



**USAID**  
FROM THE AMERICAN PEOPLE

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

## QUARTERLY PROGRESS REPORT

### PROGRAM QUARTER 6:

### JANUARY-MARCH 2013

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

This report was produced by Nathan Associates Inc. for review by the United States Agency for International Development (USAID).

April 30, 2013

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

## QUARTERLY PROGRESS REPORT PROGRAM QUARTER 6:

### JANUARY-MARCH 2013

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

<b>Program Title:</b>	<b>USAID Strategic Economic Research &amp; Analysis – Zimbabwe (SERA)</b>
<b>Sponsoring USAID Office:</b>	<b>USAID/Zimbabwe</b>
<b>Contract Number:</b>	<b>AID-613-C-11-00001</b>
<b>Contractor:</b>	<b>Nathan Associates Inc.</b>
<b>Date of Publication:</b>	<b>April 30, 2013</b>
<b>Author:</b>	<b>Bruce R. Bolnick, SERA Chief of Party and Emmanuella Matorofa, SERA M&amp;E/Training Coordinator</b>

#### **DISCLAIMER**

This document is made possible by the support of the American people through USAID. Its contents are the sole responsibility of the author or authors and do not necessarily reflect the views of USAID or the United States government.

# Contents

- ACRONYM LIST ..... i
- SERA HIGHLIGHTS – PROGRAM QUARTER 6 ..... 1
- 1. INTRODUCTION..... 2
- 2. MANAGEMENT AND ADMINISTRATIVE SERVICES ..... 3
  - Management and Administration of Operations ..... 3
  - Reports ..... 4
  - Planning for the Management Transition..... 4
- 3. TECHNICAL SERVICES: ASSISTANCE TO ZEPARU..... 5
  - Research and Analysis ..... 5
  - Training Parliamentarians..... 8
  - Training of Economists (short-term)..... 9
  - Training of Economists (long-term) ..... 11
  - Workshops and Other Research Dissemination Events..... 13
- 4. TECHNICAL SERVICES: ASSISTANCE TO ZIMSTAT ..... 13
  - Support for the CBR and COS/SS..... 14
  - Distance Learning Training Systems ..... 15
  - Development of Terms of Trade Statistics ..... 15
- 5. CROSS-CUTTING ISSUES ..... 16
  - Coordination with other USAID programs ..... 16
  - Poverty ..... 16
  - Gender ..... 17
- 6. IMPLEMENTATION OF THE WORK PLAN ..... 17
- 7. SERA PROGRAM CHALLENGES ..... 18
- 8. PLANS FOR THE NEXT QUARTER ..... 19
  - Management and Administrative Services ..... 19
  - Assistance to ZEPARU..... 19
  - Assistance to ZIMSTAT..... 19
- 9. PERFORMANCE MONITORING ..... 20
- 10. Annex 1. Implementation of Year 2 Work Plan – Status at end of Quarter 6 \* ..... 21

<b>Annex 2: Performance Monitoring Indicators</b> .....	28
<i>TABLE A2.1 – OUTPUT INDICATORS</i> .....	29
<i>TABLE A.2.2 – INTERMEDIATE RESULT INDICATORS</i> .....	33
<i>TABLE A.2.3 - OUTCOME INDICATORS</i> .....	37
<i>TABLE A.2.4 - CONTEXT INDICATORS</i> .....	39
<b>Annex 3: ZEPARU Report on Public Affairs Training, 9 January 2013</b> .....	43
<b>Annex 4: Training Evaluation—ex-Post (6-month) Surveys</b> .....	45

## ACRONYM LIST

ACBF	African Capacity Building Foundation
BTS	Business Tendency Survey
CBR	Central Business Register
CIP	Census of Industrial Products
COP	Chief of Party
COS	Census of Services
COTR/COR	Contracting Officer's Technical Representative/ Contracting Officer's Representative
DCOP	Deputy Chief of Party
DFID	Department for International Development
DG	Director General
DL	Distance Learning
DOI	Department of Immigration
ED	Executive Director
EG	Economic Growth
ESAMI	Eastern and Southern African Management Institute
ICT	Information and Communications Technology
IT	Information Technology
IMF	International Monetary Fund
LCP	Local Compensation Plan
LEDRIZ	Labor and Economic Development Research Institute of Zimbabwe
M&E	Monitoring and Evaluation
MEFMI	Macroeconomic and Financial Management Institute
MEPIP	Ministry of Economic Planning and Investment Promotion
MFA	Ministry of Foreign Affairs
MOF	Ministry of Finance
MPS	Ministry of Public Service
MTTA	Medium-Term Technical Assistance
NMMU	Nelson Mandela Metropolitan University
NSDS	National Strategy for the Development of Statistics 2011-2015
PICES	Poverty, Income and Consumption Expenditure survey
QEI	Quarterly Employment Inquiry
QPR	Quarterly Performance Report
RA	Resident Advisor
RBZ	Reserve Bank of Zimbabwe
SAPST	Southern Africa Parliamentary Support Trust
SERA	Strategic Economic Research and Analysis
SOW	Scope of Work

SS	Survey of Services
STTA	Short-Term Technical Assistance
TEP	Temporary Employment Permit
TOT	Terms of Trade
TRALAC	Trade Law Centre for Southern Africa
UCT	University of Cape Town
UNDP	United Nations Development Program
USAID	United States Agency for International Development
UZ	University of Zimbabwe
VAT	Value Added Tax
VMI	Volume of Manufacturing Index
WB	World Bank
ZADMO	Zimbabwe Aid and Debt Management Office
ZEPARU	Zimbabwe Economic Policy Analysis and Research Unit
ZIMACP	Zimbabwe Agricultural Competitiveness Program
ZIMRA	Zimbabwe Revenue Authority
ZIMSTAT	Zimbabwe National Statistics Agency

## **SERA HIGHLIGHTS – PROGRAM QUARTER 6**

### Assistance to ZEPARU

- Implementation by ZEPARU of the SERA-supported study on Positioning the Tourism Sector for Growth, culminating in a stakeholders' workshop held on March 26.
- Completion of STTA field work for study on financial and institutional sustainability for ZEPARU (Stephen Yeo study).
- Completion of technical work on redesigning and upgrading the ZEPARU website, as a central window for the dissemination of research products and other information on economic policy issues.
- Approval of 3 additional recipients – bringing the total to 4 – of SERA-funded bursaries to pursue Ph.D. programs in economics in South Africa
- Successful completion of exams for the first semester of the current academic year by all 17 SERA-funded bursary recipients in the part-time M.Sc. program at the University of Zimbabwe (UZ).
- External short-courses -- SERA support for two economists to a MEFMI regional training course on External Debt Operations and Management, and two others to attend a MEFMI regional course on Production of a Debt Statistical Bulletin

### Assistance to ZIMSTAT

- Completion of the SERA-supported Poverty, Income and Consumption Expenditure (PICES) project (formally launched on April 17).
- Completion of nationwide field operation for compiling business license lists as the basis for the Central Business Register (CBR).
- Completion of STTA assignment to develop Terms of Trade statistics for Zimbabwe; the consultant found that unit values for exports and imports were too volatile to yield usable TOT statistics, and recommended an alternative approach based on proxy price indices for a sample of trade items.
- ZIMSTAT approval of strategy paper and software platform for creating a distance-learning system for training statistical officials in the provinces, supported by USAID SERA consultant.

## 1. 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 SERA 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.

Finally, the SERA contract specifies three 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 aims as a partnership with the Ministry of Finance, via two principal counterpart agencies: the Zimbabwe Economic Policy Analysis and Research Unit (ZEPARU), and the Zimbabwe National Statistics Agency (ZIMSTAT). In essence, our 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.

The present Quarterly Progress Report (QPR) covers SERA Program Quarter 6: January-March, 2013. The report discusses progress during this period on each of the Services and Tasks cited above, as well as challenges faced, and plans for the next quarter. Annex 1 reports on the adherence through Quarter 6 to the tasks and activities proposed in our Work Plan for Year 2. Annex 2 provides the latest update of

the Performance Monitoring Indicators from our revised Monitoring and Evaluation Plan, as approved by USAID in September 2012. Annex 3 contains a report from ZEPARU on training provided in January by the public affairs office at the U.S. Embassy, to help them develop a strategy for research dissemination. Annex 4 provides a full report on our 6-month ex-post evaluation surveys on knowledge retention and on-the-job utilization of knowledge from USAID-SERA supported training for economists.

## 2. MANAGEMENT AND ADMINISTRATIVE SERVICES

For this first program component, Nathan activity during the reporting period focused on management and administration of operations, fulfillment of reporting requirements, and planning for the management transition that is scheduled to take place at the end of Year 2.

### Management and Administration of Operations

Management and administration of SERA Program operations continued to proceed smoothly during this quarter. Tasks included maintenance of accounts and records, timely payment of wages and payroll taxes, management of our equipment inventory, and compliance with USAID regulations on procurements and activities. Nathan headquarters provided efficient backstopping in the areas of contract administration, recruitment of consultants, financial management, and reporting.

Maintaining full and open communications with USAID/Harare is a critical and on-going element of our field operation. The SERA Chief of Party (COP) and the SERA Resident Advisor (RA) held regular bi-weekly meetings with USAID's Contract Office Representative (COR), Joshua Smith, to discuss all aspects of program implementation. USAID's EG Team Leader, Dr. Tina Dooley-Jones participated in several of these meetings, as did Mr. Bigbuoy Chikwavarara, who has been designated as Activity Manager for the SERA-funded bursary program and our Parliamentary training activities.

This component also entails the management and administration of programmatic activities in collaboration with our primary partner organizations, ZEPARU and ZIMSTAT. Corresponding tasks include developing and overseeing STTA assignments, training events, equipment procurements, and workshops or conferences. These activities are captured in technical sections below (see sections 3 and 4), and the agenda of activities under development for following quarter (see section 8).

Three special administrative issues arose during this quarter.

- Program restructuring discussions. As mentioned in previous QPRs, the limited absorptive capacity at ZEPARU has been a major challenge for program implementation. With this in mind, the COR raised the issue of a possible contract modification to provide direct support to the Ministry of Finance (MOF). Already the contract states that the SERA Program was initiated in partnership with the MOF. But all of the technical tasks are specified as either Assistance to ZEPARU or Assistance to ZIMSTAT, with no option for direct support to the Ministry. Following discussions with the COR, the SERA RA approached officials at the MOF informally to gauge their interest in this modification of the SERA program. Their interest level was very high. The COP and RA then spoke with the Executive Director at ZEPARU, who understood the need for consideration of this option. Formal discussions between USAID, the MOF, and the SERA team will be held in April.
- VAT refunds. When Q6 began, Nathan had not yet received any VAT refunds from the Zimbabwe Revenue Authority (ZIMRA), despite having submitted claims going back a full year. The refunds are required to reimburse Nathan for VAT that has been paid on local expenses, and which cannot be invoiced to USAID. Through Q5, Nathan had more than \$20,000 in VAT refund

claims outstanding – in effect involuntary zero-interest loans to the government of Zimbabwe. In January, USAID acknowledged receiving refunds totaling \$7,220 from ZIMRA on behalf of Nathan. Arrangements were then made for USAID to convey the refunds to Nathan. As Q6 ended, another three months of VAT claims had been submitted, but Nathan had not yet received any repayments. [The first refunds finally reached Nathan the first week of April.] The SERA Program Manager will be working with USAID's finance office to facilitate this process for future refunds.

- COP visa. At the project start-up in 2011, USAID arranged diplomatic certification via the Ministry of Foreign Affairs (MFA) to establish legal status for the COP to reside and work in Zimbabwe. The certification was renewable annually. When the time for renewal arrived in December 2012, the MFA altered its policy and no longer issued certification for USAID contractors. The COP therefore had to apply for a Temporary Employment Permit (TEP) through the Department of Immigration (DOI). This involved a cumbersome process and many trips to the DOI office. The TEP was issued on March 26, after seven weeks of effort and uncertainty.

Finally, there were two personnel developments during Q6. First, the Project Coordinator at Nathan headquarters, Fiona McDonald, went on three-month maternity leave starting in early March. Zey Akalin is substituting for Ms. McDonald. Ms. Akalin spent two weeks in Harare while the COP was on leave in February, providing management support to the Acting COP. Second, a new intern, Ms. Vimbai Maura, was selected to provide intermittent support in conducting a periodic technical review of the condition of computer hardware that has been provided to ZEPARU, ZIMSTAT, and SERA-funded bursary recipients. This hardware remains on our equipment inventory until such time as USAID may choose to convey title to another entity.

## Reports

During Quarter 6, Nathan Associates complied with all periodic reporting requirements, including submission of the quarterly financial report, monthly activities calendars, and the quarterly accrual report, among others. We also submitted periodic "bullets" on program highlights, as warranted by activities. In addition, Nathan has complied with a request from USAID for submission each month of a Quarterly Communication Plan.

## Planning for the Management Transition

At the end of Quarter 6, the SERA Program was half way through Year 2 of the contract performance period. At the beginning of Year 3 – 6 months hence – two major changes are scheduled to take place in the program management team. First, in accordance with Nathan's Technical Proposal and the approved SERA program budget, Dr. Bruce Bolnick will complete his two-year assignment as Chief of Party. Thereafter, he will be involved intermittently through STTA assignments. Second, as a provision of the SERA Program contract, the position of Resident Advisor to ZEPARU will end. Again in accordance with the Technical Proposal and the program budget, Nathan Associates plans to have Dr. Daniel Ndlela replace Dr. Bolnick as COP for the remainder of the program period.

