

MANPOWER AND MANAGEMENT DEVELOPMENT
IN ZIMBABWE

A Report

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I. INTRODUCTION

Professor Onitiri is a member of the United Nations Committee for Development and Planning (UNDP). In an exclusive interview reported by the "Commerce" magazine in its February issue, Professor Onitiri, who is heading a team of United Nations experts working in Zimbabwe, stated that "Manpower training is undoubtedly the main developmental problem in Zimbabwe".

A review of this report will verify the above statement. Zimbabwe, however, has a combination of private enterprises, industrial training programs and public institutions which have the potential, given the proper support, to overcome this pressing problem. The manpower survey financed by UNDP is expected to disclose the main problem areas and to indicate the extent of training needed.

The purpose of this research report is to review present opportunities and constraints for manpower training and management development in Zimbabwe. The study describes the setting, effectiveness, unique situations, current status and needs of a variety of manpower and management training organizations.

The investigator for manpower and Management Development in Zimbabwe was a member of a study team sponsored by the Bureau for Private Enterprise (PRE), Agency for International Development. This team conducted a six day reconnaissance mission in Zimbabwe to establish a knowledge base which can be used by PRE to achieve its goal of stimulating economic development through private sector initiatives. An effective system for delivering manpower and management training services is critical to economic development. Hopefully this report will assist in developing such a system in Zimbabwe.

II. SITE REVIEWS AND INTERVIEWS

A. Purpose and Scope

The purpose of the fourteen field visits or interviews was to gain direct knowledge of and to review the manpower and management development situation in Zimbabwe. These experiences provided the basic information for the formulation of this report.

Most of the sites, visits and interviews were arranged by the U.S. AID mission and the Bureau of Private Enterprise. The investigation was confined geographically, to the two largest cities, Harare and Bulawayo. These two cities and the surrounding areas represent the major private sector business/industrial complex within the country.

B. Approach

During the field study particular emphasis was placed on gaining insight into the current status of manpower and management training at the various sites visited. This included needs, constraints, methods of alleviating manpower shortages and status of private sector training programs both technical and managerial.

Interviews were characterized by questioning by the investigator after an opening statement by the individual(s). The format was similar for each person and topics discussed were as follows:

- Type of business/service, size, diversification
- Number of employees, skilled, semi skilled
- Method of maintaining skilled staff
- Problems
- Successes
- Future direction, opinions
- Specific needs

The sites visited depicted a broad spectrum of manpower training and management development interests, including private enterprises, non-profit organizations, public institutions and individual entrepreneurs.

A listing of the 14 site reviews/interviews:

1. Zimbabwe Promotion Council
2. Zimbabwe Institute of Management (ZIM)
3. National Breweries Limited
4. Small Enterprise Development Company (SEDCO)
5. Zimbabwe Industrial Advisory Council (ZIAS)
6. M. J. Britten and Associates - Consultants
in Economic Development
7. Institute of Personnel Management
8. Technical College of Bulawayo
9. O. Conolly and Company (PVT) LTD. - Bulawayo
10. Dunlop Zimbabwe LTD. - Bulawayo
11. Anglo - American Corporation

12. Associated Chambers of Commerce of Zimbabwe (ACCOZ)
13. Black Business Sector
14. Antares Enterprises (PVT) LTD.

It is significant to note that a very important portion of the reconnaissance mission was the briefing held at the U.S. AID Office in Washington, D.C. prior to departure for Zimbabwe. The Bureau for Private Enterprise brought the study team together for a thorough briefing prior to departure for Zimbabwe. Topics covered included background information on U.S. Zimbabwe political relationships; the AID bilateral program; U.S. trade and commerce with Zimbabwe; and U.S. investment in Zimbabwe. Additionally, the study team received a wealth of resource material to review and examine.

Shortly after arrival in Zimbabwe the team leader provided additional insight into the thrust of the mission. He furnished explicit instructions regarding the objectives of the mission. Both the team leader and the coordinator from the Bureau for Private Enterprise were in constant communication with the team and made certain that all the necessary support was available. Other important and instructive briefings were supplied by the American Ambassador and the AID Mission Director. The entire mission was well planned and coordinated. Because of this the study the team was able to perform their investigation in a productive and satisfying style.

