisa: \$8,001 Total: \$61,523	\$140,127 (of which \$32,362 from GoZ)
ASSISTANCE TO ZIMSTAT										
7.	Improved National Income and Product Accounts (NIPA) statistics using PICES data and economic surveys that benefit from CBR upgrade	Seriously deficient statistical inputs to NIPA	ZIMSTAT	PICES Report completed and launched in April 2013. CBR Data collection, processing and compilation of 76,000 licensed businesses completed. CBR Inquiry started in early August	Second revision to NIPA using SOS data complete.	PICES Report completed. CBR inquiry continued and as at 24 December 2013, 55.5% of questionnaires dispatched had been recovered. Data collection to resume in Q10.	PICES Report completed. 81.7% of CBR questionnaires dispatched recovered. Data processing commenced on March 3, and recovery of questionnaire to continue during	PICES Report completed. CBR Data processing continued. 57866 questionnaires edited and coded, 48 132 questionnaires entered.	PICES Report completed. CBR data coding and entry completed in July. CBR Technical report was drafted and finalized in September.	PICES Report completed. CBR data coding and entry completed in July. CBR Technical report was drafted and finalized in September

No.	Item	Baseline	Source	Year 2 Actuals	Year 3 Target	Year 3 Actuals				Total for Year 3
						Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	
				and is expected to be completed in Jan 2014.			data entry.			
8.	Number of economic reports available on the ZIMSTAT website, with lag of no more than 12 months	1 (revised) Poverty datum line report	ZIMSTAT	5 Quarterly Digest of Statistics, CPI report, Poverty datum line Report, PICES Report, Poverty Datum Line Analysis Report, Compendium of Statistics 2012	8	5 Quarterly Digest of Statistics, CPI report, Poverty datum line Report, PICES Report, Poverty Datum Line Analysis Report	5 Quarterly Digest of Statistics, CPI report, Poverty datum line Report, PICES Report, Poverty Datum Line Analysis Report	5 Quarterly Digest of Statistics, CPI report, Poverty datum line Report, Quarterly Bulletin of External Trade Statistics, Business Tendency Survey	4 Quarterly Digest of Statistics, CPI report, Poverty datum line Report, Quarterly Bulletin of External Trade Statistics	4 Quarterly Digest of Statistics, CPI report, Poverty datum line Report, Quarterly Bulletin of External Trade Statistics

Table E-4. – Context Indicators

No.	Item	Baseline	Source	Year 2 Actuals	Year 3 Annual Target	Year 3 Actuals				Total for Year 3
						Oct–Dec	Jan–Mar	Apr–June	Jul–Sept	
ECONOMIC GROWTH										
1.	Real GDP Growth	IMF estimate 6.0% for 2011; projection 3.1% in 2012; 3.0% for 2013-15	IMF for updated estimates, ZIMSTAT for actuals	IMF growth estimate for 2012 remains at 4.42%; projections reduced to: 3.18% in 2013; 3.57% in 2014; 4.15% in 2015	IMF baseline proj. for 2014 exceed by 1% = 4%	IMF growth estimate for 2012 remains at 4.42%; projections reduced to: 3.18% in 2013; 3.57% in 2014; 4.15% in 2015	IMF growth estimate for 2012 remains at 4.42%; projections reduced to: 3.18% in 2013; 3.57% in 2014; 4.15% in 2015	IMF Growth projection for 2013 reduced to: 2.955%. Projections for 2014 increased to 4.243% and 4.469% in 2015	IMF Growth estimate for 2013: 3.3%. Projections for 2014 reduced to 3.1% and 3.2% in 2015	IMF Growth estimate for 2013: 3.3%. Projections for 2014 reduced to 3.1% and 3.2% in 2015
POVERTY REDUCTION										
2.	Poverty indicators as available (total, male, female)	UZ/MZF 2011: total consumption poverty rate = 87%	Agencies conducting poverty surveys, with or w/o SERA support	HH poverty prevalence = 62.6% HH extreme poverty prevalence=16.2% Individual poverty prevalence=72.3% Individual extreme poverty prevalence=22.5% (ZIMSTAT Poverty Report 2011/12)	Quick Poverty Survey developed, conducted and published.	PICES data remains latest available data. HH poverty prevalence = 62.6% HH extreme poverty prevalence=16.2% Individual poverty prevalence=72.3% Individual extreme poverty prevalence=22.5% (ZIMSTAT Poverty Report 2011/12)	HH poverty prevalence = 62.6% HH extreme poverty prevalence=16.2% Individual poverty prevalence=72.3% Individual extreme poverty prevalence=22.5% (ZIMSTAT Poverty Report 2011/12)	PICES data remains latest available data. (see previous quarter)	PICES data remains latest available data. (see previous quarter)	HH poverty prevalence = 62.6% HH extreme poverty prevalence=16.2% Individual poverty prevalence=72.3% Individual extreme poverty prevalence=22.5% (ZIMSTAT Poverty Report 2011/12)
EMPLOYMENT CREATION										
3.	Formal sector non-gov't jobs (total, male, female), excluding agriculture. No breakdown by sex available	422,700 = latest ZIMSTAT data for Dec 2008. No breakdown by sex available	ZIMSTAT	Paid employment as % Ec Active Pop age 15+: Total: 23.8% Men: 31.2% Women: 16.2%	10% growth in formal sector jobs	PICES data remains latest available data. Paid employment as % Ec Active Pop age 15+: Total: 23.8%	Paid employment as % Ec Active Pop age 15+: Total: 23.8% Men: 31.2% Women: 16.2%	PICES data remains latest available data. (see previous quarter)	PICES data remains latest available data. (see previous quarter)	Paid employment as % Ec Active Pop age 15+: Total: 23.8% Men: 31.2% Women: 16.2%