During Q6, Nathan Associates began planning for the transition process. This included a detailed analysis of the budget position with a view to considering a realignment request to establish a Deputy COP position for Years 3 and 4, instead of expanding head office backstopping to provide management support to the COP. In addition, Nathan discussed with ZEPARU and with USAID the concept of engaging a distinguished local or regional economist to provide intermittent medium-term technical assistance (MTTA) to ZEPARU in place of the RA position; the objective for this assignment would be to continue providing SERA support to ZEPARU in mentoring and training research staff, quality control of technical products, and advising on institutional management. In March, local subcontractor Imani Development

began the process of identifying a suitable candidate for this MTTA position. Finally, the COP has been involving the RA in more aspects of program management.

These transition initiatives will continue during Q7 and Q8, so that the management transition can proceed seamlessly at the beginning of Year 3.

### 3. TECHNICAL SERVICES: ASSISTANCE TO ZEPARU

This section reviews SERA support to ZEPARU during Quarter 6 under five sub-components: research and analysis; training for Parliamentarians; training of economists – short term and long term; and workshops and other research dissemination events.

A major element of our assistance to ZEPARU continues to be the provision of Dr. Daniel Ndlela as full-time Resident Advisor (though he works from the SERA office, due to space constraints at ZEPARU). Nathan also continues to engage a junior economist who is seconded full-time to ZEPARU as Training Coordinator, to help manage training activities, workshops and research dissemination events, especially those supported by SERA. In addition, the Training/M&E Coordinator at the SERA field office devotes approximately 70% of her time to supporting ZEPARU-related activities.

During the quarter, the SERA RA and COP continued the practice of meeting regularly with the Executive Director (ED) of ZEPARU. These meetings deal with development of the agenda for USAID SERA support; implementation arrangements; discussion of technical issues; monitoring progress; and problem solving as needed, in relation to SERA-supported activities.

In February and March, however, the ED was absorbed in preparing a major proposal for the next four-year program of core funding from ZEPARU from the Africa Capacity Building Foundation (ACBF). This critical task slowed our progress in completing or advancing some SERA-supported activities and developing plans for new activities.

#### Research and Analysis

For this sub-component, our attention during the quarter focused on five major activities:

- SERA-supported ZEPARU studies started previous quarters:
  - Financial Sector Development and Resource Mobilization. This study had been finalized and submitted to USAID in Q5; during Q6 the study was printed for distribution (with USAID SERA funding), and posted to the new ZEPARU website (see below). This study was written in collaboration with ZEPARU by USAID SERA consultant Daniel Makina, through our subcontractor Imani Development.
  - Mining Sector Policy Study. This study was finalized and submitted to USAID during Q6. This study was written by USAID SERA consultant Paul Jourdan, through our subcontractor IBI, in collaboration with Gibson Chigumira and Erina Chipumho from ZEPARU, and Nathan consultant Isaac Kwesu. Following completion of the study, Dr Jourdan has been engaged by the Ministry of Mines and Mining Development to assist in the development of a new Mining Act. News articles during Q6 indicated that the new mining sector policy regime will incorporate recommendations put forth in the independent ZEPARU study.
  - Building Agricultural Competitiveness in Zimbabwe: Lessons from the International Perspective. This study was finalized and submitted to USAID during Q6. It was written by USAID SERA consultant Martin Webber, through our subcontractor J.E. Austin

Associates, in collaboration with ZEPARU researchers Gibson Chigumira and Jacob Nyamadzawo.

- Choice of Future Currency Regime. The study was completed in February, with editing and formatting by ZEPARU underway at the end of the quarter. The study will be submitted to USAID in April. It was written by USAID SERA consultant Keith Jefferis, through our subcontractor Econsult, in collaboration with ZEPARU.
- Positioning the Tourism Sector for Growth. Intensive field work was conducted in January; a draft was submitted for review by ZEPARU and SERA in February; and the penultimate version was presented at the end of March to a stakeholders' workshop for validation and public discussion (see Workshops, below). The report should be completed and submitted to USAID in April. This study has been written by ZEPARU researchers Sanderson Abel and Jacob Nyamadzawo with guidance, mentorship and supervision from USAID SERA consultant Shepherd Nyaruwata, through our subcontractor Imani Development. This approach to capacity building is analogous to having a dissertation advisor assisting protégés to develop research skills.
- Financial Sector studies. This activity involves a suite of five studies on financial sector issues by ZEPARU researchers and external Research Associates (see Table 1), under the guidance, mentorship and supervision of USAID SERA consultant Daniel Makina (through subcontractor Imani Development). These studies are scheduled for completion in Q7.

Table 1. Ongoing SERA-supported Financial Sector Studies by ZEPARU

<p>Paper 1: The Role of the Financial Sector in the Economy: An Evaluation of Enhancement Measures for Zimbabwe.</p> <ul style="list-style-type: none"> <li>• Dr. S. Mpofu, ZEPARU</li> <li>• Mr. W. Matsika, ZEPARU</li> </ul>
<p>Paper 2: Financial Liberalization and Crises: Experiences and Lessons for Zimbabwe</p> <ul style="list-style-type: none"> <li>• Dr. A. Makochekanwa, UZ (external Research Associate)</li> <li>• Dr. G. Chigumira, ZEPARU</li> </ul>
<p>Paper 3: Financial Inclusion Initiatives for Making Financial Markets Work for the Poor in Zimbabwe</p> <ul style="list-style-type: none"> <li>• Dr. D. Mupamhadzi, MEPIP (external Research Associate)</li> <li>• Mr. G. Chiwunze, ZEPARU</li> <li>• Ms. E Ndari, ZEPARU and SERA</li> </ul>
<p>Paper 4: Financial Regulation and Supervision in Zimbabwe: An Evaluation of Adequacy and Options</p> <ul style="list-style-type: none"> <li>• Mr. J. Nhavira, UZ (external Research Associate)</li> <li>• Ms. E. Mudzonga, ZEPARU</li> <li>• Mr. E. Mugocho, ZEPARU</li> </ul>
<p>Paper 5: Cost and Accessibility of Bank Credit and Impact on the Performance of Private Sector Enterprises in Zimbabwe</p> <ul style="list-style-type: none"> <li>• Mr. C. Dube, ZEPARU</li> <li>• Ms. E. Mudzonga, ZEPARU</li> <li>• Mr. E. Mugocho, ZEPARU</li> <li>• Dr. G. Chigumira, ZEPARU</li> </ul>

- Capital account liberalization. Work on this study began in November 2012, but progress has been delayed due to other assignments for the lead author. The study is being written by ZEPARU researcher Dr. S. Mpofu, with guidance, mentorship and supervision from USAID SERA consultant Keith Jefferis, through our subcontractor Econsult. The study is now scheduled for completion in April.
- Outsourced research. An important element of our contractual mandate for assistance to ZEPARU is provision of USAID SERA funding for outsourced research, including support for developing and managing the outsourcing arrangements, as requested by ZEPARU. This work has been very slow to get off the ground. The SERA team has been discussing outsourcing with ZEPARU since January 2012. First steps towards implementation were taken in Q4, with SERA assistance, to develop a draft scope of work (SOW) for a highly qualified local research organization, LEDRIZ, to conduct a study on the Economics of Employment. During Q5, ZEPARU negotiated the contract with LEDRIZ, again with SERA support. The contract was signed in February, 2013. At the end of the period under review this study was in process.

Also in Q6, ZEPARU completed technical evaluations for 26 proposals were received in Q5 for four outsourced research studies on industrial value chains. At the end of the quarter, ZEPARU was preparing letters to solicit full technical and cost proposals from two top-ranked bidders for each of these studies, including budgets compliant with USAID regulations, for funding eligibility. We anticipate that decisions will be made in late April or early May, after which the outsourcing contracts will be signed and implementation of the studies will begin. Each study is likely to take about three months.

Throughout this process, the SERA team has provided and will continue to support to ZEPARU on both technical and contract issues.

Looking ahead to Q7, the SERA team and ZEPARU have discussed plans to commission an outsourced study on Inclusive Growth, and a possible study on reform of the bankruptcy law in Zimbabwe, to facilitate industrial restructuring and access to credit.

- Sustainability study. We planned since Year 1 to support a study to develop a strategy for institutional and financial sustainability for ZEPARU. Last June, ZEPARU and SERA began the search for a consultant with deep experience in development of policy think tanks in Africa. In Q5, we identified an outstanding consultant, Stephen Yeo, for this task, and finalized the Scope of Work. This appointment required approval from USAID for a LCP salary waiver, which was obtained in early January. Mr. Yeo began working on the study in February, from London, and then travelled to Harare in early March for an intensive series of field interviews. The draft of this study is expected in early April, and the final report should be submitted in early May.
- Website development. The ZEPARU website should be the organization's primary interface with stakeholders and the world at large. But previously it was very weak, due primarily to limitations of the website specifications. In Q4 we supported the development of specifications for a major website upgrade. In Q5 we funded a website development specialist (Kuziva Zimunya) to implement the website upgrade, and a second specialist (Sarathiel Chaipa) to assist ZEPARU in overseeing this work and helping with troubleshooting. The website design was finished at that time, but problems arose in Q6 with the website hosting service that ZEPARU had selected by competitive tender. This problem was resolved by switching to a new hosting service, and the website went live in early March. At that point, Nathan engaged a local junior consultant to devote one month to populating the website with content involving links to documents on the economy of Zimbabwe, major development think tanks, research websites, data sets, and blogs

by leading development economists – in addition to ZEPARU’s own research products. This content development should be finished in April, at which time ZEPARU intends to arrange a formal launch of the website.

- Public information on ZEPARU Research Products. At the initiative of our COR, SERA arranged a seminar for ZEPARU by the public affairs office at the U.S. Embassy, facilitated by Ms. Sharon \_\_\_\_\_. The seminar took place on January 9. ZEPARU was represented by Ngosi Shumba (Finance and Admin Director), Grace Msauki (Outreach and Librarian) and Evidence Ndari (Training Coordinator). Dr. Ndlela and Emmanuella Matorofa also attended from the SERA office. The seminar was very informative in highlighting the need for and the methods for developing an effective communications strategy that will build visibility for ZEPARU and disseminate information about their research products and policy dialogue events.

Subsequent to the workshop, ZEPARU prepared a report on results of the training seminar, outlining key issues, the allocation of responsibilities, and indicated activities (see Annex 3). The SERA team then assisted ZEPARU in drafting their first Press Release, concerning the financial sector development study by Daniel Makina. As of the end of Q6, ZEPARU was planning a press conference to distribute this first Press Release. They also plan to establish a stronger approach to public information, including workshops and Press Releases as a regular follow-on to their research agenda. Our support for upgrading of their website (summarized above) is also a vital element in the strategy to showcase ZEPARU’s institutional profile and research products.

Beyond these primary activities, SERA has funded three interns with masters’ degrees in economics, on one-year assignments to assist with ZEPARU’s research and analysis activities. The initial agreement for funding research interns ended in February. In March, Nathan received approval to support a new cohort of research interns at ZEPARU for another twelve months.

In addition to supporting research and analysis through ZEPARU, the SERA contract also mandates the Nathan team to provide “assistance to a range of Government of Zimbabwe ministries, agencies and civil society organizations.” In line with this provision, the SERA Resident Advisor was involved intermittently during the quarter in confidential discussions with senior officials at the Ministry of Finance (MOF), the Ministry of Economic Planning and Investment Promotion (MEPIP) and the Reserve Bank of Zimbabwe (RBZ) on a wide range of macroeconomic policy issues.

## Training Parliamentarians

SERA support for economics literacy training to Parliamentarians continued to develop slowly during the quarter under review, but there was significant progress. In collaboration with ZEPARU and the Southern Africa Parliamentary Support Trust (SAPST), SERA finalized a proposal to Parliament shortly before the end of Quarter 4. The proposal involved a launch event for parliamentary leaders followed by a test run of short seminars on economic literacy and budget literacy, with the seminar series to be regularized for presentation to the new Parliament that will convene in 2013. The proposal also offers 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 study conducted by ZEPARU in 2011, with funding from the UNDP. Our training proposal was conveyed by SAPST to the Clerk of Parliament in November, 2102, and received very favorably. The Clerk indicated, however, that no action could be considered before January 2013.

In February, SAPST explained our concept paper to a meeting of Parliamentary leaders at Great Zimbabwe. The response was strongly positive. At a subsequent meeting with SAPST, however, the Clerk

decided that the program should be deferred to the next Parliament. Meanwhile, he suggested that SAPST, ZEPARU and SERA prepare a "Tool Kit" on Economic Literacy, to be the basis for training. In March, SERA proposed a possible outline for the Tool Kit as a basis for discussion, and efforts began to identify a local or regional consultant to draft the document. We will prepare a Scope of Work for this consultancy in April, in collaboration with SAPST and ZEPARU, with the aim of having a draft of the Tool Kit by the end of July.

### Training of Economists (short-term)

At the start of the quarter, ZEPARU prepared a Training Program for 2013, drawing on results of a Consultative Workshop on Training Needs of Key Economic Ministries, which ZEPARU convened last October with USAID SERA funding. The first outcome from this planning session was a two-week customized short-course on Financial Programming, which was held in December.