C.. Summaries of Site Reviews/Interviews

These summaries of site reviews/interviews represent the impressions of the investigator during the visit. The information was obtained through questioning, research of materials, observations and general discussions. Each situation is presented, followed by "Observations"; which in some cases, will be the source for "Findings" and the basis for "Recommendations".

1. Zimbabwe Promotion Council (ZPC)

The Council is an independent non-profit organization designed to promote an understanding of Zimbabwe's economic development and potential. It seeks to aid the economy of the country by encouraging closer corporation and collaboration between the public and the private sectors. Another very worthwhile objective on the part of ZPC is to attempt to get foreign investment capital into Zimbabwe.

Membership in the council is diverse and includes among its members: businesses/industry, trade associations, banks, commercial farmers' union, and individual entrepreneurs. No membership fee is assessed but the council relies on voluntary contributions for support of its operation.

Because the headquarters of the ZPC is located in Harare, it was possible for the entire study team to attend this meeting. The briefings by five members of the Council included representatives from the Chamber of Mines, Commercial Farmers Union, Confederation of Zimbabwe Industries (CZI), Associated Chambers of Commerce of Zimbabwe and an entrepreneur who represented black emerging businesses. All of the presentations were

informative and provided the team with an excellent description of the large agriculture, mining, and industrial sectors of Zimbabwe's economy as well as the problems faced by the small black businessperson.

Of particular interest to this investigator were the comments from Mr. Riddel of CZI and Mr. R. J. Gondo an Economist and black businessman. The highlights of the presentations of those two speakers are as follows:

Mr. Roger Riddel, Confederation of Zimbabwe Industries

- the involvement of government in the private sector, especially iron and steel - 18% of all industries are under some state control
- 90% of production is for national needs, expect to increase exports in near future
- shortages exist in skilled labor, technical and managerial jobs
- some workers move from public sector to private sector for higher salaries
- workers from other countries are recruited for high skilled areas - a short term solution to the shortages

Mr. R. J. Gondo - Economist, Black Businessman

- described the "Role of the Emerging Businessman in Zimbabwe"
- black Zimbabweans have played a minority role within the business world in the past
- constraints -
 - could only operate in black areas
 - predominately in the "shopkeeper" roles distribution, trading, bus transportation
 - few in mining or manufacturing
 - lost business to chain stores in city
 - small in size
 - lack of capital
- many fail due to poor business administration
 - recordkeeping, inventory and stock control lack of knowledge of banking etc.
- despite the constraints, have enjoyed some modicum of success - 50-60,000 small businesses exist in Zimbabwe with Z\$12,000 - Z\$30,000 gross annual income
- the advent of independence has raised hopes for increased borrowing prospects

Observations on the Zimbabwe Promotional Council

The council's purpose according to it's constitution is "to promote understanding of Zimbabwe's economic development and potential, to encourage and stimulate the investment in Zimbabwe capital from overseas and generally to give all assistance possible to advance the economic prosperity and welfare of all of the inhabitants of Zimbabwe". Based upon the few hours

exposure to ZPC it is obvious that the council is working diligently to achieve the intent of the organization.

The information imparted by each individual was designed to provide the listener with a "feel" for the current climate in Zimbabwe. It was also apparent that one of the major functions, not listed in the official constitution, is to serve as a link between the government and the private sector. This is a most important activity especially since the government is concerned about developing private enterprise in the black business sector. The organization is also integrated, the current director is black and the chairman is white. These relationships must continue and are vital to the success of the council.

The ZPC financial report for 1981-82 reflects a decline in "subscriptions" received during the year ending March 31, 1982. The Director is justly concerned about this substantial decrease in donations from members. Not being aware of the previous financial history, it is difficult to know if the decrease in "subscriptions" was affected by the economy; or if other factors were present which if not ameliorated will eventually cause this great organization to collapse.

The meeting was well organized, the information from the speakers and the literature obtained provided a sound footing from which to launch this investigation.

2. Zimbabwe Institute of Management (ZIM)

Recent literature on Zimbabwe is replete with statements which indicate the need for manpower and management development in Zimbabwe. The Zimbabwe Institute of Management, a non-profit organization, was established over 20 years ago to deliver management training services nationally.

