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USAID STRATEGIC ECONOMIC RESEARCH AND ANALYSIS – ZIMBABWE (SERA) PROGRAM

QUARTERLY PROGRESS REPORT

PROGRAM QUARTER 1:

OCTOBER-DECEMBER 2011

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

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ACRONYM LIST

ACBF	African Capacity Building Foundation
CBR	Central Business Registry
COP	Chief of Party
COS	Census of Services
COTR	Contracting Officer's Technical Representative
DG	Director General
ED	Executive Director
EG	Economic Growth
M&E	Monitoring and Evaluation
MEFMI	Macroeconomic and Financial Management Institute
MOF	Ministry of Finance
NSDS	National Strategy for the Development of Statistics 2011-2015
PICES	Poverty, Income and Consumption Expenditure survey
QPR	Quarterly Performance Report
SAPST	Southern Africa Parliamentary Support Trust
SERA	Strategic Economic Research and Analysis
SO	Strategic Objective
STTA	Short Term Technical Assistance
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
UZ	University of Zimbabwe
ZEPARU	Zimbabwe Economic Policy Analysis and Research Unit
ZIM-ACP	Zimbabwe Agricultural Competitiveness Program
ZIMSTAT	Zimbabwe National Statistics Agency

1. INTRODUCTION

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

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.

Finally, the SERA contract defines three components of **services and tasks** required to produce the intended results:

1. Management and Administrative Services
2. Technical Services: Assistance to the Zimbabwe Economic Policy Analysis & Research Unit (ZEPARU)
 - a. Research and Analysis
 - b. Parliamentarian Training
 - c. Training of Economists (short-term and long-term)
 - d. Workshops (research dissemination and policy dialogue events)
3. Technical Services: Assistance to ZIMSTAT

Nathan is pursuing these Services and Tasks via two principal counterpart agencies: the Zimbabwe Economic Policy Analysis and Research Unit (ZEPARU); and the Zimbabwe National Statistics Agency (ZIMSTAT). In essence, our contractual mandate is to deliver *demand-driven* support to ZEPARU and ZIMSTAT in order to strengthen their human and institutional capacity; provide evidence-based research to the government 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 technical analysis to effective reform.

As the program proceeds, Nathan is required to submit Quarterly Progress Reports (QPRs). According to the contract these reports are to include “progress made on activities and on performance results of USAID/Zimbabwe’s Economic Growth SO’s indicators.”

The present QPR covers Quarter 1 of the SERA performance period, for October-December, 2011. The report discusses progress during this period on each of the Services and Tasks outlined above, along with updates on SERA M&E indicators that can be measured quarterly. (Other indicators will be updated in the Annual Report, or as the data become available.)

2. MANAGEMENT AND ADMINISTRATIVE SERVICES

This is the first QPR for the SERA Program. As such, our management and administration activities mainly addressed start-up operations. In addition, the SERA team developed and managed two short-term technical assistance (STTA) assignments, held regular liaison meetings with USAID, and produced all required reports. We briefly discuss each of these elements.

Start-up Activities

The period of performance for the SERA Program began on October 1, 2011. By October 10, the Project Director, Peter Miller, and Project Coordinator, Fiona McDonald, from Nathan's head office, were in the field to begin dealing with start-up logistics. The Chief of Party (COP), Dr. Bruce Bolnick, arrived on October 15. The second Key Personnel team member, Resident Advisor Dr. Daniel Ndlela, began work part-time beginning October 17 and joined the project full time in November.

Initial activities included: locating and leasing the field office; procuring furniture and equipment for the office; recruiting support staff; obtaining a legal review of options for registration and specification of our employment agreements for local staff; formally registering as the **SERA Program Trust**; establishing field accounts; completing registration with the tax authority and the National Social Security Agency; obtaining residency papers for the COP; and starting the process of formalizing subcontracts with our SERA partners (three of which required source/origin waivers).

The SERA Program office opened on November 1 with both of the Key Personnel and two support staff: the Program Manager (Angeline Zengeni) and the Administrative Assistant (Monalisa Jenje). Full staffing was achieved by December 5, including the Finance Officer (Patience Shuva), the Training/M&E Coordinator (Emmanuella Matorofa), and Driver (Taona Masaraure). Also during the quarter, Nathan procured nearly all of the necessary furniture and equipment. A notable exception was that procurement of the project vehicles was held up by unexpectedly lengthy delays in obtaining certification from the Ministry of Foreign Affairs for of tax and duty exemption. Consequently, the field office operated throughout the period with one rental vehicle, augmented by taxi service.