During Q6, we initiated a second short-course which had been identified as a priority by the client ministries: Advanced Excel Skills. This course was initially requested by the Zimbabwe Aid and Debt Management Office (ZADMO) in the MOF as an urgent requirement. In collaboration with ZADMO, we developed a customized two-day course, using the services of New Horizons, a Microsoft-certified local IT training organization. The first run of this course took place on January 22-23 in Harare, with 15 participants (the maximum that could be accommodated). Due to high demand, a second run was held on February 26-27, for 15 more participants. Of the 30 beneficiaries during Q6, 12 were women; 13 came from the MOF, 7 each from MEPIP and RBZ, and 3 from ZEPARU. We have scheduled to more offerings of this course, in April and in June. Depending on demand, we will likely run the course again several times later in the year.

Also during Q6, the SERA team initiated planning and recruiting of faculty for three other in-country courses that were highlighted in the ZEPARU training program and scheduled for the first half of the calendar year.

- **Budgeting and Budget Control.** The MOF will be the primary client for this course. In early February, Nathan identified a highly qualified consultant, who proposed a detailed agenda for a two-week course on this subject, including elements on public expenditure management. The Ministry approved the consultant, but requested that we limit the course to one week. The Ministry assigned an official to review the original proposal and identify priority elements to fit the shorter format. At the end of the quarter, the SERA team (and the consultant) were waiting for results from this review. We anticipate that the course will take place at the beginning of June.
- **Monitoring and Evaluation of Projects.** The MEPIP will be the primary client for this course. Here, too, Nathan identified a highly qualified consultant in February, and discussions began at that time on the course objectives and content. However, meetings between ZEPARU and the Ministry to move forward on this activity were delayed. At the end of the quarter, the consultant was developing a detailed proposal for the course. In view of the delays in getting feedback from the Ministry, the course will probably be scheduled for late June or early July.

- Applied Econometrics for Policy Research. This course originated with a special request in mid-March from the Economic Research and Policy Enhancement Division of RBZ.<sup>1</sup> The SERA COP and RA met with officials from RBZ the following week to get more information on the course objectives, content, and target audience. The officials explained that they are seeking to strengthen capacity at RBZ for serious economic research. They are seeking a two-week course, with the objective of advancing skills in applied econometric methods relating to macroeconomic and monetary policy analysis – not just reviewing the basics. Following the meeting, they provided an outline of topics they would like to cover. The outline involved far more material than would fit in a two-week course. It was decided to leave the outline as is as the basis for recruiting an external course facilitator and ask the expert propose elements that would be priorities for RBZ, given current skill levels and data constraints. By the end of the quarter, Nathan had identified a highly experienced consultant for this purpose, who would be available at the end of July. Discussions and plans for this course will continue in Q7.

In addition to developing and delivering customized local short-courses, USAID SERA continued funding economists to attend external courses. During Q6 we provided support for two such training events:

- MEFMI regional course on External Debt Operations and Management, 4-13 March 2013, in Kigali, Rwanda. The beneficiaries for this course were
  - Ms. Puzzle B. Hlahla, Senior Analyst, RBZ
  - Ms. Hazel Guchu, Economist, MOF/ZADMO

This 8-day training was targeted to mid-level and senior staff working in the area of external debt management. The main objective was to ensure that the government's financing needs and its payment obligations are met at the lowest possible cost over the medium to long run, consistent with a prudent degree of risk.<sup>2</sup>

- MEFMI regional course on Production of a Debt Statistical Bulletin using DMFAS 6.0, 11-20 February 2013, in Luanda, Angola. The beneficiaries for this course were
  - Ms. Onia Chitsike, Statistician, RBZ
  - Mr. Tongai Tarubona, Principal Economist, RBZ (airfare only; course expenses covered by MEFMI)

Two other economists were approved to attend this course, but one was instructed at the last minute by the MOF to remain at work in Harare, and another was unable to travel due to an automobile accident.

This 8-day training was targeted to junior and mid-level staff working on debt management. The objective was to strengthen participants' understanding of the international guidelines on debt data; improving skills in defining the content of a debt statistical bulletin (including data sources, definition, methodology and frequency) using international guidelines; and training in use of the standard DMFAS system to produce required tables for a public debt bulletin.

---

<sup>1</sup> Even though course is being developed in response to a special request from RBZ, it is comparable to the course on Macroeconomic Modelling and Forecasting, which was included in ZEPARU's Training Program proposal for 2103.

<sup>2</sup> One of the course facilitators was Mr. Nebson Mupunga from RBZ, who we are sponsoring for Ph.D. studies in South Africa; see below.

Although participants highly praised the course, the lodging and per diem costs to attend the training in Luanda were far higher than for other courses. There were also issues with visa approvals. For these reasons, we do not intend to support any other training in Angola.

In addition, we made arrangements to support two economists to attend a 5-day course on Budget Policy and Planning in Kampala, Uganda, conducted by the Eastern and Southern African Management Institute (ESAMI). On very short notice, ESAMI moved the course to Arusha, and we were unable to change the flight bookings with a reasonable itinerary. We therefore cancelled our support for this course. The cost of the cancelled flights will be applied to our account to cover later travel for external training.

As a condition of USAID SERA sponsorship to attend these external training courses, each participant has submitted a short report to ZEPARU and SERA on highlights and main lessons learned. These reports are available on request from the SERA office. Participants also agree to provide briefings for their colleagues if requested to do so by their superiors.

In addition, every economist who benefits from SERA sponsorship to attend a training course agrees to complete an evaluation questionnaire six months after the event, providing data on knowledge retention and on-the-job utilization of the training. Annex 4 presents a tabulation of main results from these ex-post surveys, and short reports consolidating the results for three SERA-supported training activities that took place in July, August and September of 2012.

Finally, the COP sent emails twice to IMF officials who are involved in developing a new training program for government economists in Zimbabwe, following the lifting last October of IMF restrictions on technical assistance of this nature. There has been no response from the IMF to these efforts to coordinate training programs. We are aware, however, that the Fund and the World Bank have organized TA for training on Financial Programming. This creates uncertainty for our plans to provide more training in this area during 2013. We will endeavor to improve on this absence of coordination during Q7.

### Training of Economists (long-term)

SERA support for the long-term training of economists through the ZEPARU Economic Scholars Program continued in Quarter 6 through bursaries provided to 17 government economists who are enrolled in the part-time M.Sc. program in Economics at the University of Zimbabwe. This includes 8 economists from the MOF, 3 from the Ministry of Industry and Commerce, 2 each from ZIMRA and the Ministry of State Enterprises, and 1 each from MEPIP and RBZ.

As explained in previous progress reports, the bursary includes: full coverage of tuition costs; payment of fees for registration, library, computer lab, and exams; provision of laptop computers for the duration of their studies; thesis support for third-year students; and a calibrated transportation allowance. SERA also procured student-versions of Eviews for each laptop computer provided by SERA to the bursary recipients. This is the standard econometric software package used by the UZ economics department; it is also the standard package used by economists in the ministries and the central bank.

In addition to M.Sc. bursaries, the SERA program is designed to fund bursaries through ZEPARU for up to five students to pursue full-time or part-time Ph.D. programs in economics at the University of Cape Town (UCT) or comparable universities in the region. Recruitment for the Ph.D. bursary began in February 2012 with a letter from the Executive Director of ZEPARU to the senior officials in the key economic ministries announcing the availability of this funding. The letter emphasized that "women candidates are strongly encouraged to apply," reflecting the importance of gender equity for our program. The same message was delivered at several events involving officials from our partner

ministries and the central bank. In addition, informal contacts were used in an effort to stimulate interest in the Ph.D. bursary program.

In common with the M.Sc. bursary, the process for identifying Ph.D. bursary candidates has been as follows. First, economists from the economic ministries or the RBZ (as a key member of the macroeconomic cluster) must apply for and gain admission to a suitable Ph.D. program. Those admitted then apply to ZEPARU for SERA-funded bursary support, with an official endorsement from their respective organization. ZEPARU reviews the applications, cross-checks their employment status, and submits to SERA a nomination and request for funding.

The criteria for final selection have included gender balance and academic potential. As it turned out, only four eligible and qualified candidates were nominated, so there was no scope for applying the selection criteria. Also, although our primary focus was on supporting candidates for the full time Ph.D. program at UCT, no government economists from Zimbabwe met the university's rigorous standards for admission for the academic year that began in February.<sup>3</sup>

In Q5 we accepted the nomination of Mr. Nebson Mupunga, Principal Economist and Deputy Division Chief of the Economic Research Division at RBZ, for a bursary to pursue the part-time Ph.D. program in economics at Nelson Mandela Metropolitan University (NMMU) in Port Elizabeth, South Africa. His dissertation research will focus on "Simulation analysis of optimal public debt management policies in low income countries: The case of Zimbabwe."

In January ZEPARU nominated and Nathan approved three new candidates who received late admission to Ph.D. programs in South Africa, for matriculation in February:

- Mr. Prudence Stephen Moyo, Senior Economist, Economic Research Division, RBZ. Mr. Moyo was accepted into the M.Phil/Ph.D. programme in Economics at the University of Pretoria. As per the program requirement, his first year consists of M.Phil. level courses in Microeconomics (EKN 812 and 822), Macroeconomics (EKN 813 and 823) and Econometrics (EKT 813, 814 and 816). Upon successful completion of these courses, he will then focus on his dissertation research, on a topic to be determined at that time.
- Mr. William Kavila, Chief Economist, Economic Research & Policy Enhancement Division, RBZ. – Mr. Kavila was accepted for the part-time PhD in Economics at Nelson Mandela Metropolitan University in Port Elizabeth. He completed the registration process and submitted his research proposal on the topic "Zimbabwe: From High Inflation to Hyper-Inflation, 1980-2012," for review by the appropriate faculty committee. At the end of Q6 he has received comments on the initial draft of his proposal and is working on a revision, from Harare for now.

The third new candidate was Mr. Bothwell Nyajena, Principal Economist, External Debt, Aid and Analysis Section, MOF – Mr. Nyajena secured admission to the full time Ph.D. in Economics program at the University of Witwatersrand in Johannesburg. Although he received a formal endorsement from his supervisors and the Human Resource department at MOF to take study leave for this purpose, he (and we) later learned that he also needs approval from the Ministry of Public Service. At the end of Q6, he was still awaiting this permission to proceed with his studies, and has been unable to matriculate. Even if he soon receives approval from the MPS, he will miss the first semester of coursework. Thus, he would probably have to wait until next year to matriculate. Our funding for this candidate is therefore on hold. Unfortunately, Mr. Nyajena's experience underscores the difficulty faced by civil servants in getting long-term study leave that would be needed to pursue an external Ph.D. program.

---

<sup>3</sup> See the QPR for Q5 (pages 11-12) for possible reasons behind the surprisingly low demand for Ph.D. bursaries.

The SERA program office – especially Emmanuella Matorofa, our Training/M&E Coordinator – has been working closely with the three candidates who are proceeding with their Ph.D. studies to ensure that all procedures are followed and all necessary payments made, including those dealing with the logistics of embarking on a program of studies outside of Zimbabwe (such as medical clearance, medical insurance, student visa, travel schedules, lodging arrangements).

### **Workshops and Other Research Dissemination Events**

USAID SERA was involved in supporting one major activity under this program component during Quarter 6. This was a ZEPARU research dissemination and validation workshop for the SERA-supported study on Positioning the Zimbabwe Tourism Sector for Growth: Issues and Challenges, held on 26 March in Harare. The workshop was attended by 45 participants representing the tourism industry and key government ministries and departments involved with tourism, among others.

Following presentation of the methodology, findings, and recommendations from the study, comments were offered by two discussants: Dr. S. Vengesayi, Dean for the School of Hospitality and Tourism and the Chinhoyi University of Technology, and Mr. E. Marunda, Chairman of the Tourism Leisure & Hospitality Department at UZ. The commentary focused on the need to identify and focus attention on a subset of issues for which the tourism industry and tourism ministry can actually achieve results.

This was followed by a lively floor discussion, including commendation for the researchers for including gender considerations in the study (at SERA's request). Another focus of attention was the quality of tourism data. We anticipate that ZEPARU may request USAID SERA support, following completion of the study, for undertaking a thorough exit survey of tourists at major border points and international airports.

Unlike previous ZEPARU research workshops, some members from the press were also present. This reflects the new SERA-supported emphasis on strengthening the dissemination of information to the public. One news article on the workshop appeared several days later, highlighting the effect of pervasive police roadblocks in discouraging tourism by road from neighboring countries.

Aside from ZEPARU events – under the contract provision for “assistance to a range of Government of Zimbabwe ministries, agencies and civil society organizations” – the RA and COP participated in a workshop on 24 January in Harare on “Regional Integration Developments – Implications for Zimbabwe,” This event was presented by the Trade Law Centre (TRALAC) from Cape Town, in collaboration with Shalom Fiscal Consultants and the Ministry of Regional Integration. Finally, the COP gave a keynote presentation on “Competitiveness, Trade, and Economic Development” to a strategic planning workshop for the Competition and Tariff Commission on 29 January, in Vumba.