The primary objective of the Institute is to provide management training courses and seminars to the public and private sectors of the country. ZIM Director, Mr. Bridgland pointed out that the training program for supervisors and junior managers has been greatly expanded to handle the flow of Black Zimbabweans who need training in these positions. Many already possess the necessary vocational skills, and have been promoted, but lack educational and management skills. He looks for potential in a person, makes an assessment of their need and places them in the required course. No one is turned away - if the company sends them he will provide training.

Membership

The Institute has two types of memberships, they are Collective Subscribers and Individual members. Collective Subscribers, of which there are approximately one hundred-seventy, include firms, companies, institutions and associations. A Collective Subscriber may send employees for supervisory or management training at specified fee per course. The training can be "tailored to suit" the organizations requirements. Individual membership, of which there are about two-thousand, is for any person who is seeking to improve their management skills. Members are classified according to their qualifications and experience.

COURSES

Examples of courses offered are:

A. Principles of Supervisory Management

for supervisors, assistant supervisors and potential supervisors.

Methodology

Discussions, case studies, individual and group exercises, role playing, films, handouts

- designed to identify supervisory requirements in planning and organizing, leading and controlling to improve supervisory knowledge, awareness and ability.

B. General Management Development

for managers and potential managers

- Production Management
- Marketing Management
- Management Information Systems
- Communication - A Management Responsibility
- Organizational Development and Training

Cooperative Training Arrangements

ZIM cooperates with the University of Zimbabwe, Harare and Bulowaya Technical Institute, and other management organizations such as Lewis Allen Associates in the development of training programs.

Observation on ZIM

From most reports the Zimbabwe Institute of Management enjoys a fine reputation for providing vibrant management training programs. Their previous efforts had been concentrated on supervisory and middle management training for personnel responsible for the day-to-day activities of the commercial and industrial sectors. With the change in government, a new clientele has emerged. Many companies are well aware that past policies toward the black Zimbabwean, relative to job promotion, will no longer be tolerated. This has resulted in a large number of black supervisors and junior managers who are in need of training. Of the 2,000 students ZIM trains a year, 55% are black.

Although there appears to be a need to adjust the training programs to strengthen the educational ability of the emerging supervisors and managers, it was unclear as to whether or not this is being attempted. A review of the training curriculum revealed no evidence that educational reinforcement had been considered. If this is so, then the people being trained will have extreme difficulty in mastering the basic supervisory and beginning management curriculum. In the course called "Principles of

Supervisory Management" described earlier, the participants are supposed to learn how to:

- Plan and Organize Work
- Make Decisions
- Solve Problems
- Handle Grievances
- Motivate Others
- Manage Time

They must learn to do this in three days! As mentioned, this is the standard supervisory curriculum, it may need to be drastically modified especially in content and length if it is to truly assist the new client in achieving the necessary skills for upward mobility.

3. National Breweries Limited

National Breweries (NATBREW) was included as a part of the field study because it was said to have a unique training program for its personnel as well as other small entrepreneurs throughout the country.

The Marketing Manager, Mr. George Katz stated that "to be successful, companies must move to help the government's aims and aspirations." This statement obviously reflects the company's philosophy and approach in dealing with the new Government. Natbrew invests large amounts of money annually in training programs. These programs provide skilled personnel for its own needs and the members of allied trades. The apprentice training school produces highly skilled journeymen in the areas such as auto mechanics, machinists, and electricians. The management training programs are extensive and include the full range of supervisory and management courses. Natbrew has historically trained leaders in the fields of marketing, brewing, sales and transportation - they intend to continue with special emphasis on promoting the black worker.

A special program has been implemented to develop rural entrepreneurs in the distribution area. NATBREW identifies local businessmen in rural areas, lend them money, buys them a truck and sets them up in business. Each person is taught the techniques of handling company forms and processes. They become agents for the company and were selected because they already have good business skills. Each person selected must spend three weeks at Natbrew headquarters in a special training program geared to teach them about the business. Ten such private distributive businesses have been established in this manner. The beer is delivered to a central point where it is picked up and delivered to the many rural country stores or small bottle stores in the communal areas. The Government has sanctioned this project because it develops private enterprise and creates jobs for rural people.