No.	Item	Baseline	Source	Year 2 Actuals	Year 3 Annual Target	Year 3 Actuals				Total for Year 3
						Oct-Dec	Jan-Mar	Apr-June	Jul-Sept	
				Total employment outside gov & agric: Total: 1,046,463 Men: (65.2%) Women: (34.8%) (PICES 2011/12, & Nathan calc's)		Men: 31.2% Women: 16.2% Total employment outside gov & agric: Total: 1,046,463 Men: (65.2%) Women: (34.8%) (PICES 2011/12, & Nathan calc's)	Total employment outside gov & agric: Total: 1,046,463 Men: (65.2%) Women: (34.8%) (PICES 2011/12, & Nathan calc's)			Total employment outside gov & agric: Total: 1,046,463 Men: (65.2%) Women: (34.8%) (PICES 2011/12, & Nathan calc's)
FISCAL MANAGEMENT AND ADMINISTRATION										
4.	Non-mineral revenue (NMR)	2.6 billion (2011)	Baseline from ZIMRA 2011 Revenue Performance Report	NMR for 2013 Q3=\$858.3m Same period 2012 = \$786.2m Growth = 9%	Non-mineral revenue gr. >= growth of non-mining GDP	NMR for the year 2013 =\$3.296 billion NMR for the year 2012=\$3.12billion Growth= 5.6%	Net revenue collections for 2014 Q1 = 834.6 million Net revenue collection for 2013 Q1= 818.6 million Growth = 2%	Net revenue collections for the first half of 2014 = 1.72 billion Same period 2013 = 1.66 billion Growth = 3.6%	ZIMRA Revenue Performance Report for 2014 Q3 not yet published. Data available is cumulative total revenue to August 2014=2448.9m (MOFED 2014 Budget Outturn)	ZIMRA Revenue Performance Report for 2014 Q3 not yet published. Data available is cumulative total revenue to August 2014=2448.9m (MOFED 2014 Budget Outturn)
5.	Percentage of central government expenditure on social services and productive infrastructure (excl. personnel cost)	Est. 18.42% (September 2011)	MOFED	Government capital expenditure as a % of total expenditure = 6.6% (Treasury State of the Economy Report, August 2013)	24%	Capital expenditure as a %of total disbursements to November 2013 = 9.25% (MOFED, 2014 National Budget Statement)	Capital expenditure as a %of total disbursements for 2013 = 10% (MOFED 2013 Fourth Quarter Treasury Bulletin)	Capital expenditure as a % of total disbursements for 2014 Q1 = 3.7% (MOFED 2014 First Quarter Treasury Bulletin)	Government capital expenditure as a % of total expenditure to August 2014 = 5.92% (MOFED 2014 Budget Outturn)	Government capital expenditure as a % of total expenditure to August 2014 = 5.92% (MOFED 2014 Budget Outturn)
DEBT RELIEF										
6.	Improved debt management	Controversy on use of HIPC	MOFED	IMF approved a Staff Monitored Program for Zimbabwe	HIPC decision point	Validation and reconciliation exercise of external debt	RBZ debt has been assumed by treasury. External debt resolution	1 st and 2 nd review of SMP indicate performance of	3 rd and last review of SMP held in September	3 rd and last review of SMP held in September indicates June-end