Finally, no action was taken during Q6 on the Work Plan provision for supporting ZEPARU in planning and implementing an International Economics Conference later in 2013. Attention to this issue in Q7 will depend on indication of interest by ZEPARU.

## **4. TECHNICAL SERVICES: ASSISTANCE TO ZIMSTAT**

USAID SERA support to ZIMSTAT during Quarter 6 continued to focus on development of a Central Business Register (CBR), as a cornerstone for improving the quality of economic statistics. Our support for implementation of the Census of Services (COS) -- now restructured as a Survey of Services (SS) – was on hold this quarter pending compilation of a CBR master list of licensed businesses, as discussed below. In addition, the SERA COP continued his active involvement in Technical Steering Committee for the 2011-2012 Poverty, Income and Consumption Expenditure Survey (PICES), which met twice during

the quarter (including one stakeholders' workshop). We anticipate that ZIMSTAT will publicly launch the final PICES reports in April, providing extremely important and high quality data on poverty and household economic characteristics.

During the quarter we also initiated two new activities that ZIMSTAT management had identified as priorities: providing technical assistance for introducing distance learning systems for statistical training, and developing new Terms of Trade statistics. We also prepared a SOW for another new initiative to assist in the development of systems for using hand-held computer technology in economic field surveys. However, ZIMSTAT chose defer the activity until after completing the PICES reports, due to their staffing constraints. Progress on this item will be covered in the QPR for next quarter.

The SERA COP continued to communicate regularly and meet intermittently with ZIMSTAT managers to monitor progress and manage the development of our support activities. The COP also met intermittently with officials at other major agencies that support the development of economic statistics and institutional capacity for ZIMSTAT, notably the United Nations Development Programme (UNDP), the World Bank, and DFID.

Dr. Beverley Carlson, senior statistics specialist continues to provide technical assistance to the COP for the development and management of SERA programmatic support to ZIMSTAT. Her main tasks during the quarter included reviewing draft scopes of work and technical aspects of contracts for the new initiatives, assisting with identification and recruitment of consultants for the new initiatives, and commenting on revisions to the CBR/SS implementation plan and progress reports on these activities,.

## Support for the CBR and COS/SS

The CBR and COS/SS projects are central to our 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 compile a central register of establishments operating in all sectors and regions of the economy, classified by primary activity using the latest international standard industrial classification codes. When finished, the register will constitute the master sampling frame for collecting basic economic statistics such as the Quarterly Employment Inquiry (QEI), the Census of Industrial Production (CIP), the Volume of Manufacturing Index (VMI), and the Business Tendency Survey (BTS).

The COS/SS project is equally important as a building-block for improving economic statistics. With rapid worldwide growth in ICT, finance, regional and international trade, tourism, and leisure activities, the services sector has become increasingly important in many countries. Yet neither ZIMSTAT nor its predecessor CSO has ever conducted a full exercise to collect data on service enterprises. Thus, the statistical infrastructure for estimating the economic contribution of services is seriously deficient.

ZIMSTAT initially planned the CBR and COS as distinct projects. In the interest of cost-effectiveness they decided in 2012 to combine them as a single field exercise, and scaled back the scope of the COS to exclude unregistered enterprises. With the benefit of study tours to Nairobi and Pretoria funded by USAID SERA, STTA from SERA in May and June of 2012, and discussions at the SERA-funded Training of Trainers workshop in July, the CBR/COS core team concluded that the implementation plan required substantial revision, including efforts to obtain business lists from the Zimbabwe Revenue Authority (ZIMRA), and licensed establishments lists from local government authorities. They also decided to drop the idea of conducting a full census of the service sector, and would instead implement a more tractable survey of services (SS). This change in plans requires prior completion of the CBR master list to obtain the sampling frame for the SS.

By the beginning of Q6, ZIMSTAT concluded that the ZIMRA could not share business lists with ZIMSTAT under tax secrecy provisions of their legislation. Also, from preliminary field operations in December, ZIMSTAT determined that the compilation of business license lists required far more effort and resources than expected. From these two developments, ZIMSTAT presented the SERA team with a new plan and funding request for mobilizing 160 enumerators and field supervisors to collect the license lists from local authorities throughout the country and then process the listing data. These business license lists will constitute the master frame for the CBR. Following completion of the listing activity, ZIMSTAT will then proceed with field work to administer the full CBR questionnaire that was developed last year, and then finalize plans for the SS.

With this new plan, the overall cost for the CBR and SS activities is likely be much higher than previous estimates. The revised budget will only be available after ZIMSTAT establishes the magnitude of the CBR field exercise, based on the business listing data. Depending on the new cost estimates, we may negotiate for co-financing from DFID for completion of the SS.

The repeated revisions to the implementation plan and budget for the CBR and COS/SS reflect the fact that ZIMSTAT had never before implemented these activities; 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 in 2013.

### Distance Learning Training Systems

As a new priority for Year 2 of the SERA Program, ZIMSTAT management requested assistance to develop and implement a distance-learning (DL) system. The objective is to provide a cost-effective training program to upgrade ZIMSTAT professional staff in the regions and new recruits, to enable them to pass exams for international certification by the Royal Statistical Society. The DL system will use a curriculum of training modules that was developed last year for this purpose (though some refinements are still in process for Part B of the curriculum).

ZIMSTAT and USAID SERA reached agreement in January on the scope of work for the pilot phase of this activity. ZIMSTAT also approved the selection of a local expert on DL information technology, Mr. Goodbye Mavata, to carry out the assignment. Following planning meetings with ZIMSTAT training officers in early February, Mr Mavata prepared a technical proposal drawing on lessons from the provision of DL at the Zimbabwe Open University. He also developed the software platform for the DL system, using open-source material. Mr. Mavata then collaborated with Mr. Nelson Mupfumi at ZIMSTAT to prepare a Strategy Note (with assistance from the SERA COP) and a software demonstration for presentation to senior management. The strategy was approved in late March, with one modification: whereas the proposal suggested a pilot phase involving two participants in each of three provinces, ZIMSTAT management requested expansion of the pilot phase to include one participant in every province. Based on the demonstration module, Mr. Mavata reported that the software proved to be very easy to use.

Next steps include training of the training officers to use the system, loading of the software platform with course content, procurement of hardware for implementing the system – for work to date, the consultant so far has been using a laptop provided by the SERA office -- and training participants in the field to use the DL system. It will also be necessary to evaluate results from the pilot stage before proceeding to a full roll-out.

### Development of Terms of Trade Statistics

A second new priority for Year 2 of our program is to assist ZIMSTAT in constructing or rebasing important economic indices that are either now calculated using outdated weights. As the initial focus

of attention, ZIMSTAT requested STTA to develop Terms of Trade (TOT) statistics, and also to train ZIMSTAT staff in the methodology for producing this data. In January, we reached agreement with ZIMSTAT on the Scope of Work for the assignment, and ZIMSTAT approved our proposal to engage Mr. Gerald Donahoe for this job. Mr. Donahoe is an expert on economic statistics, retired from his career with the Bureau of Economic Analysis and the Census Bureau in the United States. Mr. Donahoe traveled to Harare for three weeks of field work beginning February 11. His primary counterpart was Mr. Ronald Mhlanga, who heads the trade statistics section.

Mr. Donahoe spent most of his time in the field attempting to construct time series for several TOT indices using disaggregated monthly trade data from ZIMSTAT. After attempting various methods for smoothing the volatility in the data, he found that the reported unit values for major imports and exports were too erratic to produce meaningful or usable TOT estimates. His final report explained the data problems and recommended an alternative approach to computing TOT statistics using proxy prices for a sample of major imports and exports. This report provides a foundation for further work on this activity. At the end of the quarter, we are awaiting discussions with ZIMSTAT about how and when to proceed with SERA support in this area.

## **5. CROSS-CUTTING ISSUES**

The SERA Program contract identifies three cross-cutting issues as “general program parameters and guidance” applying to overall performance: coordination with other USAID programs; poverty; and gender.

### **Coordination with other USAID programs**

The COP continued to attend the quarterly EG Partners Meeting, which was chaired by Dr. Tina Dooley-Jones on January 15. At this session, Dr. Bolnick made a presentation on USAID SERA Program Support to ZIMSTAT, highlighting progress on the PICES and preliminary results from that survey.

Also during January, Dr. Bolnick participated in a brainstorming session with USAID and the Zim-ACP project to discuss approaches for promoting trade liberalization rather than protectionism as a foundation for growth, in their work with partner agribusiness associations. ZimACP plans to organize a conference on this issue during the third quarter of 2013, which will likely involve ZEPARU and SERA.

Finally, as noted earlier, SERA and ZEPARU attended a special seminar on January 9 by the public affairs office at the U.S. Embassy, to assist ZEPARU in developing an effective communications strategy that will build visibility and disseminate information about their research and activities.

Outside the USAID community, the COP and RA had intermittent discussions about policy issues and program coordination with the WB, UNDP, DFID, ACBF and SAPST.

### **Poverty**

Because the SERA program is demand driven, the scope of our involvement with poverty issues continues to be defined by the needs of our partner agencies. We consistently seek to address the poverty problem in the context of dealing with other policy issues. Indeed, the fundamental goal of our support for research, training, and outreach with ZEPARU is to improve policy analysis and research dissemination in order to foster inclusive growth and employment creation as primary engines for poverty reduction.

With reference the summary of our assistance to ZEPARU, , several SERA-supported activities with ZEPARU during Q6 involved elements relating to poverty reduction. These included: completion of the STTA work on mining sector policy, and agricultural competitiveness; initiation of a major study on the

contribution of tourism to growth, and further studies on financial sector development; and initiation of a contract for outsourced research on the economics of employment and job creation. In addition, the issue of poverty reduction will be a component of our work on a Tool Kit for training Parliamentarians, planning for which began in Q6.

For the ZIMSTAT component of the program, support for PICES has been a top priority for SERA since the start-up period. PICES will provide policy makers, researchers and other stakeholders with invaluable information on the incidence and distribution of poverty, and economic attributes of poor households. During Q6, the SERA COP provided detailed comments to ZIMSTAT on a draft of their Poverty Report.

## 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 nature of our program dictates that our efforts to achieve gender mainstreaming are filtered through needs of ZEPARU and ZIMSTAT.

In addition to the standard practice of tracking participants by gender in our activities (see Annex 2), we can report the following gender-related elements of our activities Quarter 6:

- Consistently emphasizing in meetings with ZEPARU and client ministries the importance of gender balance in all USAID-SERA supported training and outreach activities;
- Working with ZEPARU to incorporate gender considerations meaningfully in scopes of work for new research supported by USAID SERA. The study on Tourism and Growth, in particular, stood out for including a significant discussion of gender considerations.
- Working with ZEPARU to come as close as possible to achieving gender balance in sponsoring economists for SERA-sponsored training activities. With reference to the activities summarized in Section 3, our results during Q6 were as follows:
  - Short course on Advanced Excel Skills (session 1): 6 women, 9 men.
  - Short course on Advanced Excel Skills (session 2): 6 women, 9 men.
  - External short-courses: 3 women, 1 man.
  - MSc bursary: 1 woman, 16 men. Four women were accepted into the program, but 2 declined the bursary and 1 dropped out due to low grades. The recruiting challenge for this program was discussed in earlier quarterly reports.
  - PhD bursary: no women, 4 men. Again, the recruiting challenge for this program was discussed in earlier quarterly reports.
  - Seminar for ZEPARU on Public Relations Strategy: 3 women, 2 men.
  - Workshop on Tourism and Growth: 20 women, 27 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 Annex 2)

## 6. IMPLEMENTATION OF THE WORK PLAN

Given the need to develop our activities through collaboration with ZEPARU or ZIMSTAT and in response to their expressed needs, the implementation of our Work Plan for Year 2 is heavily affected by the decisions and actions of our primary partners. Many planned activities are being carried out on schedule; some are behind schedule but in process; others have not yet been addressed because they

have not been prioritized by our principal partners. Annex 1 provides an itemized summary of the relationship between activities targeted in our Work Plan and activities implemented through Quarter 6.