Delays also hampered the start-up of collaboration with ZEPARU and ZIMSTAT. This was due to three factors beyond Nathan's management control: the need for USAID and the Ministry of Finance to complete protocol arrangements (which were signed on November 29); competing demands on the time of top officials at ZIMSTAT and ZEPARU; and then December holiday schedules. Further details are provided in sections 3 and 4 below.

STTA Assignments

During the quarter under review, Nathan engaged two expatriate consultants on STTA assignments to assist with start-up activities.

- Dr. Tererai Trent, a senior gender specialist from subcontractor IBI, conducted field research from November 15-26 and provided inputs to the COP on gender considerations for the Work Plan and M&E Plan. Leah Carey from IBI, provided very effective assistance to Dr. Trent. The results of this assignment are discussed in section 5.3 (Gender).

- Dr. Beverley Carlson, a senior statistics specialist, conducted a field assignment from November 30 – December 13, involving strategic discussions with ZIMSTAT management and technical discussions with their staff, to identify Year 1 priorities for SERA support and recommendations on an action plan. The results of this assignment are discussed in section 4 (Assistance to ZIMSTAT).

For all STTA assignments, the Scopes of Work, technical reports and trip reports are available on request from the SERA COP or the Project Director at Nathan Headquarters.

Two other planned STTA assignments did not take place. Due to contract issues, we were unable to engage an M&E specialist to assist in the development of the M&E plan. We had also planned to engage Dr. Keith Jefferis, from subcontractor Econsult-Botswana, to help in developing technical elements of the work plan for supporting ZEPARU. This assignment was cancelled when the protocol delays mentioned above created scheduling problems.

At the end of the quarter, the development of new STTA assignments was on hold pending further technical discussions with ZEPARU and ZIMSTAT, which resumed after the holiday season.

Reports

On November 29, as scheduled, Nathan Associates submitted to USAID a draft Work Plan for Year 1 and a draft Monitoring and Evaluation Plan for the life of the program. After receiving comments from the Mission, Nathan revised and reformatted both plans. The revisions were also submitted on schedule, on December 29. (Note: In January the COTR requested further revisions to the M&E Plan; the revised plan was submitted on January 18.)

Nathan also submitted reports on findings from the two STTA assignments, and all required financial reports.

3. TECHNICAL SERVICES: ASSISTANCE TO ZEPARU

As noted above, the protocol agreement between USAID and the Ministry of Finance was signed on November 29. Prior to that date, our primary activities involved introductory discussions with other organizations which have been working with ZEPARU or which may participate in SERA-supported activities. This included meetings with the Africa Capacity Building Foundation (ACBF), the Economics Department at the University of Zimbabwe (UZ), the Macroeconomic and Financial Management Institute (MEFMI), and the United Nations Development Programme (UNDP).

Our first official contact with ZEPARU took place on December 9, 2011, when the Board of Directors for ZEPARU met with the SERA team and USAID to welcome our support. Thereafter, we held several meetings with the Executive Director (ED) to explain the SERA program parameters, procedures and priorities. Next, the Board instructed the ED to obtain a written agreement covering SERA's resource envelope for supporting ZEPARU, the roles and responsibilities of the respective parties, and operational modalities for this support. The Director conveyed this request to SERA on December 16. On December 20, the Board's Project Advisory Committee reviewed ZEPARU's draft Work Plan along with SERA's draft Work Plan, and provided guidance on activities for which SERA assistance is most welcome. On December 21, the COP and Resident Advisor met with the Executive Director for a briefing on the Committee's deliberations. At that meeting we had the opportunity to review ZEPARU's draft work plan for the first time, and also discussed a draft of the agreement between ZEPARU and SERA. Given the holiday calendar, ZEPARU requested that further technical meetings on SERA support be deferred to early January.

Research and Analysis

Pending completion of ZEPARU's 2012 Work Program, no operational activities were undertaken in this core component of our support for ZEPARU. The SERA Senior Advisor and COP held a series of meetings with ZEPARU's Executive Director to discuss possible priorities for SERA support for research and analysis. Among other things, the discussions addressed the importance of research on drivers and strategies for inclusive growth; mainstreaming gender considerations in the research program; and striving for gender equity in SERA-supported training courses and public information events. Another major issue was the need for institutional capacity building and sustainability, as ZEPARU evolves into a central source of economic policy research and analysis for the government and other stakeholders in Zimbabwe. Detailed requests for SERA support in this area will be availed to the SERA team in early 2012.