The marketing department has hired a special person as a trainer to go out into the rural sector and set up seminars in a centralized area in the region. A number of store owners are brought together and taught how to operate a small business. Some of the topics covered embrace marketing, rotation of stock, purchasing, banking, financing and bookkeeping, all necessary for sound business management. Any businessperson in the area can attend these seminars. This trainer is black and has been trained to perform

this function. Mr. Katz was enthusiastic about the success of this program, again it is in keeping with the aspirations of the state.

Observations Regarding National Breweries

It is important to point out the Government's aspirations to which Mr. Katz most likely made reference in his opening remarks. The 1981 Annual Economic Review of Zimbabwe, a Government document, reveals that "there is grossly inequitable distribution of wealth and social services between racial groups; between households in the modern and rural peasant sectors; between the employed, the unemployed and underemployed; all of which characterized the past society". It is further indicated that past manpower policies created general deficiencies in human skills among the Africans. To correct this, the Government plans to redirect greater levels of investments to the rural areas and to encourage growth and development in those sectors without stunting the growth in other sectors. A high priority is also the "training, mobilizing and fully utilizing manpower resources".

It is obvious that National Breweries is making good use of its expertise in manpower and management development. By doing so they not only assure the expansion and acceptance of their product but also gain acceptance by the Government by providing support to private enterprise in the rural areas. This strategy is effective and could serve as a model for development in other training programs.

4. Small Enterprise Development Company (SEDCO)

The Government sees as one of its major socio-economic objectives the development of the rural sector. In the past, public and private investments have been primarily in the urban areas, the rural areas, which have 70% of the population, have received very little investments. SEDCO, which will be a parastatal organization is designed to support activities that will assist the rural and urban areas. This company, as of December 1982 did not actually exist but was awaiting the final approval of the cabinet to be established. Dr. N.E. Dhlembeu, Under Secretary for the Ministry of Trade and Commerce has the implementation responsibility.

The Government has identified lack of finance; lack of management training and skills to run businesses; and lack of modern equipment as the three major development problems that must be addressed. There is full realization that these three problems are interrelated and must be approached concurrently. SEDCO is being established as the company that will target its energies toward the resolution of this critical development situation.

The strategy is to absorb three agencies: the Development Finance Corporation; Institute of Business Development and Zimbabwe Industrial Advisory Service. These agencies and their activities will be consolidated under the umbrella of SEDCO. The new company will maintain the original objectives of each of these agencies to accomplish the overall goal of development. Objectives can be categorized as financial development, business management, and technical assistance. The aim will be to stimulate growth and self-sufficiency.

SEDCO Observations

The idea of consolidating three non-profit organizations whose overall goals similar is a good idea. With proper financial support, internal management and organization, and staff development, this company can become a strong force in the development of private enterprise in Zimbabwe rural and urban sectors. Presently, a coordinated strategy does not exist for providing much needed services to emergent businesses.

5. Zimbabwe Industrial Advisory Service (ZIAS)

The director of ZIAS indicated that the organization will be merged with SEDCO but will maintain its own identity. He sees as one of the major problems, the lack of coordination among the various groups intended to give manpower and management development assistance to businesses. It is hoped that through SEDCO greater synchronization of efforts to help developing businesses can occur.

ZIAS, a non-profit company, supported mainly by Government funds came into being in 1972. Before the change in Government it was called the Small Industries Advisory Service and the name was changed in 1981 to Zimbabwe Industrial Advisory Service. Control of the company is vested in the Ministry of Industry and Energy Development. The purpose of the organization is to provide advice and assistance to small industries. Services offered include but are not limited to:

- Financial Advice
- Product Design
- Marketing
- Plant Layout and Engineering
- Accounting
- Start-up Formalities and Legal Requirements
- Technical Information
- Purchase and Selection of Equipment
- Organization Structure and Management

These services are available to any entrepreneur, small or medium size, whether starting a business or running an established on-going industry.