## 7. SERA PROGRAM CHALLENGES

During Quarter 6, the SERA team continued to deal with five key challenges carried over from previous reporting periods:

1. Absorptive capacity at ZEPARU. As summarized in section 3, we have been very active in providing assistance to ZEPARU during Q6. Nonetheless the implementation of this program component is still proceeding slowly, relative to the scale of activities that can be supported by our budget program. We have been addressing this constraint in several ways. Through Dr. Ndlela's services as Resident Advisor, we continue to assist ZEPARU with the development of technical work, capacity building, and mentoring. We also continue to provide ZEPARU with a full-time Training Coordinator, to augment their staff resources. In addition, we have provided case-by-case support for ZEPARU research and dissemination activities, including upgrading their website, funding research interns, and covering selected research-related expenses. Looking forward, we initiated discussions during Q6 about a possible modification of our contract to include direct support to the Ministry; if this goes through, then we will have an additional channel for absorbing program resources.
2. Outsourcing research. We continued to encounter very slow progress in Q6 in using our budget allocation for "Research—Subcontracts and Grants in support of ZEPARU." During the previous quarter, ZEPARU pursued negotiations for outsourcing a study on employment creation; this contract was finally signed in February. Meanwhile, the SERA RA assisted ZEPARU in developing procedures and criteria for evaluating proposals for outsourced research on industrial value chains in Zimbabwe. At the end of the quarter, the evaluation was finished and letters from ZEPARU to the bidders were in process. We expect that ZEPARU will receive full proposals from the short-listed bidders in April, and that up to four contracts for the outsourced research will be signed in May. Nonetheless, this budget line will remain seriously underused. Nathan Associates will continue discussions with the COR on use of these resources.
3. Research dissemination. Another challenge for USAID SERA has been to help ZEPARU disseminate research to a broader audience, where the studies might influence public opinion and strengthen political incentives for policy reform. During Q6, ZEPARU made considerable progress in this direction, with USAID SERA support. This included: completing the design of their new website; engaging a SERA-funded consultant to populate the website with economic content; drafting policy briefs based on major studies; convening a stakeholders workshop to discuss the study on Tourism and Growth; drafting their first press release (on the Makina study); and agreeing to electronic distribution of their research products. At the end of the quarter, however, most of these developments were still at the stage of work in progress. We will continue to assist ZEPARU in all of these areas.
4. ZIMSTAT planning for the CBR/SS projects. Again in Q6, ZIMSTAT introduced major changes to their implementation plan for the CBR-SS projects. These changes have affected the pace and structure of support being provided by USAID SERA, as explained in section 4 above. At the end of the quarter, ZIMSTAT was on schedule in processing the data on business license lists obtained from local government offices throughout the country. When this listing process is finished, the CBR-SS core team will produce another revision of the implementation plan and budget. The SERA team will assess the new plans thoroughly and adjust our support for the CBR-SS accordingly. Depending on the new budget figures, DFID may be in a position to co-finance completion of the SS project.

## 8. PLANS FOR THE NEXT QUARTER

This section outlines selected key activities in process or planned for Quarter 7 (April-June, 2103).

### Management and Administrative Services

- Submit request to USAID for formal approval of Daniel Ndlela as COP (Key Personnel) for Years 3 and 4; submit proposal to USAID a decision on staffing the DCOP position for years 3 and 4, contingent on approval of the budget realignment.
- Develop and submit a contract modification request for expanding the program scope to include direct support to the Ministry of Finance – contingent on the outcome of discussions in April with the Ministry
- Develop and submit budget realignment request (within the existing contract ceiling) to cover DCOP for Years 3 and 4, fund selected ZEPARU research expenses, and provide an allocation for direct support to the MOF (see previous bullet), as well as technical adjustments.

### Assistance to ZEPARU

- Completion of STTA study recommending measures for institutional and financial sustainability of ZEPARU.
- Completion through ZEPARU of outsourced research on the Economics of Employment Creation.
- Initiation by ZEPARU of 4 outsourced research contracts on improving the competitiveness of major industrial value chains, and a new outsourced study on Policies to Promote Inclusive Growth.
- Initiation of STTA assignments to assist ZEPARU on two new research products: (1) Zimbabwe Country Study on the Tripartite Free Trade Agreement, and (2) Reform of Zimbabwe's Bankruptcy Law.
- STTA to develop an Economic Literacy "Tool Kit" for training Parliamentarians.
- Two new rounds of training for government and central bank economists in Advanced Excel Skills.
- Develop and implement two local short-courses: (1) Public Finance Management – Budgeting and Budget Control, and (2) Monitoring and Evaluation of Projects.
- Funding for 10 economists (more or less) to attend regional short-courses offered by MEFMI, ESAMI or TIPS.
- Continued funding of bursary support for 17 government economists to pursue the part time M.Sc. program in economics at UZ; and 4 economists to pursue Ph.D. programs in South Africa.
- Completion of STTA to populate the new ZEPARU website with economic content, followed by launching of the website.
- Initiate more effective measures to disseminate public information about ZEPARU research and training activities.

### Assistance to ZIMSTAT

- Formal launch of the (SERA-supported) PICES reports, on April 17.

- Completion of data processing for the business license lists; completion of plans for administering the full CBR questionnaire and implementing the Services Survey.
- Additional STTA to complete work on developing Terms of Trade indices and building ZIMSTAT capacity in this area
- Completion of pilot phase for development of distance-learning training system for ZIMSTAT.
- Initiate STTA to assist ZIMSTAT in introducing hand-held computer technology (personal digital assistants, or PDAs) to the monthly Consumer Price Index survey.

## 9. PERFORMANCE MONITORING

Annex 2 provides three matrices that appear in each progress report to monitor SERA program performance in terms of delivering outputs, achieving results, producing proximate outcomes.

A fourth matrix provides information on “context indicators” that track Zimbabwe’s progress towards the USAID-SERA program goal of improving the macroeconomic environment for growth. With no claim to attribution on the part of SERA, several observations are worth citing:

- The IMF World Economic Outlook, April 2013, has lowered the estimate for GDP growth in Zimbabwe for 2012 to 4.4%, from the earlier figure of 5.0%. The projection for 2013 is 5.0%
- The final PICES 2011/12 Poverty report estimates that 62.6% of households in Zimbabwe are struggling with consumption levels below the poverty line, including 16.2% of households living with severe poverty (consumption levels below the food poverty line). Since poor households have larger families, poverty prevalence for individuals is higher, at 72.3% and 22.5%, respectively.
- PICES reports that 23.8% of the economically active (EA) population had paid employment (31.2% for EA men, 16.2% for EA women). Women accounted for 33.6% of those with paid employment.
- Year-year growth in non-mineral revenue through March was just 2%; the rapid growth in revenues over the past few years has come to an end, as revenues have not even been keeping pace with nominal GDP over the past twelve months.
- Major progress has been made in the negotiations with the IMF for a Staff Monitored Program, as a prelude to debt relief; GOZ has now completed drafting the required Letter of Intent and two required policy Memorandums.
- The estimate for FDI inflows in 2012 has been revised downward to \$353.4 million, from an initial projection of \$550 million, and a figure of \$387 for 2011. The evidence indicates that investors are still hesitant to commit to Zimbabwe due to well-known problems with the investment climate and political uncertainties.
- But 2697 new businesses were registered during the quarter, slightly ahead of the pace for last year.
- Through February, the year-year growth in bank deposits slowed to 12.8%, compared to unsustainably rapid growth of 30.7% in 2012 and 42.6% in 2011. Even with the slow-down figure, deposits are still growing faster than nominal GDP, indicating that monetary deepening continues, albeit less rapidly than during the post-crisis “bounce.”

## 10. Annex 1. Implementation of Year 2 Work Plan – Status at end of Quarter 6 \*

Year 2 Work Plan Task/Activity	Status at end of Q5
<b>1. Management and Administration Services</b>	
<b>1.1. Project management and administration</b>	
Coordinate with COTR, 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
Complete IT review in compliance with ADS 548	Nathan HQ assessed ADS 548 requirement, in consultation with USAID/W, concluding that the review is not indicated at this time
Provide Training Coordinator to ZEPARU for management of SERA-supported activities	Ongoing
<b>1.2. Reports</b>	
Submit Annual Report for Year 1 (also serving as Quarterly Report for Q4)	Done
Work Plan revision, if necessary	Year 2 Work Plan approved by USAID; no changes made during Q6
Submit Quarterly Progress Reports	On schedule
Submit Quarterly Financial Reports	On schedule
Submit Quarterly Accrual Reports	On schedule
Submit Activity Reports, Success Stories	No new Success Stories submitted during Q6
Submit monthly activities reports and weekly highlights to mission	Monthly activity reports submitted on schedule Weekly bullets submitted to COR as warranted
Submit Annual Work Plan for Year 3	Scheduled for Q8
Submit updated M&E Plan for Years 3 and 4	Scheduled for Q8
Submit reports and information products to DEC	Guidance from COR received on materials to be submitted to DEC. Nathan HQ is processing the documents for submission.
<b>2. Assistance to ZEPARU</b>	
Provide Senior Advisor to ZEPARU, Dr. Daniel Ndlela	Ongoing

Year 2 Work Plan Task/Activity	Status at end of Q5
Provide financing for 3 research intern	USAID SERA support to continue for an additional 12 months, beginning March 2013
Coordinate with ZEPARU on priorities, activities	Ongoing, but with slow progress on many activities – see Sections 3 and 7 in the text.
Liaise with MOF, MEPIP, Parliament, through ZEPARU	Intermittent, depending on program needs and availability of ZEPARU management. In addition to liaison through ZEPARU, the SERA RA has occasional discussions with senior officials at MOF and MEPIP. See item 2.2 below for status of liaison with Parliament
Liaise with other USAID projects & other donors to coordinate SERA support for ZEPARU	Liaison with other USAID projects: (1) COP delivered presentation on “USAID SERA support to ZIMSTAT” at EG Partners Meeting on Jan 15; (2) COP participated in USAID/ZimACP brainstorming session on trade policy, on Jan 11; COP liaised with ZimACP on plans for conference on Economic Growth through Trade. Also, intermittent meetings and discussions for coordination with WB, UNDP and DFID. And COP participated in ZEPARU strategy workshop on proposal for ACBF Phase III funding.
Coordinate with ZEPARU in developing Work Plan for Year 3 of the SERA Program	Scheduled for Q8
<b>2.1. Research and Analysis</b>	
Provide technical support and mentoring to assist ZEPARU in producing at least 8 high quality research products on topics of importance to MOF and MEPIP.	<ul style="list-style-type: none"> <li>- Completed STTA-led ZEPARU studies on Mining Sector Policy (Paul Jourdan) and Agricultural Competitiveness (Martin Webber).</li> <li>- Final report submitted to ZEPARU on STTA-led study on Choice of Currency Regime (Keith Jefferis)</li> <li>- STTA continued for mentoring ZEPARU researchers in three research areas: <ul style="list-style-type: none"> <li>• tourism and growth;</li> <li>• financial sector development;</li> <li>• capital market liberalization</li> </ul> </li> <li>- TOR under development for STTA-supported study on Zimbabwe’s negotiating position for the Tripartite Free Trade Agreement (TFTA), via mentoring model.</li> </ul>

Year 2 Work Plan Task/Activity	Status at end of Q5
Provide funding as “paying agent” for ZEPARU for completion of 3 outsourced research projects and at least 4 new outsourced projects	
Economics of Employment Creation	Contract signed between ZEPARU and LEDRIZ (and between ZEPARU and SERA for funding); study should be finished in April.
2 x competitive grant from ZEPARU for policy research in key areas	ZEPARU completed review of 26 responses to call for EOIs on four studies for strengthening industrial value chains; short-list selected for each study; guidelines prepared for submission of cost proposals; research likely to commence by May.
Paths to Inclusive Growth (continuation from Year 1)	Process for selecting researcher scheduled to begin in April.
Financial and institutional sustainability study for ZEPARU	Assignment being implemented as STTA (by Stephen Yeo) rather than through outsourcing. See section 3 in the text.
Enhancing the Role of Women in Business	Not on ZEPARU’s work plan, to date
Provide capacity building support in managing outsourced research	During Q6, SERA office provided major support for process of evaluating proposals for outsourced research, developing contracts for outsourcing, and providing guidance on structuring cost proposals for eligibility for USAID SERA funding.
Incorporate gender mainstreaming in policy studies	SERA office actively reviews SOWs and drafts for gender content, and tracks gender content using scoring system specified in our M&E plan. At workshop for SERA-supported Tourism study, one participant congratulated ZEPARU on incorporating gender content.
Assist ZEPARU in strengthening capacity to produce policy briefs in response to ad hoc requests from Government	Production of policy briefs has become a regular feature of ZEPARU policy studies receiving USAID SERA support. Some discussion also in Q6 about producing short, timely, rapid-response policy briefs on “hot” policy issues.
Assist ZEPARU in developing press releases on research findings	Through COR, USAID public affairs office provided special PR training for ZEPARU, on Jan 9. SERA office assisted ZEPARU in preparing first press release, on Makina’s financial sector study. But progress has been slow: at end of quarter, ZEPARU has not yet issued the first press release.

Year 2 Work Plan Task/Activity	Status at end of Q5
Assist ZEPARU with planning and delivery of monthly research dissemination seminars	No activity. During Q5 no research seminars conducted. SERA office has been working with ZEPARU to schedule a seminar for bursary recipients, featuring ongoing ZEPARU research. See also section on Workshops.
Complete assistance for upgrading ZEPARU website (continuation from Year 1)	Website upgrade complete; website now on line, after delays caused by technical problems with initial hosting service; SERA continuing to fund IT specialist (Kuziva Zimunya) for troubleshooting support and training of ZEPARU staff on website management .
Assist ZEPARU in developing website content, including on-line library of resource materials (data, documents and research links)	SERA-funded STTA began working on this activity in mid-March. Initial development of website content to be completed by mid-April.
Assist ZEPARU in enhancing access to international data and studies for research staff	This is being pursued through STTA engaged for research mentoring, and through STTA working on website content.
<b>2.2. Parliamentarian Training</b>	
<p>In collaboration with Parliamentary leaders and SAPST: design, staff, schedule and deliver at least 6 SERA-supported seminars for Parliamentarians on Economic and Financial Literacy.</p> <p>Implement Certificate Program in Basic Economics for Parliamentarians, through ZEPARU</p>	<p>This activity moved a step forward during Q6. In February, SAPST discussed the ZEPARU-SERA training proposal with Parliamentary leaders. It was decided to defer the program to the next Parliament, and second, that in the interim ZEPARU and SAPST should develop a Training "Tool Kit" for this purpose, through SERA-supported STTA.</p> <p>Included in the ZEPARU-SERA proposal for economic literacy training. Implementation deferred until the next Parliament takes office.</p>
<b>2.3a. Short-term Training of Economists</b>	
With ZEPARU, quarterly review of training priorities for SERA support	Based on results from ZEPARU's Consultative Workshop on Training Needs last quarter, ZEPARU prepared a table of training priorities for USAID SERA support. See text for details.
With ZEPARU, design, develop and deliver 5 customized local short-courses for economists.	
Financial Programming	Short course delivered, Dec 2012. Discussions in process on follow-up training in this area.
Advanced Excel spreadsheet skills	Short-course delivered twice during Q6, in January and in February. To be repeated in April and June.