Parliamentarian Training

SERA made no inroads in this area during the quarter under review, and direct contact has yet to be established with Parliamentary leaders. Some exploratory discussions were carried out, though, with other stakeholders who have programs for training Parliamentarians, with particular attention to gathering information on basic economic literacy training and more advanced training focused on the members of Finance and Budget Committee. In addition, our gender consultant, Dr. Trent, met with representatives of the Southern Africa Parliamentary Support Trust (SAPST) to discuss current and planned training activities relating to gender budgeting and gender mainstreaming.

Discussions were also planned for early in the New Year between SERA and SAPST, through ZEPARU, on the subject of defining SERA support for training of Parliamentarians.

Training of Economists (short-term)

The SERA team held exploratory discussions during the quarter with the Department of Economics (UZ) on possible short-term courses for government and ZEPARU economists that could be offered in cooperation with ZEPARU. We also obtained and reviewed a list of course modules that were previously developed for this purpose by the Department of Economics, in consultation with ZEPARU. The SERA team also met with senior officials from MEFMI to discuss their menu of regional short courses for economists in 2012. Following these discussions, MEFMI provided us with a list of customized short-courses requested by the MOF. We discussed all of these options with ZEPARU, as well as other training ideas based on Nathan experience in training government economists in other countries. ZEPARU will be reviewing these options and others as they finalize their 2012 Work Program. Decisions will be forthcoming in early 2012 on ZEPARU requests for SERA support on short-term training of economists.

Training of Economists (long-term)

This was the most active area of preparatory activity for the SERA team during the quarter under review. Before the formal meetings with ZEPARU could begin, we held exploratory talks with Department of Economics at UZ regarding our bursary support for government economists to attend the part-time MSc. Program. The Department of Economics was keen on engaging both ZEPARU and SERA support in this way. The talks at this time centered on parameters of the program. Detailed discussions about the numbers involved, components of our bursary support and modalities for implementing the program had to await our engagement with ZEPARU. Once we began the technical meetings with ZEPARU, discussion of the MSc bursary program was a major topic for attention. All parties (ZEPARU, UZ, SERA and USAID) agreed that SERA should begin the bursary program early in 2012 by providing bursaries to

students from the economic ministries who are already enrolled in the MSc program, at their own initiative.

The subject of PhD training in economics at University of Cape Town was also addressed. Shortly after the SERA contract took effect, the Nathan team contacted the economics department at UCT to determine whether there was still time for applications for the academic year beginning January 2012. We learned that the formal deadline for applications was back in July, but that the department would be willing to leave the door open for SERA-supported applicants until the end of October, at the latest. Given the delays in starting discussions with ZEPARU, and the contractual requirement that bursary nominations have to come from ZEPARU, it proved to be impossible to initiate the program at this time. Instead, it was agreed that the bursary program for full-time PhD training at UCT would have to start with the academic year beginning in January 2013 intake. ZEPARU also indicated that they want SERA to include the option (allowed in the contract) of providing bursaries for part-time PhD study, particularly for ZEPARU research staff. These elements of the program will be developed in 2012.

Workshops and Other Research Dissemination Events

The SERA Team also discussed with ZEPARU the subject of providing support for workshops and research dissemination events. Here, too, due to time constraints, the details of the program will be worked out in January, as ZEPARU completes its Work Plan for CY2012. One specific request was for SERA to sponsor or co-sponsor (with the ACBF) international economics conferences that ZEPARU intends to organize, possibly on as annual events. We have incorporated this request into our Work Plan and M&E Plan, for action in CY2012.

4. TECHNICAL SERVICES: ASSISTANCE TO ZIMSTAT

As with the development of our program with ZEPARU, we were only allowed to begin direct discussions with ZIMSTAT after the official protocol papers were signed on November 29, 2011. While awaiting completion of this process, the SERA team reviewed the National Strategy for the Development of Statistics (NSDS) and ZIMSTAT's Strategic Plan for 2011-2014 (both published in March, 2011) and made arrangements for the December STTA assignment by senior statistics specialist, Dr. Beverley Carlson. We also held preparatory discussions with three major donors who have been supporting ZIMSTAT: the United Nations Development Programme (UNDP), the Africa Capacity Building Foundation (ACBF), and the World Bank. In addition, the COP, the Resident Advisor and Dr. Carlson (by phone) had an in-depth discussion with World Bank consultant Tony Williams on his review of priorities for donor support to ZIMSTAT, relative to the list of needs presented in the NSDS and ZIMSTAT's Strategic Plan.