During the year ending June 30, 1982 ZIAS received over 500 inquiries. Black industrialists inquiries represented 62% of the total, up 8% from the previous year. Assistance to emergent businessmen fell from 240 in 1980-81 to 87 in 1981-82. This reflects the general state of the economy. The majority of the inquiries came from existing businesses who were seeking assistance in obtaining finance, project approval, or sources of raw materials. The ZIAS annual report for 1981-82 points out that it has been an extremely poor year for obtaining finances, both for emerging and existing businesses. An increasing number of business failures and problems were due to lack of basic management and financial skills.

Mr. Evans, the current Director pointed out that there is an urgent need for more staff and finance if ZIAS is to provide the needed services to the number of people who require assistance. He sees a need to expand the service into the rural areas. Assistance in the establishment and support of new small industries in the rural market centers must become a major function, given governmental policy and development.

Observations about ZIAS

Given the existing staff and resources available at this time it is extremely doubtful that ZIAS can give more than superficial support to businesses. This is most unfortunate because the number of inquiries (500+) are extensive and the majority come from black industrialist who need the service.

ZIAS has a need for several full-time consultants who would be trained for field service especially in the primary areas of business development such as start-up procedures, organizational processes, financial and business management. These black consultants would be invaluable in assisting the rural small entrepreneur which rate high among government priorities.

The purpose for which ZIAS was established is an important one. The Board of Directors is made up of representatives of numerous industries and agencies including the government, the Confederation of Zimbabwe Industries (CZI), Standards Association, Zimbabwe Institute of Management, the University of Zimbabwe and representatives from the financial sector. The chairman of the Board is the president of Dunlop Zimbabwe LTD one of the countries leading industries. The small existing staff of ZIAS has considerable experience in assisting businesses to grow. This potential, coupled with a blue ribbon active Board of Directors, places this agency in a unique position of service to the economic growth of the country. It does, however, need financial and technical assistance.

6. M. J. Britten and Associates/Consultants

Mr. Michael Britten is a consultant in economic development with an office, in Harare. He attended one of the meetings held by the Zimbabwe Promotional Council during which he held a conversation with the study team leader who in turn suggested to this investigator that a meeting might prove interesting. Mr. Britten indicated that much talk about management is taking place but little is being done - that training in business management is extremely important for the economic development of the country. A few black businessmen have made millions but, the new emerging black businessman needs basic business training in banking, financing, and bookkeeping.

Mr. Britten would like to use videotape for training purposes. The idea is to videotape training sessions dealing with the specific techniques or processes necessary for successfully operating a business. Examples of the topics could be control of stock; bookkeeping procedures; drawing from the business and banking procedures. A black trainer could go into the rural areas and hold a series of seminars in a central location for business people in the general vicinity. It would be necessary to train several people to use the videotape as a teaching device. Additionally, since the hardware and software involved in this technology is in short supply in Zimbabwe, assistance would be needed. Mr. Britten is certain that teaching through this means will increase the small businessperson's ability to operate businesses effectively.

Observations Regarding M. J. Britten's Proposition

The idea of utilizing videotapes for business management training has excellent potential. The additional concept of training trainers who would concentrate their efforts on rural businessmen is certainly exemplary. This project would need financial support for the purchase of a television camera, VTR's and TV sets. The software would have to be developed as well as the techniques for teaching and producing videotapes. While little expertise exist in Zimbabwe for the production of videotapes for instructional purposes, this technique flourishes in the USA.

Mr. Britten is enthusiastic about this possibility, he said that the agriculture sector has used the Harare Polytechnic to a limited extent to produce some programs using television as the media.

7. Institute of Personnel Management (IPM)

Initially IPM began as a part of the Zimbabwe Institute of Management, a group of personnel managers splintered off and formed into a Personnel Panel for the purpose of exchanging ideas, discussing problems and to supply training for business personnel officers. This informal group established a National Council of Personnel Management in 1965 and now have branches in Harare, Bulawayo and Umtali. In 1973 because of the continued growth of membership it was decided that a permanent office would be established in Harare with a full-time staff. The name was then changed to the Institute for Personnel Management.