No.	Item	Baseline	Source	Year 2 Actuals	Year 3 Annual Target	Year 3 Actuals				Total for Year 3
						Oct-Dec	Jan-Mar	Apr-June	Jul-Sept	
				covering the period April-December 2013		database completed.	ongoing. Discussions between GoZ and IMF staff mission on combined 1 st and 2 nd reviews under SMP successfully undertaken in March 2014	SMP mixed with some targets met, some missed. SMP period scheduled to expire at end-2013 was extended by fund management through end-June 2014 to allow time to strengthen policies	indicates June-end targets and benchmarks met. Discussions between GoZ and IMF staff mission were on a 15 month SMP successor to end in December 2015 with focus on balancing the primary fiscal budget and addressing debt challenges.	targets and benchmarks met. Discussions between GoZ and IMF staff mission were on a 15 month SMP successor to end in December 2015 with focus on balancing the primary fiscal budget and addressing debt challenges.
INVESTMENT PROMOTION										
7.	Foreign direct investment, net inflow (US\$ millions)	\$105m, 2009 \$122.6m, 2010 (RBZ Actuals)	Baseline: Actuals: RBZ BOP Data	2012 estimate remains at \$353.5m. 2013 projection = \$334.0m	10% growth	2012 estimate remains at \$353.5m. 2013 projection = \$334.0m	2013 estimate increased to 373.0m Projections for 2014= 406.0m 2015= 591.0m	2013 estimate increased to 373.0m Projections for 2014= 406.0m 2015= 591.0m	2013 estimate increased to 373.1m Projections for 2014= 300.6m 2015= 591.0m	2013 estimate increased to 373.1m Projections for 2014= 300.6m 2015= 591.0m
GENDER EQUITY										
8.	Formal sector employment, non-gov't: % women (as available)	37% of women formally and informally employed. Data n. a. on formal sector jobs by sex	Zimbabwe Demographic and Health Survey 2010 - 2011	% "employed" age 15+ in non-gvt excl. agric. Male = 65.2% Female = 34.8% % of paid employment Male = 66.4% Female = 33.6% (Nathan calc., data from final	10% growth	PICES data remains latest available data. % "employed" age 15+ in non-gvt excl. agric. Male = 65.2% Female = 34.8% % of paid employment Male = 66.4% Female = 33.6% (Nathan calc., data from final	% "employed" age 15+ in non-gvt excl. agric. Male = 65.2% Female = 34.8% % of paid employment Male = 66.4% Female = 33.6% (Nathan calc., data from final	PICES data remains latest available data. (see previous quarter)	PICES data remains latest available data. (see previous quarter)	% "employed" age 15+ in non-gvt excl. agric. Male = 65.2% Female = 34.8% % of paid employment Male = 66.4% Female = 33.6% (Nathan calc., data from final

No.	Item	Baseline	Source	Year 2 Actuals	Year 3 Annual Target	Year 3 Actuals				Total for Year 3
						Oct-Dec	Jan-Mar	Apr-June	Jul-Sept	
				PICES Report 2011/12)		(Nathan calc., data from final PICES Report 2011/12)	PICES Report 2011/12)			PICES Report 2011/12)
BUSINESS ENVIRONMENT										
9.	New business registrations (number per calendar year)	8550 in 2011	Registrar of Companies	7445 (through to September 30, 2013)	15000	2333 (Oct-Dec) 9778 (through to December 31, 2013)	2645 (Jan-March 2014)	2674 (April-June 2014)	2737 (July-Sept 2014)	8056 (through to September 2014)
10.	Doing Business Ranking	171 out of 183 countries for 2012	IFC/WB Doing Business Report 2012	172 out of 185 countries for 2013	165	170 out of 189 countries for 2014 Figure for 2013 revised to 168 out of 189 countries	170 out of 189 countries for 2014 Figure for 2013 revised to 168 out of 189 countries	170 out of 189 countries for 2014 Figure for 2013 revised to 168 out of 189 countries	170 out of 189 countries for 2014 Figure for 2013 revised to 168 out of 189 countries	170 out of 189 countries for 2014 Figure for 2013 revised to 168 out of 189 countries
FINANCIAL SECTOR										
11	Level and Growth of deposits in banking system	December 2011 total deposits = \$3318.2m , Growth = 42.6%	RBZ Monthly Report	August 2013 = \$3796.2m Growth from year earlier = 5.77%	> Nominal GDP growth	November 2013=\$3807.1m Growth from year earlier= (-) 0.46%	February 2014 = \$4021.78m Growth from year earlier = 5.46%	May 2014 = 4325.73m Growth from year earlier = 7.66%	August 2014 =4322.1m Growth from year earlier = 13.85%	August 2014 =4322.1m Growth from year earlier = 13.85%
12	Bank interest spread (% points) (average lending rate less SERA estimate of average interest cost of deposit funds)	Est. 9.9% (October 2011)	RBZ Monthly Weekly Reports	5.89%* (August 2013)	5.5%	5.6%* (November 2013)	5.5%* (February 2014)	5.28%* (April 2014)	5.16%* (August 2014)	5.16%* (August 2014)
13	World Bank Statistical Capacity Indicator (Indicator from NSDS Monitoring F/Work).	49 (2011)	World Bank	53 (2012) Figures for 2013 expected by end of Sept.	70	54 (2013)	54 (2013)	54 (2013) Updated annually in September	54 (2013) Figures for 2014 expected by end of September	54 (2013) Figures for 2014 expected by end of September