Year 2 Work Plan Task/Activity	Status at end of Q5
Other i country sho course	Planning act y in process for 3 sho courses: Budgeting and Budget Control; Monitoring and Evaluation of Projects; and Applied Econometrics for Policy Research. Another course on Regional Integration under discussion.
Support 20 government economists to attend regional short-courses (2 per course)	- 2 economists sponsored to attend 2-week MEFMI course in February on Production of Debt Statistical Bulletin, in Luanda Angola. - 2 economists sponsored to attend 8-day MEFMI course in March on External Debt Operations and Management.
Support 8 government economists to attend longer regional training courses (2 per course)	None during this quarter
Support 3 government economists to attend BLS course in Washington on Economic Indicators	To be considered for Q7
Conduct ex-post evaluations 6 months after each training event to assess value on the job and knowledge retention	Ongoing; see Annex 3 to the present report
<b>2.3b. Long-term Training of Economists</b>	
Continue bursary funding for government economists selected as ZEPARU Economics Scholars for part-time MSc program in Economics at UZ	17 bursary recipients continuing in MSc program at UZ.
Continue monitoring use of laptop computers provided by SERA to ZEPARU Scholars at UZ	Ongoing, at intervals of 6 months; intern engaged via Purchase Order assist with this activity
Complete decisions on SERA funding of bursaries to up to 5 government economists for PhD programs in economics at UCT or another regional institution (full time or part time)	Four economists – three from RBZ and one from MOF – approved for PhD programs in South Africa beginning academic year 2013-2014.
Provide full funding for government economists selected as ZEPARU Scholars for PhD programs	Funding being provided to PhD bursary recipients for registration, visa, health insurance, travel, lodging, subsistence expenses, and books.
Provide laptop computers to government economists selected for SERA-funded ZEPARU Scholars for PhD programs	Done, for first bursary recipient. Laptops on order for the other three.
Provide necessary logistical and personal support to SERA-funded ZEPARU Scholars in South Africa	Ongoing, through SERA-funded training coordinator at ZEPARU and Training coordinator at SERA field office
Monitor use of laptop computers provided by SERA to ZEPARU Scholars (MSc and PhD)	Ongoing, at intervals of 6 months; intern engaged via Purchase Order assist with this activity, under direction of SERA Training Coordinator
Track progress of all SERA-funded bursary students	Ongoing, through SERA-funded training coordinator at ZEPARU and Training coordinator at SERA field office
<b>2.4. Workshops and other research dissemination events</b>	

Year 2 Work Plan Task/Activity	Status at end of Q5
Assist ZEPARU in planning, organizing and implementing International Economic Conference for 2013 (possibly in collaboration with MOF)	No progress during Q6, other than discussion in principal
Assist ZEPARU in presenting at least 2 other workshops to disseminate research and foster discussion of economic policy issues	SERA funded ZEPARU research validation workshop on Positioning the Zimbabwe Tourism Sector for Growth, held 26 March, 2013 in Harare.
<b>3. Assistance to ZIMSTAT</b>	
Coordinate with ZIMSTAT on priorities, activities	Ongoing meetings as needed, determined by progress on ZIMSTAT support activities and ZIMSTAT schedules
Liaise with other donors to coordinate SERA support for ZIMSTAT	Ongoing intermittent discussions with WB, UNDP and DFID.
Fund completion of Central Business Register (CBR) project	ZIMSTAT restructured the CBR implementation plan due to problems accessing ZIMRA administrative records. During Q6, SERA funded field work to compile business license lists from local government offices, and processing of this data set. Full CBR questionnaire will be administered based on this business license list.
Fund completion of Census of Services (COS) project	ZIMSTAT has restructured the COS project as a Survey of Services (SS), to be carried out with SERA support after work finished on CBR business license list.
STTA for creation of service sector index (or multiple indices)	Scheduled for later in the year after the SS is completed (see previous entry)
STTA for rebasing of Volume of Manufacturing Index, Terms of Trade Index, and possibly other economic indices	ZIMSTAT requested this activity to begin with Terms of Trade Index; SERA provided 3-weeks of senior STTA (Gerald Donahoe) for this purpose in February. Consultant found problems with import and export values in the trade data, and recommended an alternative approach using proxy price indices.
STTA for development of on-line and distance-learning training modules	Distance-learning IT expert engaged as STTA; strategy paper and software demonstration successfully presented to ZIMSTAT management. Activity continuing in Q7.
STTA and funding for infrastructure to implement and sustain on-line and distance-learning training modules	See previous entry. Distance learning strategy paper included specification of IT infrastructure requirements.
STTA and equipment for pilot project to introduce PDA technology to economic surveys.	SOW presented to ZIMSTAT at the end of January. ZIMSTAT has chosen to delay this activity until Q7 to follow completion of the PICES project.

Year 2 Work Plan Task/Activity	Status at end of Q5
finance public information events and workshops for data producers and users in the National Statistical System (NSS), relating to SERA-funded activities	No activity this quarter, and no requests from ZIMSTAT for SERA funding in this area for Q7.

\* This table excludes some lines from the Year 2 Work Plan that were only sub-tasks or illustrative examples.

## **Annex 2: Performance Monitoring Indicators**

Table A2.1. Output Indicators .....	29
Table A2.2. Intermediate Results Indicators .....	33
Table A2.3. Outcome Indicators .....	37
Table A2.4. Context Indicators .....	39

**TABLE A2.1 – OUTPUT INDICATORS**

	Item	Baseline	Source	SERA YEAR 1 Actuals	SERA YEAR 2 Annual Target	SERA YEAR 2 Actuals			
						Oct-Dec	Jan-Mar	Apr – June	July - Sept
Assistance to ZEPARU									
A. Research and Analysis									
1.	Number of completed policy studies by ZEPARU with SERA support: total, and with gender content	0	ZEPARU	Total: 8 With gender content: 2	Total: 8 With gender content: 4	Total:1 Mining Sector Policy  With gender content:1	Total : 1 Agriculture Competitiveness Study  With gender content: 1		
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	0	0		
3.	Person-hours of training completed in fiscal policy and fiscal administration supported by USG assistance (USAID PMP indicator): total, women	0	SERA	Total: 1680 Women: 400	Total: 2500 Women: 1250	Total: 2730 Women: 695	Total: 212 Women: 159  (Hours by MSc Bursary Recipients counted when courses are completed)		
4.	Number of days of SERA technical assistance in fiscal policy and fiscal administration (USAID PMP indicator)	0	SERA	285	360	138	138 (coincidence that number is same as previous quarter; calculation available upon request)		
B. Parliamentarian Training									

	Item	Baseline	Source	SERA YEAR 1 Actuals	SERA YEAR 2 Annual Target	SERA YEAR 2 Actuals			
						Oct-Dec	Jan-Mar	Apr – June	July - Sept
5.	Number of SERA-supported seminars for Parliamentarians, on economic policy and economic literacy.	0	SERA	0	6 seminars	0	0		
6.	Number of Parliamentarians trained with SERA support: total, women	0	SERA	0	Total: 100 Women: 50	0	0		
<b>C. Short-term Training of Economists</b>									
7.	Number of SERA-supported customized short-courses for training economists.	0	SERA	1 customised short course	5 customised short courses	1 customised short course (Financial Programming)	2 customised short courses (Advanced Excel)		
8.	Number of economists attending customized short-courses: total, women	0	SERA	Total: 17 Women: 4	Total: 100 Women: 50	Total: 24 Women:12	Total: 30 Women: 12		
9.	Number of individuals sponsored to attend external short-courses: total, women	0	SERA	Total: 12 Women: 5	Total: 20 Women: 10	Total: 2 Women: 1	Total : 4 Women: 3		
10.	Number of individuals sponsored to attend longer external courses: total, women	0	SERA	Total: 2 Women: 1	Total: 8 Women: 4	0	0		
<b>D. Long-term Training of Economists</b>									
11.	Number of individuals w/ SERA bursaries to part-time MSc in Economics at U Zimbabwe: total, women	0	SERA	Total: 18 Women: 2	Total: 20 Women: 10	Total: 17 Women: 1	Total: 17 Women: 1		
12.	Number of individuals w/ SERA bursaries to PhD in Economics at UCT - total, women	0	SERA	0	Total: 5 Women: 3	Total:1 Women: 0	Total: 4 Women: 0		
<b>E. Workshops (for outreach/dissemination)</b>									

	Item	Baseline	Source	SERA YEAR 1 Actuals	SERA YEAR 2 Annual Target	SERA YEAR 2 Actuals			
						Oct-Dec	Jan-Mar	Apr – June	July - Sept
13.	Number of SERA-supported outreach/dissemination workshops	0	SERA	4	3	1 (World Bank/ZEPARU High level tech. dialogue)	1 (Tourism study dissemination workshop)		
14.	Number of participants in SERA-supported workshops or seminars a) total, women b) government, private sector, ZEPARU/SERA, other	0	SERA	Total: 366 Women: 81 Government: 166 Private sector: 62 ZPR/SERA: 49 Other: 89	a) Total: 300 Women:150  b) For tracking purposes no targets	a) Total :184 Women: not available b)Government: 53 Private Sector: 40 ZPR/SERA: 9 Other: 82	a)Total : 47 Women : 20 b) Government: 14 Private Sector: 11 ZPR/SERA: 15 Other: 7		
Assistance to ZIMSTAT									
A. Improve organization and coordination of NSS									
15.	Number of meta-data documents and data manuals produced and posted on-line with SERA support	0	SERA	0	2	0	Methodology descriptions and data definitions will be in the PICES report, to be launched in April.		
16.	Number of SERA-supported public information events on economic statistics, through ZIMSTAT	0	SERA	0	3	0	0		
17.	Number of participants in SERA-supported public events through ZIMSTAT - total, women	0	SERA	0	Total: 150 Women: 75	0	0		
B. Develop physical, IT and statistical infrastructure									
18.	Number of SERA-supported training events for ZIMSTAT staff	0	SERA	3 (2 study tours, 1 training workshop)	2	1 (training workshop for enumerators)	0		

	Item	Baseline	Source	SERA YEAR 1 Actuals	SERA YEAR 2 Annual Target	SERA YEAR 2 Actuals			
						Oct-Dec	Jan-Mar	Apr – June	July - Sept
19.	Number of participants in SERA - supported training courses for ZIMSTAT staff - total, women	0	SERA	Total: 32 Women: 6	Total: 40 Women: 20	Total: 179 Women: 48	0		
20.	Cum. number of online courses in economic statistics developed/supported by SERA	0	SERA	Online training courses to be developed with ZIMSTAT in SERA Year 2	1	STTA recruiting begun in Dec for development of on-line and distance-learning training modules	SERA STTA developed software platform for DL system and strategy paper for provision of DL that was approved in March. Training of trainers to begin in April.		