The Institute provides training courses, audio-visual film material, publications, literature, and symposiums for its membership. These services furnish invaluable information and training in personnel practices and procedures designed to meet the needs of those involved in human resource development. The president (elected by the membership to serve a three year term) is responsible for the daily operation of the Institute. Mr. A. J. Black, the current president, is also the Personnel Director of Hunyani Paper and Packaging Limited. Mr. Black stated that IPM clients may select either a personnel or training diploma. The training curriculum consists of courses such as:

- Management of Training
- Training Techniques and Aids
- Management and Supervisory Development
- Special Training Situations

This qualifies the client for the Intermediate Diploma. The person is then eligible to enroll for the advanced Diploma. According to Mr. Black, the Institute serves as a catalyst between the Government and private enterprise. He would like to expand management training into the small business sector of the rural areas where it is much needed but he lacks the personnel to do so. His training filmstrips, in his opinion, are an effective method of teaching. If he had the resources to produce more; it would be possible to train others in their use. He would like very much to have his own processing equipment.

Observation Regarding IPM

This Institute, whose membership is representative of the key personnel officers of many major companies in Zimbabwe, is a strong factor in the development of Manpower and Management Training. The organization acts as a resource center for its members, but it is also aware of the manpower and management training problems faced by the Government. The Institute would like to utilize its expertise to provide supervisory and management training for small businesses in the rural areas. He needs his own equipment for producing and developing training film materials. The current processes take an inordinate amount of time. These filmstrips would be an important training device for rural area program.

As a response to the investigators question regarding the possible role US-AID could play in developing management training, Mr. Black stated the following:

"It would be most beneficial to us if the services of an experienced personnel trainer/educator could be made available to the Institute for a period of say one or two years to design and run short courses each week on our behalf and who would also be qualified and in a position to conduct in-company consultancy and counselling again, on our behalf.

Obviously, as the Institute is a non-profit making organization, we not only require assistance in the provision of the right type of person but also with the necessary funds in respect of removal expenses, salary and allowances for the period."

Providing technical assistance in the form of a professional trainer is not unreasonable, given the critical need for developing supervisory and management skills in Zimbabwe. This however, will only be a short-term solution unless the professional trainer, trains some of the black Zimbabweans to perform as trainers.

This organization has a "pipeline" into the jobs, certainly they would feel an obligation to produce effective managers because of their placement responsibilities. Their reputation is good and they want to maintain this posture. With some support the Institute can be a meaningful force in the development of effective supervisors, managers and businesspersons.

8. The Technical College Bulawayo

The technical colleges in Zimbabwe are similiar to the 2-year community colleges found in the USA. All regular students must first graudate from high school before going on to a technical college. In Zimbabwe there are two large institutions of this type and several smaller ones. The other large "college" is the Harare Polytechnic Institute. As presently

constructed, it is impossible for these institutions to lessen the need for skilled manpower. It is doubtful that all of these colleges combined enroll more than 6,000 students or graduate more than 2,500 per year. This is not to suggest that these schools are not effective. The investigator visited the Technical College in Bulawayo primarily to gain an idea as to the extent of collaboration that took place with business and industry. During the tour of the facility it was possible to gain some insight as to the quality and effectiveness of the instructional program.

The quality of the program was high, shops and laboratories are well equipped, the curriculum is presented in a well arranged sequence and students were involved in "live work" whenever possible. Student-teacher ratio appeared to be very low and the physical plants were large and well lit. The technical training institutions are an arm of the Ministry of Manpower and Planning. They function within the Division of Vocational and Technical Training and under the direct supervision of an assistant director for Institutional Training.

The formal apprenticeship program is mandated by the government, and the education program is conducted through technical colleges. Apprentices must already be employed and participating in a company program. Depending on the occupational area, 18 to 39 weeks are spent at the technical college. This represents part I of the apprenticeship program and is compulsory. Each apprentice is scheduled in a definite sequence of courses. Part II of the formal apprenticeship program is not compulsory, industries may elect to send apprentices back to the technical college for advanced training.

The several problems mentioned by staff could be grouped into two categories. The most critical problem is the shortage of teachers in the technical skills area. One of the reasons for this situation is because of the low salaries paid to teachers. The second problem is related to keeping up with new technological changes. Equipment such as numerically controlled machine tools, word processors, microcomputers were either in short supply or nonexistent.