** Best estimate of Interest Spread given here = weighted average deposit rate – corporate clients weighted average lending rate.*

APPENDIX F. YEAR 3 SUCCESS STORY “SNAPSHOT”

ENHANCING THE RESOLUTION OF CORPORATE INSOLVENCY IN ZIMBABWE

USAID provides expert analysis and guidance in support of Corporate Insolvency Resolution reform

The introduction of the multi-currency regime in Zimbabwe tamed runaway inflation and created a relatively more stable environment, which saw the growth of businesses from 2009-2011. Since then however, this growth appears to be slowing as indicated by the increase in companies being de-listed from the Zimbabwe Stock Exchange, and the increase in non-performing loans (NPLs) as reported in the government’s recent Mid-Year Fiscal Policy Report. At the end of 2009 NPLs stood at less than two per cent of outstanding loans. At the end of 2012, this had risen to over 13%, while several banks at the end of the third quarter had reported increases of NPLs to over 20%. The slowdown in growth is particularly true in the corporate and financial sectors, where companies are looking to formal and informal arrangements to address mounting financial distress.

At least one of the ways of addressing these issues is through resort to laws and institutions that help corporate debtors and creditors to resolve their claims in a structured setting. In Zimbabwe, the Companies Act and the Insolvency Act, as implemented by the High Court, the Master’s Office, and the various appointed liquidators and judicial managers, make up what could be referred to as the country’s insolvency resolution regime.

In the face of these considerable and likely increasing economic challenges, there was a growing sense that the country’s insolvency resolution regime needs upgrading. The Competition and Tariff Commission (CTC), observing the deleterious effect of corporate financial distress on competition and employee welfare, invited the Zimbabwe Economic and Policy Analysis Research Unit (ZEPARU) to collaborate on a study. The goal was a research report that could serve as both a catalyst, and basis, for formulating and implementing an enhanced policy framework for addressing corporate insolvency.

The CTC and ZEPARU formed a joint research team that was assisted by insolvency reform expert, Dr. Daniel Fitzpatrick, mobilized by the USAID-funded Strategic Economic Research and Analysis (SERA) Project. The team reviewed available literature concerning best practices regarding insolvency, and consulted with various private sector and government experts familiar with these issues and possible solutions. Focus group discussions were held in Bulawayo and Harare in early September 2013. ZEPARU organized a larger validation workshop in early December in Harare, at which the findings and recommendations were presented and discussed with approximately fifty experts and stakeholders, before the research was finalized.

After the successful completion of this study, the CTC and Ministry of Industry and Commerce, organized a high level workshop of Government Permanent Secretaries and the private sector to

further circulate the findings and recommendations. Dr. Fitzpatrick was requested to present the research and advise the group in developing a reform agenda to improve bankruptcy procedures in Zimbabwe. The Minister of Industry and Commerce chaired the workshop, which was attended by 8 Permanent Secretaries, 6 senior directors representing their Permanent Secretaries, lawyers, bankers, and high level business representatives.

At the conclusion of the workshop the Minister of Industry and Commerce announced plans to establish a working group constituted of key stakeholders to prioritize the reforms proposed by the research. It was agreed that the USAID/SERA Program would provide technical input to the working group's discussions if and when requested to do so to further their efforts.