**TABLE A.2.2 – INTERMEDIATE RESULT INDICATORS**

	Item	Baseline	Source	SERA YEAR 1 Actuals	SERA YEAR 2 Annual Target	SERA YEAR 2 Actuals			
						Oct – Dec	Jan – Mar	April - Jun	Jul - Sept
Assistance to ZEPARU									
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: 6  With gender content: 3	Total: 10  With gender content: 5	0	Total : 1 Tourism Sector Study  With gender content: 1		
2.	Number of economic research material available through online library on the ZEPARU website	12 (9 Periodic articles, 3 serials)	ZEPARU	Data not available. Website down. SERA supporting website upgrade.	>=60 papers	Website down. Data not available. (SERA assisting with website upgrade.)	6 (2 research papers, 4 economic barometers)		
B. Parliamentary Training									
3.	Survey on knowledge retention and on the job utilization of content from SERA supported training, 6 months after each course, results disaggregated by sex	0	ZEPARU	Survey tool developed. Parliamentary training planned for Year 2	Results for each seminar	No seminars held yet. (see next line)	No seminars held yet. (see next line)		
4.	Number of MPs completing Certificate Program: total , women	0	Parliament	Proposal completed. Awaiting discussion with Parliament	Total: 10  Women: 5	SAPST discussed plan with Clerk of Parl. Launch event expected next quarter.	Clerk of Parliament resolved that program be deferred to the next Parliament. SERA, ZEPARU and SAPST seeking STTA to draft a "Tool Kit" for the		

	Item	Baseline	Source	SERA YEAR 1 Actuals	SERA YEAR 2 Annual Target	SERA YEAR 2 Actuals			
						Oct – Dec	Jan – Mar	April - Jun	Jul - Sept
							training		
<b>C. Training of Economists</b>									
5.	Survey on knowledge retention and on the job utilization of content from SERA supported training, 6 months after each course, results disaggregated by sex	0	ZEPARU	1 underway (for TIPS course.) Summary of results to be submitted in October 2012	Results for each course	3 surveys completed. (see annex 3 for results reports)	3 surveys completed. (see annex 4 for results reports)		
6.	Cum. number of semesters completed by gov't economists pursuing MSc-Econ at U Zim w/ SERA support - total, women	0	University of Zimbabwe	6 (of 8 bursary recipients, 6 passed, 1 failed, 1 is waiting to sit for suppl. exam. (No women in first cohort of MSc bursaries)	Total: 48 Women: 24	Total: 24 Women: 1	Total: 24 Women: 1		
<b>D. Workshops (for outreach and dissemination)</b>									
7.	Number of press releases published or positive news reports on SERA-supported outreach/dissemination events: total, and with gender content	0	SERA	Total: 9 With gender content: 0 Details on file available on request	Total: 10 With gender content: 5	0	Total : 1 With gender content: 0		
<b>Assistance to ZIMSTAT</b>									
<b>A. Improve organization and coordination of NSS</b>									
8.	Number of economic reports produced by ZIMSTAT with lag of no more than 12 months	2 – revised (CPI report; Poverty Datum Line	ZIMSTAT	4	6	4 Quarterly Digest of Statistics, CPI , Business Tendency	4 Quarterly Digest of Statistics, CPI , Business Tendency		

	Item	Baseline	Source	SERA YEAR 1 Actuals	SERA YEAR 2 Annual Target	SERA YEAR 2 Actuals			
						Oct – Dec	Jan – Mar	April - Jun	Jul - Sept
		Report)				Survey, Poverty Datum Line Report	Survey, Poverty Datum Line Report		
<b>B. Develop physical, IT and statistical infrastructure</b>									
9.	Completion and publication of the Poverty, Income, Consumption Expend. Survey (PICES)	field work underway	ZIMSTAT	Field work, data entry, processing and SERA STTA completed. Draft ICES report completed for tech. committee review.	Report completed and disseminated	Final Draft of ICES report completed. Findings presented to the tech. steering committee. Stakeholders' workshop to discuss findings expected in Q2	Stakeholder workshop to discuss findings of PICES undertaken in March 2013. Official launch of the PICES report to take place in April 2013		
10.	Completion of Central Business Registry (CBR) update	poor quality data	ZIMSTAT	Field work delayed for plan revision. Local and regional study visits and training of trainers conducted. Training of 130 enumerators and 20 teams leaders planned for October 2012	Results Disseminated	CBR, COS (now SS) training of 179 enumerators and team leaders completed in October 2012. Schedule for data collection depends on negotiations with ZIMRA for lists of tax filers.	Nationwide field operation for compiling business license lists completed. Data entry and processing underway.		
11.	Completion of Census of Services (COS)	Last done 1981 (partial coverage only)	ZIMSTAT	Plan approved but being reconsidered in light of study tours and STTA.	COS completed and index of Services developed	COS converted to Survey of Services (SS). SERA funding on hold pending restructuring of implementation plan. SS to take place after CBR is	SS to take place after CBR is finished.		

	Item	Baseline	Source	SERA YEAR 1 Actuals	SERA YEAR 2 Annual Target	SERA YEAR 2 Actuals			
						Oct – Dec	Jan – Mar	April - Jun	Jul - Sept
						finished.			
12.	Number of ZIMSTAT staff using/completing SERA-supported on-line training courses: total, women	not applicable	ZIMSTAT	on - line training plan established	Online training courses to be developed with ZIMSTAT in SERA Year 2	STTA recruiting begun in Dec for development of on-line and distance-learning training modules	SERA STTA developed software platform for DL system and strategy paper for provision of DL that was approved in March. Training of trainers to begin in April.		

TABLE A.2.3 - OUTCOME INDICATORS

	Item	Baseline	Source	SERA YEAR Actuals	SERA YEAR 2 Target	SERA YEAR 2 Actuals				
						Oct – Dec	Jan - Mar	Apr - June	Jul - Sept	
Assistance to ZEPARU										
1.	Number 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	0	Total: 2 With gender content: 1	Total: 2 With gender content: 2 (Mining Sector Policy; Financial Sector Development)	No additional items this quarter but Mining Sector Policy study continuing to influence policy decisions during this quarter.			
2.	Number 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	0	1	Total: 2 With gender content: 2 (Mining Sector Policy; Financial Sector Development)	No additional items this quarter.			
3.	Number of "hits" and downloads of policy briefs/reports/studies posted on ZEPARU website	568 hits 353 downloads	ZEPARU	Data not available. SERA support for website upgrade began	100% increase over prior year	Data not available, website still down. SERA assisting with website upgrade.	Data since new website became operational in early March: 135 downloads			
4.	Number of local trainers capacitated to deliver short-courses for training gov't economists, through SERA support: total, women	0	ZEPARU	0	Total: 4 Women: 2	0	0			

	Item	Baseline	Source	SERA YEAR 1 Actuals	SERA YEAR 2 Target	SERA YEAR 2 Actuals			
						Oct – Dec	Jan - Mar	Apr - June	Jul - Sept
5.	Amount of funding for ZEPARU, excluding time-limited donor support	Budget vote 2010=\$10,000 2011=\$200,000	ZEPARU	\$78,550  (of which \$65,000 from GoZ)	\$300,000, incl. \$200k budget vote + other sources	CY2012 results: GOZ: \$100,000 Res Grants: \$19,295	Funds received this quarter: \$8,250 from AfDB \$600 from Consumer Council of Zimbabwe		
Assistance to ZIMSTAT									
6.	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 processing Complete. First draft ICES report completed for tech. committee review. CBR,COS training of enumerators planned for October 2012	CBR update and COS data complete	Final Draft of ICES report completed. CBR, COS (now SS) training of enumerators and team leaders completed in October. Data collection scheduled to commence in 2013	Stakeholder workshop to discuss findings of PICES undertaken in March 2013. Official Launch of the PICES report to take place in April 2013. CBR nationwide field operation for compiling business license lists completed. Data entry and processing underway.		
7.	Number of economic reports available on the ZIMSTAT website, with lag of no more than 12 months	1 (revised)  Poverty datum line report	ZIMSTAT	3	4	3 Quarterly Digest of Statistics, CPI report, Poverty datum line Report	3 Quarterly Digest of Statistics, CPI report, Poverty datum line Report		

**TABLE A.2.4 - CONTEXT INDICATORS**

	Item	Baseline	Source	SERA YEAR 1 Actuals	SERA YEAR 2 Annual Target	SERA YEAR 2 Actuals			
						Oct - Dec	Jan - Mar	Apr - June	Jul - Sept
<b>Economic Growth</b>									
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 growth estimate for 2012 remains at 4.7%; projection 6.3% in 2013; 5.2% in 2014; 4.7% in 2015	IMF baseline proj. for 2013 exceed by 0.5% = 3.5%	IMF growth estimate for 2012 increased to 5%	IMF growth estimate for 2012 reduced to 4.42%; projection 4.96% in 2013; 5.7% in 2014; 5.54% in 2015		
<b>Poverty Reduction</b>									
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	Prevalence of underweight children under 5: 11.1% male, 8.4% female, 9.7% total (ZDHS 2010-2011 MDG indicator for eradicating extreme poverty & hunger)	PICES data published; Quick Poverty Survey instrument developed	Draft PICES report under tech. review. Final draft expected in Feb 2013.	HH poverty prevalence = 62.6% HH extreme poverty prevalence=16.2% Individual poverty prevalence=72.3% Individual extreme poverty prevalence=22.5% (ZIMSTAT Poverty & Poverty Datum Line Analysis in Zimbabwe 2011/12)		
<b>Employment Creation</b>									

	Item	Baseline	Source	SERA YEAR 1 Actuals	SERA YEAR 2 Annual Target	SERA YEAR 2 Actuals			
						Oct – Dec	Jan - Mar	Apr - June	Jul - Sept
3.	Growth in formal sector non-gov't jobs (total, male, female), excluding agriculture.	422,700 = latest ZIMSTAT data for Dec 2008. No breakdown by sex available	ZIMSTAT	Number age 15+ employed outside gov & agric Total: 1,079,082 Women 380,575 (Nathan calc., data from draft ICES 2011/12)	10% growth in formal sector jobs	Number age 15+ employed outside gov & agric: Total: 1,074,405 Women: 370,350 (Nathan calc. using data from draft of PICES 2011/12)	<u>Paid employment</u> as % Ec ActivePop age 15+: Total: 23.8% Men: 31.2% Women: 16.2% <u>Total employment</u> outside gov & agric: Total: 1,046,463 Men: 682,619 (65.2%) Women: 363,845 (34.8%) (PICES Report 2011/12, and Nathan calculations)		
Fiscal Management and Administration									
4.	Non-mineral revenue (NMR)	2.6 billion (2011)	Baseline from ZIMRA 2011 Revenue Performance Report	NMR for July-Sept = \$823.4m Same period 2011 = \$717.4m Growth = 15% Total = \$2321.9m through to Sept. 2012	Non-mineral revenue gr. >= growth of non-mining GDP	Net Collections for 2012 = \$3.257billion  2011 = 2.6 billion Growth = 25%	Cumulative total for 2013 Q1 = \$739.1m  Same period 2012 = \$723.9m Growth = 2%		
5.	Percentage of central government expenditure on social services and productive infrastructure (excl. personnel cost)	Est. 18.42% (September 2011)	MOF	16.4% (Jan–Jun 2012)  No data currently available on government spending for the third quarter of 2012	22%	Est. 18.3% (September 2012)	Data only available on capital expenditure as a % of total expenditure = 6.2% (Treasury State of the Economy Report, March 2013)		
Debt Relief									

	Item	Baseline	Source	SERA YEAR 1 Actuals	SERA YEAR 2 Annual Target	SERA YEAR 2 Actuals			
						Oct – Dec	Jan - Mar	Apr - June	Jul - Sept
6.	Improved debt management	Controversy on use of HIPC	MOF	Validation and consolidation of national debt on-going. IMF to decide on GoZ's request for a SMP in October 2012	Plan for debt relief and IMF Staff Monitored Program (SMP)	IMF relaxed most restrictions on TA to Zimbabwe. GoZ negotiations with IMF continue on the Staff Monitored Program.	GoZ in process of concluding negotiations with IMF for a SMP, finalizing negotiations for the Letter of Intent (LOI), the Memorandum of Economic and Financial Policies (MEFP), and the Technical Memorandum of Understanding (TMU).		
Investment Promotion									
7.	Foreign direct investment, net inflow (US\$ millions)	\$105m, 2009 \$122.6m, 2010 (RBZ Actuals)	Baseline: Actuals: RBZ BOP Data	2011=\$387m 2012 projection=\$550m	FDI for 2013 surpasses RBZ projection for 2012 of \$540m	2012 projection revised down to \$504m	2012 projection revised down to \$353.5m		
Gender Equity									
8.	Formal sector employment, non-gov't: % women	37% of women formally+ 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 = 64.7% Female = 35.3% (Nathan calc., data from draft ICES 2011/12)	10% growth	"Employed" in non-gvt excl. agric., age 15+ : Male = 65.3% Female = 34.7% (Nathan calc., data from draft PICES 2011/12)	% "employed" age 15+ in non-gvt excl. agric. Male = 65.2% Female = 34.8% % of <u>paid</u> employment Male = 66.4% Femal = 33.6% (Nathan calc., data from final PICES Report 2011/12)		
Business Environment									
9.	New business registrations (number per calendar year)	8550 in 2011	Registrar of Companies	7693 (through to September 28, 2012)	10000	10176 (through to Dec 2012)	2697 (Jan – March 2013)		

	Item	Baseline	Source	SERA YEAR 1 Actuals	SERA YEAR 2 Annual Target	SERA YEAR 2 Actuals			
						Oct – Dec	Jan - Mar	Apr - June	Jul - Sept
10.	Doing Business Ranking	171 out of 183 countries for 2012	IFC/WB Doing Business Report 2012	171 out of 183 countries for 2012	157	172 out of 185 countries for 2013	172 out of 185 countries for 2013		
Financial Sector									
11	Level and Growth of deposits in banking system	December 2011 total deposits = \$3318.2 million, Growth = 42.6%	RBZ Monthly Report	July 2012 total deposits = \$3697.6m Growth from year earlier = 27.2%	20% growth	November 2012 = \$3624.7m Growth = 23.8%	February 2013 = 3813.6m Growth from year earlier = 12.84%		
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	4.6%* (July 2012)	9.0%	7.1%	6.6%*		
13	World Bank Statistical Capacity Indicator (Indicator from NSDS Monitoring F/Work).	49 (2011)	World Bank	53 (2012)	65	53 (2012) Data produced annually each September	53 (2012) Data produced annually each September		

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

## **Annex 3: ZEPARU Report on Public Affairs Training, 9 January 2013**

### **Emerging issues**

#### **(a) The need for a Communications Director, Spokesperson and Deputy Spokesperson at ZEPARU**

Responsibilities of the above

Communications Director – long term strategic communication planning (Executive Director)

Spokesperson – daily direct communication with the media

Deputy spokesperson – media contact person, but does not directly communicate with the media (Librarian)

#### **(b) The need to define ZEPARU's Audience**

The government ministries and officials, technical experts (CZI, ZFU),

#### **(c) ZEPARU Mission and Goals**

It is important for an autonomous organisation such as ZEPARU to maintain its reputation and neutrality when communicating with journalists.