The technical college's primary link to business and industry is through the College Advisory Council and Departmental Advisory committees. The College Advisory Council consists of thirteen members from key, private, public and governmental agencies. This council advises the principal on matters related to overall college functioning; reviews departmental activities; building, equipment and staffing problems; and appoints one of its members to serve on each Advisory Committee. All departments, of the college must have a Departmental Advisory Committee. Members of the committee represent organizations or individuals with special interest in the field. The purpose of these committees is to assure a close link with business and industry. Through these committees business and industry can assist the various departments in such areas as placement, curriculum review, teacher recruitment, staff development, contributions and field trips to industry. This advisory process is similar to the process utilized by schools and colleges in the USA and has proven to be quite adequate.

Observations on the Technical College at Bulawayo

The investigator is aware of the plans underway to develop a National Vocational Training System. This system, when in place, should offset some of the problems presently faced by these institutions. Specific reference is made to the need for teacher recruitment and training and the need to meet the challenge of new technological changes. Keeping curriculum and teachers up-to-date are universal problems.

Advisory Councils and committees can be used very effectively if they are in fact active. The principal indicated that some reorganization of the council is underway. This seems to indicate that the council and conversely the committees are not active. One of the functions of the committees is to assist in the recruitment of teachers, yet the complaint is that teachers are being "lost" to higher paying jobs in industry. Another function of the committees is to encourage business and industry to make gifts of equipment and materials to the department. Again, what are they doing to assist the school to cope with new technology? This important link to business and industry must continue to flourish if the institutions are truly preparing students for the world of work.

9. O. Conolly and Company, (PVT.) Ltd. - Bulawayo

Zimbabwe is fortunate to have a large variety of minerals as one of its major natural resources. Forty different minerals are produced in the country. The largest deposits include gold, asbestos, coal, copper, chrome and iron. Although minerals accounted for 8% of the GDP and provided jobs for only 6% of the labor force, 90% of the output was exported. It is for this reason that mining is viewed as a key strategy in the development plans of the Zimbabwean economy. Like other industries, the mining sector is faced with a shortage of skilled workers.

One of the industries associated with mining is O. Conolly and Company, (PVT.) Ltd. of Bulawayo. The company manufactures mobile overhead cranes, molds immense pipes and produces other materials for direct use in the mining sector.

The site visit included a tour of two of the major manufacturing facilities which develop most of O. Conolly's products. During the tour, conducted by Mr. L. E. Amm, Mechanical Engineering and Plant Manager, it was possible to observe, first-hand, workers pursuing their craft in the various shops. Roughly 200 people are employed by this company. While the majority of the jobs are classified as unskilled, there are numerous high-skilled workers. Mr. Amm indicated that jobs such as machinists (fitting, turning and machining), pattern makers, welders, mobile crane operators all require formal apprenticeship training. Management firmly believes in training and sponsor numerous personnel for the program. In-plant training and upgrading provide the opportunity to prepare skilled workers for plant operations. Workers are treated as "family" and most have been with the company for a considerable number of years. Layoffs are rare because Mr. O. Conolly feels an obligation to continue employing the workers, he stated that "even in lean times we can always find something for them to do."

It was pointed out that the unskilled worker who displays talent is trained to perform some of the higher level skills. For example, the person adroitly operating the mobile overhead crane was pressed into service because of the short supply of personnel in this job. Instances of journeymen instructing apprentices were also prevalent throughout the plant.

Regarding the apprenticeship program at the Technical College in Bulawayo, Mr. Amm displayed some displeasures. He feels that the training is too general and does not prepare apprentices for the specific needs of business. The type of training offered in the school, according to him, "can be better accomplished on the job." It was felt that the school needed to add flexibility to the curriculum.

Observations Regarding the O. Conolly Company Operation

O. Conolly and Company apparently has a successful operation, probably due, in large, to its attitude toward its employees. The employee is treated as "family", is almost assured employment even through business is slow. This probably cause increased productivity by the workers when the need is at a high level.