Our first official meeting with the Director General (DG) and other senior ZIMSTAT managers took place on December 1, immediately after Dr. Carlson's arrival in Harare. At this meeting, Nathan explained the parameters for SERA support, emphasizing two main points: first, that the SERA program is focused on improving the quality, timeliness and accessibility of economic statistics needed for policy analysis and policy management, and on institutional capacity building for ZIMSTAT and the National Statistical System to ensure sustainability; and second, that within this focus area (and within our budget), SERA is designed to respond flexibly to ZIMSTAT priority needs.

The DG openly welcomed SERA support, and expressed full agreement with the provisional set of activities outlined in our draft Work Plan. In particular, he cited the following priorities for ZIMSTAT: improving the National Accounts, as the flagship for any statistical system; implementing the 2012 Census (which is outside the scope for SERA); completing the 2011-2012 Poverty, Income and Consumption Expenditure Survey (PICES); conducting the long overdue Census of Services (COS);

restructuring the Central Business Registry (CBR); improving response rates for the major economic surveys; and training for ZIMSTAT staff as well as data producers and users.

The DG emphasized, however, that ZIMSTAT management would be fully occupied through December with organizational restructuring and the transition of personnel from civil service to ZIMSTAT terms of employment. He therefore indicated that follow-on discussions to determine the agenda for SERA support should be deferred until January. It was agreed, however, that Dr. Carlson should proceed with technical discussions to provide SERA with further information on ZIMSTAT's needs and plans relating to the designated priorities, and recommendations for an agenda of specific activities for SERA to support. Dr. Carlson then arranged a full week of meetings at ZIMSTAT, focusing on PICES, the CBR, and the COS. She also gathered information on ZIMSTAT priorities for training and IT upgrading. Her final report was submitted to the SERA COP on December 17, and served as a major input to our revised Work Plan. The formatted report was delivered to USAID on January 3, 2012.

Thus, our work with ZIMSTAT during this start-up quarter was devoted to program preparation, introductory discussions, and a technical assessment of ZIMSTAT operations and needs in designated priority areas.

In addition, one direct activity was undertaken, providing a clear demonstration of the flexibility and responsiveness of the SERA program. In the course of our technical discussions, we learned ZIMSTAT was encountering urgent and critical funding problems in implementing the field work for PICES. This year-long survey of 32,000 households is designed to provide nationally representative data on household characteristics; poverty status; education and health attributes of the population; household consumption and assets; physical living conditions; agricultural activities; employment; migration and remittances; sources of income including informal sector activities. Such detailed information has not been available in Zimbabwe for nearly a decade. PICES will therefore provide invaluable information for policy makers, researchers, national income statisticians, donor agencies, local businesses, foreign investors, and civil society groups. In line with international best practices, the survey requires regular visits to each household in the sample throughout a full 12-month cycle. This methodology is essential to capture seasonality effects and obtain an accurate measurement of annual income, consumption and expenditure. The integrity of the results depends on maintaining a full cadre of enumerators in the field for the entire 12-month period.

The problem faced by ZIMSTAT was an immediate gap in financing to complete the December 2011 round of field work. As a result of urgent SERA discussions with other donor agencies, ZIMSTAT managed in one week to mobilize most of the funding required to cover survey costs for the remainder of the 12-month PICES cycle. There remained a critical gap of just \$35,000, however, in funding fuel and vehicle costs to provide transportation for enumerators and field supervisors for December. PICES managers only learned about this problem on December 17. The problem arose because PICES field supervisors have been obtaining fuel and vehicle services on credit, and many of the vendors were balking at continuing this arrangement without assurance that funds would be forthcoming to pay the arrears. The lack of funds was therefore jeopardizing the integrity of the entire year-long survey.

On December 19, ZIMSTAT requested urgent SERA support to fill this gap. Given that PICES is a first-order priority for ZIMSTAT, and that the survey will provide invaluable data for economic policy analysis and policy management, with a particular focus on poverty, the SERA team and the COTR determined that addressing this need was an appropriate and important use of SERA resources.¹ An agreement with

¹ The SERA contract (on page C-11) cites the shortage of transport for data production as one of the "major challenges cited by ZIMSTAT" that "may be appropriate to receive USAID assistance."

ZIMSTAT was signed on December 23. As a result, the December round of PICES was carried out in full, as scheduled.

5. CROSS-CUTTING ISSUES

As “general program parameters and guidance” the SERA Program contract identifies four cross cutting issues that apply to overall performance: coordination with other USAID programs; poverty; gender; and staffing.

Coordination with USAID

Establishing and maintaining full and open communications with USAID was a critical part of our start-up operation. From the start, the COP and the Resident Advisor have held weekly meetings with the COTR, Joshua Smith. These discussions have covered a wide range of issues including start-up logistics, protocol in dealing with counterpart agencies, contract interpretations, STTA assignments, administrative and technical approval requests, potential complementarity with other USAID programs, and updates on Nathan’s progress in implementation of the program.