#### **(d) Publicizing ZEPARU Events & Research Products**

(i) High level/ Economic Forums – News release to announce the event & Press release after the event

(ii) Research Products, Research Papers, Economic Barometer etc. – Breakfast Meeting for launching, Executive Summaries sent to journalists, announcements on social sites e.g. Facebook, tweeter,

- Research products such as the Economic Barometer should be timeously produced for news worthiness

(iii) Reacting to Government Pronouncements – Policy Briefs, Statement

(iv) Bursary Programme – Breakfast Radio Show, Press release, Social Media

### **Definition of Terms**

*Press release:* is a summary of facts about an event or program on which media attention is needed. It is entirely about one organisation and usually published after an event. It is presented in a standardised format; it should include the organisation's logo and a quotation from a prominent person in the organisation and the contact details.

*News release:* is a written summary published before an event mainly to inform or notify the target audience. It not entirely about one organisation but brings a balance between the organisation and other organisations it partners with.

*Executive Summaries:* is a summary of longer reports so that readers can quickly understand the main points without reading the lengthy report.

*Statement:* explains the position of the organisation in a certain issue.

*Policy Briefs:* is a document outlining the rationale for choosing a particular policy alternative or course of action.

*Fact Sheets*: it is more detailed than a press release as it cites more facts and figures and not quotations. It emphasises key points of interest and factual information about, e.g organisations products and services.

*Background Briefs*: these are informal papers addressing a wide range of topics about an organisation.

*Letter to the Editor*: is a letter sent to a publication about issues of concern from its readers.

*Opinion piece*: is an article published in the press that reflect the authors' opinion on a certain subject or issue.

*Feature*: is an article written to entertain and inform the reader .It is written with a lead to get the readers' attention and uses conversational tone to present to present reader with information and evoke emotional response.

**(e) Writing a Press Release/ Newspaper Article**

- Use photographs and figures
- Always include a quote from a prominent person in the organisation
- Use catchy headlines and bank on the big players and prominent people in the society to market the organisation and increase chances of the press release being published.
- Always display the organisations logo, mandate and contact details.

**(f) Social Media to consider**

- Facebook Account
- Tweeter
- Whats App
- Flickr Account

**(g) Equipment Required**

Cameras, Recorders, Transcribes

**Possible Activities for USAID-SERA Funding**

ZEPARU Breakfast Meeting with business journalists

Workshops to launch new ZEPARU research products

## **Annex 4: Training Evaluation—ex-Post (6-month) Surveys**

This Annex provides a tabulation of the main results and a consolidated report on findings from the ex-post evaluations for the following SERA-supported courses:

1. Joint ZEPARU-MEFMI in-country course : Macroeconomic Analysis and Management, 10-20 July 2012, Harare (12 responses, out of 17 participants).
  2. MEFMI Quantitative Analysis in Debt and Reserves Management, 3-13 September 2012, Lilongwe, Malawi (2 responses, out of 2 participants)
  3. ESAMI Financial Management for Donor Funded Projects, 20 August – 14 September 2012, Durban, South Africa (2 responses, out of 2 participants)
-

PAX	New knowledge and information acquired Scale: 1-5	Practical value or usefulness to the job Scale: 1-5	Extent to which course matched expectations Scale: 1-5	Extent to which course addresses Zim. Needs and concerns Scale: 1-5	Level of difficulty Scale: 1-5	Personal effort put into the course Scale: 1-5	Course length relative to amount & difficulty of content Scale: 1-5
Joint ZEPARU-MEFMI In country course : Macroeconomic Analysis and Management, 10-20 July 2012, Harare							
1.	4/5 Quite a lot	4/5 high	4/5 high	5/5 Very high	3/5 medium	3/5 medium	1/5 Much too short
2.	4/5 Quite a lot	4/5 high	4/5 high	5/5 Very high	3/5 medium	3/5 medium	1/5 Much too short
3.	3/5 moderate amount	5/5 very high	4/5 high	5/5 Very high	2/5 low	4/5 high	4/5 too long
4.	4/5 Quite a lot	4/5 high	4/5 high	4/5 high	4/5 high	4/5 high	2/5 too short
5.	4/5 Quite a lot	4/5 high	3/5 medium	5/5 Very high	3/5 medium	3/5 medium	2/5 too short
6.	4/5 Quite a lot	4/5 high	4/5 high	5/5 Very high	2/5 low	5/5 Very high	3/5 About right
7.	3/5 Moderate amount	3/5 medium	4/5 high	4/5 high	3/5 medium	4/5 high	1/5 Much too short
8.	4/5 Quite a lot	4/5 high	3/5 medium	4/5 high	3/5 medium	4/5 high	3/5 About right
9.	4/5 Quite a lot	4/5 high	4/5 high	5/5 Very high	3/5 medium	3/5 medium	3/5 About right
10.	4/5 Quite a lot	3/5 medium	3/5 medium	4/5 high	3/5 medium	4/5 high	1/5 Much too short
11.	4/5 Quite a lot	3/5 medium	4/5 high	3/5 medium	3/5 medium	3/5 medium	3/5 About right
12.	2/5 some	5/5 very high	4/5 high	4/5 high	3/5 medium	3/5 medium	2/5 too short
MEFMI Quantitative Analysis in Debt and Reserves Management, 3-13 September 2012, Lilongwe, Malawi							
1.	5/5 Great deal	3/5 medium	3/5 medium	5/5 Very high	3/5 medium	4/5 high	2/5 too short
2.	5/5 Great deal	4/5 high	3/5 medium	2/5 low	2/5 low	3/5 medium	3/5 About right
ESAMI Financial Management for Donor Funded Projects, 20 August – 14 September 2012, Durban, South Africa							
1.	5/5 Great deal	4/5 high	4/5 high	5/5 Very high	3/5 medium	5/5 Very high	3/5 About right
2.	5/5 Great deal	4/5 high	5/5 Very high	5/5 Very high	2/5 low	5/5 Very high	3/5 About right

**Report on the results of the survey on knowledge retention and on the job utilisation of content from the *Joint ZEPARU/ MEFMI In-country Workshop on Macroeconomic Analysis and Management, 10-20 July 2012.***

The USAID SERA Program and the African Capacity Building Foundation (ACBF) jointly funded an in-country training workshop on Macroeconomic Analysis and Management for Zimbabwe held from 10 - 20 July 2012 at the African Sun Amber Hotel in Mutare. The workshop was organized by the Zimbabwe Economic Policy Analysis and Research Unit (ZEPARU) in close collaboration with the Macroeconomic and Financial Management Institute for Eastern and Southern Africa (MEFMI).

The workshop was attended by 17 economists from the Ministry of Finance, Ministry of Industry and Commerce, the Reserve Bank of Zimbabwe (RBZ), the Zimbabwe Statistical Agency (ZIMSTAT) and the Zimbabwe Economic Policy Analysis and Research Unit (ZEPARU).

Out of the 17 participants, 12 participated in the USAID SERA *ex post* survey to assess knowledge retention and on-the-job utilization of the training content in January 2013, 6 months after the course was undertaken.

**Table 1: Participants by gender**

Status	Workshop participants	6 months ex post training evaluation survey participants
Male	13	10
Female	4	2
<b>Total</b>	<b>17</b>	<b>12</b>

All survey participants reported that the course had presented them with new information and the majority (75%) indicating that they had acquired quite a lot of new knowledge. Participants listed the following as the most important learning objectives learnt in the course that they did not already know:

- The Flow of Funds
- Interrelations among macroeconomic accounts
- Techniques and concepts for analysing Monetary Accounts
- Techniques and concepts for analysing Fiscal Policy
- Techniques and concepts for analysing Balance of Payments
- Poverty reduction and drivers of growth in Zimbabwe

All 12 participants reported that they currently retain enough knowledge to explain/present a seminar to colleagues on some but not all of the learning objectives, particularly those that have been relevant and applicable to their work. Only one participant (from ZIMSTAT) reported that he had made a presentation to co-workers on the highlights and benefits of the workshop after completion. The others indicated that they had written reports on the highlights of the training which had been circulated to their co-workers, and several had discussions with their workmates.

All participants indicated that the course has been useful to their job with the majority (75%) rating the practical value and usefulness of the course to the job at very high levels. Responses from participants also indicate that the course highly met their expectations and addressed Zimbabwean needs and concerns.

The participants rated the level of difficulty for this course at relatively low levels but indicated that they had still put the required effort into the course. Almost 60% of the participants indicated that the course length in relation to the course content was too short. The remainder however feel that the 2-week course length was sufficient time relative to course difficulty and content.

All participants reported that they would recommend this course to their colleagues who would gain a lot of new information and knowledge from the training. There are strong recommendations for more practical training with real data experiences and the necessary software for data manipulations.

**Report on the results of the survey on knowledge retention and on the job utilisation of content from the MEFMI Regional Workshop on Quantitative Methods and Analysis for Debt and Reserves Management, 3-13 September 2012**

The USAID SERA Program provided funding for Ms Nyasha Mutswiri, a Debt Monitor at RBZ, and Mr Sanderson Abel, a Senior Research Fellow at ZEPARU, to attend the MEFMI Regional Workshop on Quantitative Methods and Analysis for Debt and Reserves Management held in Lilongwe, Malawi from 3-13 September 2012. In March 2013, 6 months after the course, these two beneficiaries of USAID SERA support participated in a survey to assess knowledge retention and on-the-job utilization of the training content. Both participants reported that the course had presented them with a great deal of new information and knowledge and listed the following as the most important learning objectives derived from the course:

- Implementing Asset and Liability Management (ALM) as a strategic decision making framework so as to gain competitive advantage and increase value;
- Managing risk in a debt portfolio;
- Time value of money and investment decisions;
- Spread sheet applications for Portfolio Management.

Although neither participant made a presentation to co-workers on highlights and benefits of the workshop after completion, they state that they retain enough knowledge to present a seminar to colleagues on the learning objectives specified. They also gave brief descriptions and explanations on the above-mentioned learning objectives.

The participants reported that the course has been useful on their jobs, but their ability to use the skills and knowledge gained were limited because of the prevailing debt situation in the country and the lack of foreign reserves. At this time it is difficult to apply techniques that relate to economies with foreign reserves and the potential to borrow.

The ZEPARU researcher reported that he learnt analytical tools that can be applied in his economic policy analysis and numerous ways in which other countries have been handling asset and foreign reserves management. He added that the advanced excel functions introduced at the beginning of the course were very important and new to him. The RBZ participant also reported that the advanced excel formulas she learnt in this training have helped improve the quality and accuracy of her work; the spread sheet applications have helped create databases for debt management that are useful for decision making and have also made report generation easier and faster.

Both participants rated the level of difficulty for this course at relatively low levels but indicated that they had still put a lot of effort into the course. They had mixed views on the course length with one participant reporting that the 9-day course length had been too short and second participant reporting that the time was just right in relation to the content and difficulty of the course.

Participants are in agreement that they would recommend this course to their colleagues. They noted that colleagues would find the course especially useful in providing a unified overview of the country's foreign assets and liabilities. The course also enables participants to obtain practical hands-on experience of current best practice risk analysis techniques.

**Report on the results of the survey on knowledge retention and on the job utilisation of content from the ESAMI Financial Management for Donor Funded Projects workshop, 20 August -14 September 2012.**

The USAID SERA Program provided funding for two MOF economists in the Zimbabwe Aid and Debt Management Office: Mr Itai Munaki and Ms Petronella Mavhinga, to attend the ESAMI Financial Management for Donor Funded Projects workshop held in Durban, South Africa from 20 August -14 September 2012.

The two trainees participated in the USAID SERA *ex post* survey to assess knowledge retention and on-the-job utilization of the training content in March 2013, 6 months after the course was undertaken.

Both participants reported that the course presented them with a great deal of new information and knowledge on donor relationship management, financial analysis and controls, negotiating skills for project funds and risk management. The two participants made presentations and had discussions with co-workers on the highlights and benefits of the workshop after completion. They also stated that they currently retain enough knowledge to explain/present a seminar to colleagues on the learning objectives specified above.

Participants reported that they obtained new knowledge on donor requirements relating to foreign assisted projects and project management skills. Mr Munaki indicated that as new recruit in the ZADMO office, the course had been particularly useful to him. He was introduced to useful information on development partners' activities, project planning and management and aid coordination. Ms Mavhinga reported that she has specially used the training on procedures and internal checks under financial management controls to assess the viability of donor funded projects and the appraisal techniques gained from the course on project visits on her job.

One limitation highlighted by the participants to their ability to use the skills and knowledge gained in this course is that currently most development assistance is channelled through non-governmental organisations and the government mainly coordinates activities but does not administer or manage most projects. Hence, government involvement is limited.

The participants rated the level of difficulty for this course at relatively low levels but indicated that they had still put a lot of effort into the course. They also reported that the 4-week course length had been sufficient for the amount of material covered.

Participants are in agreement that they would recommend such a course to their colleagues. Colleagues would gain negotiation skills and skills and knowledge on financial analysis and project risk management. They will also gain an understanding of the importance of managing donor relations. Participants recommend that the course organisers invite at least one expert from major donors to lead at least a session of the training course.