The COTR also arranged discussions with the EG team leader, Dr. Tina Dooley-Jones, and an introductory meeting with the Mission Director, Melissa Williams, as well as meetings with protocol officers, the Executive Officer, and the Security Officer at the Embassy. In addition, the COP had several discussions with Jim LaFleur, who is managing agriculture programs for the EG team, and Vera Musara on gender mainstreaming (with our gender expert Dr. Trent). Outside the official USAID community, the COP had several discussions with Joseph Burke, COP for the ZIM-ACP project. He also participated in the quarterly EG Partners Meeting, chaired by Dr. Dooley-Jones. At this meeting, Mr. Burke suggested that SERA support for ZIMSTAT can make an important contribution to improving statistics on agriculture and livestock. This is indeed one of ZIMSTAT’s priorities, but from our discussions to date it appears that the agency will be soliciting other sources of funding for this purpose.

Poverty

Because the SERA program is demand driven, the scope of our involvement with poverty issues will be defined mainly by the needs of our client agencies. In start-up discussions with our primary partner agencies, we explicitly cited the importance of a poverty focus for the program. As we move towards implementation, we will seek wherever possible to address the problem of poverty in Zimbabwe, including implications for poverty reduction in the context of dealing with other issues.

In our support for ZEPARU, a central concern for our research, training, and outreach activities will be the need for policies to foster *inclusive* growth, as the primary engine for poverty reduction. Pending further discussions with ZEPARU in January, the SERA Work Plan for Year 1 suggested several activities relating to this theme. Examples include supporting research on effective strategies for inclusive growth, and the economics of employment creation; and training for Parliamentarians on strategies to alleviate and reduce poverty.

For the ZIMSTAT component, one of our top priorities will be support for completion of PICES. As explained in section 4, PICES will provide policy makers, researchers and other stakeholders with invaluable information on the current incidence and geographic distribution of poverty and the economic attributes of poor households. Also as described above, our first implementation activity has been to fill an urgent and critical gap for the December round of PICES, to ensure the quality of the poverty data that will come from the survey.

Gender

As with our focus on poverty, SERA's demand-driven design implies that the extent of our direct involvement on gender issues will be driven mainly by the needs of ZEPARU and ZIMSTAT. Even so, we will consistently apply a gender lens to the development of all activities. Our starting point was the STTA assignment in November of a senior gender specialist, Dr. Tererai Trent, to conduct field interviews and provide the COP with inputs on gender considerations for our Work Plan and M&E Plan. A primary recommendation from this consultancy was that SERA should mainstream gender in our plans rather than dealing with it as a separate issue or preparing a separate Gender Action Plan. This recommendation is embodied in the Work Plan and M&E Plan as submitted to USAID at the end of December. For example, the Work Plan includes a proposal – subject to further discussions with ZEPARU – to support research on unlocking the potential of women in business, as well as training on gender responsive budgeting. In addition, the M&E Plan has targets for gender-related research studies, and for gender equity in SERA-supported training and dissemination activities. Given the reality that men are disproportionately represented in target groups for these activities, our gender targets will necessitate special efforts to recruit women as participants. Dr. Trent also made contacts on behalf of SERA with local women's organizations and gender experts. These contacts will be useful as we begin implementing activities with a target of gender equity.

In developing our M&E plan, we also sought to include two indicators for tracking progress towards gender equity in the real economy: the percentage of women in formal sector employment, and the percentage of new business registrations that are women-owned.² From discussions with the Registry of Companies we found that the systems now in place cannot provide data on business registrations disaggregated by sex. Similarly, no data are published giving the disaggregation by sex of formal sector employment. In our discussions with ZIMSTAT we will see how these data deficiencies can be rectified.

Staffing

The principal staffing requirement for this quarter was mobilization of two key personnel: the COP, Dr. Bruce Bolnick and the Resident Advisor, Dr. Daniel Ndlela. Both of these positions were filled on schedule. For other staffing information, see section 2.1 (Start-up Activities).

6. PERFORMANCE MONITORING

Annex 1 provides three matrices that will be used in every quarterly report (and also in our annual reports) to monitor SERA program performance, respectively, in terms of delivering outputs, achieving results, and producing proximate outcomes. A fourth matrix contains indicators for tracking progress towards the program goal of improving the macroeconomic environment for growth (see footnote 2 for an explanation).

Since the present report covers the start-up period, the main purpose of including these matrices is to establish the template for future performance monitoring reports. In fact, we will use end-year observations for CY2011 as the baseline for most of our performance indicators (to the extent of data availability), given that SERA activities will only begin in CY2012.

² The development hypothesis here is that SERA activities should lead to better economic outcomes for Zimbabwe. In tracking broad outcome (or "context") indicators, there is no intention however to claim attribution for SERA, because the linkages are indirect and the outcomes are affected by many other factors.

Annex 1: Performance Monitoring Indicators

Table A1. Output Indicators

Table A2. Intermediate Results Indicators

Table A3. Outcome Indicators

Table A4. Context Indicators

TABLE A1 – OUTPUT INDICATORS

	Item	Baseline	Source	Target Year 1	SERA YEAR 1				SERA YEAR 2
					CY 2011 Actuals		CY 2012 Actuals		Target Year 2
					Q 4	Q 1	Q 2	Q 3	
1. Assistance to ZEPARU									
1.	Equipment specified by ZEPARU and approved by USAID procured and delivered	not applicable	SERA	ZEPARU sign off on delivery of equipment	Awaiting specifications from ZEPARU				ZEPARU sign off on delivery of equipment, Yr 2
A. Research and Analysis									
2.	Study completed on financial sustainability for ZEPARU	not applicable	ZEPARU	Done	Discussion initiated, plans to be established with ZEPARU				
3.	Number of completed policy studies by ZEPARU with SERA support: total, and with gender content	0	ZEPARU	6, 3	0				8, 4
4.	Number of completed policy studies outsourced by ZEPARU with SERA support: total, and with gender content	0	SERA	2, 1	0				4, 2
5.	Person-hours of training in fiscal policy and fiscal administration supported by USG assistance (USAID PMP indicator): total, women	0	SERA	1500, 750	0				2500, 1250
6.	Number of days of SERA technical assistance in fiscal policy and fiscal administration (USAID PMP indicator)	0	SERA	150	0				150
B. Parliamentarian Training									
7.	Number of SERA-supported seminars for Parliamentarians, on economic policy and economic literacy.	0	SERA	4 seminars	0				6 seminars
8.	Number of Parliamentarians trained with SERA support: total, women	0	SERA	60, 30	0				100, 50

	Item	Baseline	Source	Target Year 1	SERA YEAR 1				SERA YEAR 2
					CY 2011 Actuals		CY 2012 Actuals		Target Year 2
					Q 4	Q 1	Q 2	Q 3	
C. Short-term Training of Economists									
9.	Number of SERA-supported customized short-courses for govt economists.	0	SERA	4 customized short courses	0				5 customised short courses
10.	Number of government economists attending customized short-courses: total, women	0	SERA	80, 40	0				100, 50
11.	Number of individuals sponsored to attend regional short-courses: total, women	0	SERA	8, 4	0				8, 4
12.	Number of individuals sponsored to attend longer training courses in Africa: total, women	0	SERA	4, 2	0				4, 2
D. Long-term Training of Economists									
13.	Number of individuals w/ SERA bursaries to part-time MSc in Economics at U Zimbabwe: total, women	0	SERA	20, 10	0				20, 10
14.	Number of individuals w/ SERA bursaries to PhD in Economics at UCT - total, women	0	SERA	5, 3	0				5, 3
E. Workshops									
15.	Number of SERA-supported workshops or seminars	0	SERA	8	0				10
16.	Number of participants in SERA-supported workshops or seminars- total, women	0	SERA	400, 200	0				500, 250
3. Assistance to ZIMSTAT									
17.	Number of SERA-supported training courses for data producers and/or users	0	SERA	1	0				2

	Item	Baseline	Source	Target Year 1	SERA YEAR 1				SERA YEAR 2
					CY 2011 Actuals		CY 2012 Actuals		Target Year 2
					Q 4	Q 1	Q 2	Q 3	
18.	Number of participants in SERA - supported training courses for data producers: total, women	0	SERA	20, 10	0				40, 20
A. Improve organisation and coordination of NSS									
19.	Number of meta-data documents and data manuals produced and posted on-line with SERA support	0	SERA	0	0				2
20.	Number of public information events on economic statistics, through ZIMSTAT	0	SERA	2	0				3
21.	Number of participants in SERA-supported public information events through ZIMSTAT - total, women	0	SERA	100, 50	0				150, 75
B. Develop physical, IT and statistical infrastructure									
22.	Equipment specified by ZIMSTAT and approved by USAID procured and delivered	not applicable	SERA	ZIMSTAT to sign off on delivery of equipment	Awaiting specifications from ZIMSTAT (ZIMSTAT undertaking needs assessment)				ZIMSTAT to sign off on delivery of equipment
23.	Number of SERA-supported training events for ZIMSTAT staff	0	SERA	1	0				2
24.	Number of participants in SERA - supported training courses for ZIMSTAT staff - total, women	0	SERA	20, 10	0				40, 20
25.	Cum. number of online courses in economic statistics developed/supported by SERA	0	SERA	plans established	0				1

Note: Baseline date are the latest available as at December 2011, which we take as end of the SERA start-up period, prior to implementation of most activities.

TABLE A2 – INTERMEDIATE RESULT INDICATORS

Item	Baseline	Source	Target Year 1	SERA YEAR 1				SERA YEAR 2	
				CY 2011 Actuals	CY 2012 Actuals			Target Year 2	
					Q 4	Q 1	Q 2		Q 3
Assistance to ZEPARU									
A. Research and Analysis									
1.	Number of policy briefs/studies drafted and presented for public/stakeholder consultation as a result of USG assistance(USAID PMP indicator): total, and with gender content	0	ZEPARU	8, 4	0				10, 5
2.	Number of economic research material available through online library on the ZEPARU website	No count available, website under maintenance	ZEPARU	>=30 papers	No count available, website under maintenance				>=60 papers
B. Parliamentarian Training									
3.	Survey on knowledge retention and on the job utilization of content from SERA supported training , 6 months after each course by sex	0	ZEPARU	Results for each seminar	0				Results for each seminar
4.	Number of MPs completing Certificate Program: total , women	0	Parliament	Program established	Discussions initiated				10, 5
C. Training of Economists									
5.	Survey on knowledge retention and on the job utilization of content from SERA supported training , 6 months after each course by sex	0	ZEPARU	Results for each course	0				Results for each course
6.	Cum. number of gov't economists completing MSc-Econ at U Zim w/ SERA support - total, women	0	University of Zimbabwe	0	0				4, 2
D. Workshops (policy dialogue events)									
7.	Number of press releases published or positive news reports on SERA-supported outreach/dissemination events: total, and with gender content	0	SERA	10, 5	0				20, 10

	Item	Baseline	Source	Target Year 1	SERA YEAR 1				SERA YEAR 2
					CY 2011 Actuals	CY 2012 Actuals			Target Year 2
						Q 4	Q 1	Q 2	
8.	Implementation of ZEPARU International Economics Conference with ACBF co - funding	October 2006 only one to date	ZEPARU	Groundwork for Conference #1 complete	Discussion initiated, plans to be established with ZEPARU				Conference #1
Assistance to ZIMSTAT									
A. Improve organization and coordination of NSS									
9.	Number of economic reports available on ZIMSTAT website, with lag of no more than 12 months	0	ZIMSTAT	TBD in consultation with ZIMSTAT	0				TBD in consultation with ZIMSTAT
B. Develop physical , IT and statistical infrastructure									
10.	Completion and publication of the Poverty, Income, Consumption Expend. Survey (PICES)	field work underway	ZIMSTAT	Survey/Data entry completed	field work underway				Report completed and disseminated
11.	Completion of Central Business Registry (CBR) update	poor quality data	ZIMSTAT	Field work conducted	Discussions initiated on SERA support, plans to be established with ZIMSTAT				Results disseminated
12.	Completion of Census of Services (COS)	last done 1981	ZIMSTAT	Plan approved	Discussion initiated plans to be established with ZIMSTAT				Census Completed
13.	Response rate on Quarterly Employment Inquiry, within 3 months	2% for September 2011 round	ZIMSTAT	10%	2% for September 2011 round				30%
14.	Number of ZIMSTAT staff using/completing SERA-supported on-line training courses: total, women	not applicable	ZIMSTAT	on - line training plan established	not applicable				20, 10

TABLE A3 – OUTCOME INDICATORS

		SERA YEAR 1							SERA YEAR 2
Item	Baseline	Source	Target Year 1	CY2011 Actuals	CY 2012 Actuals			Target Year 2	
				Q 4	Q 1	Q 2	Q 3		
Assistance to ZEPARU									
1.	Number of policies/ legislation reformed and implementation started, as a result of USG assistance (<i>provisional</i> USAID PMP indicator)	0	ZEPARU	TBD in consultation with USAID	0				TBD in consultation with USAID
2.	Number of "hits" and downloads of policy briefs/reports/studies posted on ZEPARU website	Awaiting data from ZEPARU	ZEPARU	50% increase over baseline	Awaiting data from ZEPARU				100% increase over prior year
3.	Number of local trainers capacitated to deliver short-term courses for gov't economists, through SERA support, by sex	0	ZEPARU	2, 1	0				4, 2
4.	Amount of funding for ZEPARU, excluding time-limited donor support	Budget vote 2010=\$10,000 2011=\$200,000	ZEPARU	\$200 000 2012 budget vote	2011=\$200,000				\$300 000, incl. budget vote + other sources
Assistance to ZIMSTAT									
5.	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 data collection complete	Seriously deficient statistical inputs to NIPA				CBR update and COS complete
6.	Production of timely economic statistics (Indicator from NSDS Monitoring framework with SERA focus on economic statistics.	TBD with ZIMSTAT during 2012 Q1	ZIMSTAT	TBD	Technical discussions initiated with ZIMSTAT				50% of ec. stat.s compliant with GDDS on timing and frequency
7.	Number of economic reports available on ZIMSTAT website, with lag of no more than 12 months	0	ZIMSTAT	TBD in consultation with ZIMSTAT	0				TBD in consultation with ZIMSTAT
8.	Number of downloads of economic data tables or documents on ZIMSTAT website	Data not captured by ZIMSTAT	ZIMSTAT	Data collected and reported to management monthly	Data not captured by ZIMSTAT				TBD in consultation with ZIMSTAT

TABLE A4 – CONTEXT INDICATORS

						SERA YEAR 1				SERA YEAR 2
Item	Baseline	Source	Target Year 1	CY 2012 Actuals				Target Year 2		
				CY2011 Actuals	Q 1	Q 2	Q 3			
Economic Growth										
1.	Real GDP Growth relative to IMF projection for 2012-2015, from WEO Sep 2011	IMF estimate 6.0% for 2011; projection 3.1% in 2012; 3.0% for 2013-15	IMF for updated estimates, ZIMSTAT for actuals	IMF baseline proj. for 2012 achieved = 3.1%	IMF estimate 6.0% for 2011					IMF baseline for 2013 exceed by 1%=4%
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	PICES 2012 completed	UZ/MZF 2011: total consumption poverty rate = 87%					PICES data published; Quick Poverty Survey instrument developed
Employment Creation										
3.	Growth in 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	Conduct and publish timely quarterly employment surveys	422,700 = latest ZIMSTAT data for Dec 2008. No breakdown by sex available					10% growth in formal sector jobs
Fiscal Management and Administration										
4.	Non-mineral revenue	2.65 billion (2011)	Baseline from ZIMRA 2011 Revenue Performance Report	Non-mineral revenue growth >=growth of non - mining GDP	2.65 billion (2011)					Non-mineral revenue growth >=growth of non - mining GDP
5.	Percentage of central government expenditure on social services and productive infrastructure (excl. personnel cost)	Est. 18.4% (through Sep. 2011)	MOF	TBD during 2012 Q1	Est. 18.42% (September 2011)					TBD during 2012 Q1
Debt relief										
6.	Improved debt management	Controversy on use of HIPC channel	MOF	Analysis of pathways to debt reduction	Controversy on use of HIPC channel					Plan for debt relief and IMF Staff Monitored

Item	Baseline	Source	Target Year 1	SERA YEAR 1				SERA YEAR 2
				CY2011 Actuals	CY 2012 Actuals			Target Year 2
					Q 4	Q 1	Q 2	
Investment Promotion								
7.	Foreign direct investment, net inflow (US\$ millions)	\$105m in 2010 (World Bank Data Base, based on IMF BOP stats)	Baseline: IMF BOP stats Actuals: IMF or RBZ or ZIMSTAT	TBD during 2012 Q1				TBD during 2012 Q1
Gender Equity								
8.	Formal sector employment, non-gov't: % women	Data not currently available	Baseline: possibly from MIMS 2009, Actuals: ZIMSTAT	10% growth from baseline	Data not currently available			10% growth
Business environment								
9.	New business registrations (number)	8550 in 2011	Registrar of Companies	8600	8550 in 2011			10000
10.	Doing Business Ranking	171 out of 183 countries for 2012	IFC/World Bank Doing Business annual report	164	171 out of 183 countries for 2012			157
Financial Sector								
11.	Level and Growth of deposits in banking system	October 2011 total deposits = \$3211.9 million, Growth = 49.3% million	RBZ Monthly report	25% growth	October 2011 total deposits = \$3211.9 million, Growth = 49.3%			20% growth
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 Reports and RBZ Weekly Economic Highlights	9.9%	Est. 9.9% (October 2011)			9%
13.	World Bank Statistical Capacity Indicator (Indicator from NSDS Monitoring F/Work).	49 (2011)	World Bank	50	49 (2011)			65