Managements belief in training, even for the unskilled has apparently paid off during this period of skilled worker shortage. It was observed that a overhead crane operator was performing at a high level of expertise. He was transporting molten metal by crane for a considerable distance in a short period of time. The precision and dexterity necessary to perform this operation signaled that the operator possessed a high level of skill.

It is well to note that the machine tools in operation at O. Conolly were very unusual indeed. Imagine a lathe large enough to "finish" the flange on a pipe 8' in diameter! This type of equipment could not possibly be duplicated in the technical college, therefore the instruction for the apprenticeship program would of necessity need to be modified. An active advisory committee at the college would surface this need. It is unlikely that the O. Conolly Company is alone in their criticism of the inflexibility of the Technical College curriculum for apprentices. The statement that "we can train our own better than the school," was heard elsewhere. Several sophisticated computerized numerically controlled machine tools were observed in the production process. A journeyman and a computer expert were instructing several apprentices in the operation of this equipment. The apprentices are required to attend the technical college which has no such equipment.

10. Dunlop Zimbabwe Ltd.

"Dunlop will grow with Zimbabwe". This is the slogan which the Dunlop management has adopted. A major industry in Zimbabwe, Dunlop employs some 1,400 workers. Not only does it produce tires but it also produces a wide variety of rubber-based products and components. This includes hose extrusions, industrial molding, sheeting, adhesives, motor accessories and sports goods. Dunlop intends to expand to save foreign exchange; and to

employ more people. This is another company committed to working to promote the new governments "aims and aspirations." The managing Director, Mr. Geoff Lawrence said "we see the growth of Dunlop as being synonymous with that of the Nation."

Mr. Gordon Hanover, Chairman of the Board, in discussing their commitment to training and development, indicates the following:

- Z\$125,500 is being spent for training and development
- Z\$100,000 for the construction of a new training facility
- 81 monthly and 51 weekly paid employees are engaged in apprenticeship training
- 16 African employees are being developed for greater management level responsibility
- 41 staff members are being monitored in their present positions, and training given so that they can be upgraded

Local courses are conducted off-site by ZIM and IPM. These courses provide training for Junior Management and Supervisory Development; Effective Supervision; Industrial Relations and Basis Marketing.

Dunlop is experiencing a shortage of skilled craftsmen along with other companies in the country. The new training facility is expected to improve their capability to train the semi-skilled personnel. The school has a complete machine shop and a full-time receiving instruction in this shop.

It is believed that the instruction at the in-plant training school is superior to that given in the technical college. The reason cited for this was because the college has a real problem with teacher retention. The turnover at the college is extensive and this affects the quality of instruction. In the opinion of some managers at Dunlop, teacher salaries are too low to attract and hold the best.

Observations on Training at Dunlop

Dunlop is obviously seriously engaged in training and development activities for management and skilled personnel. They appear to have given high priority to the training and upgrading of the African worker. As has been noted a considerable investment has been made for in-plant training. These classes should be excellent, given the small student teacher ratio observed.

It was indicated that the company has a close relationship with the technical college and indeed several employees participate on the Advisory Council and Departmental Advisory Committees. They are well aware of the problem involving teacher recruitment. It was also interesting to note that the management feels that the apprentices are released to attend school for the "theoretical part" when in fact the school curriculum is designed for extensive occupational training directly on machines or with tools, in addition to the theory.

A training fee is levied by the government amounting to 1% of the payroll. Discussions are underway relative to a possible rebate for in-plant training as an inducement for industry to provide more in-plant training.

11. Anglo-American Corporation (AAC)

According to Mr. Keith Thomas of the Manpower Resource Development Division - Training, the Anglo-American Corporation Services Ltd. provides secretarial, management and technical services to group operating companies. It is a broad-based organization with substantial holdings. AAC is the largest private employer. The group companies employ about 30,000 people and the primary industries involved are, mining, timber, sugar, citrus, industrial operations, agriculture and financial institutions. The philosophy of the corporation is aimed at making a profit for its shareholders but in doing so to make a real and permanent contribution to the welfare of the country.

There are training facilities throughout the operating companies and these are being expanded to help meet the shortage of manpower and management skills in the country. AAC spent 4 million Zimbabwean dollars for training and capital expenditures for expansion during 1982. Of the 30,000 employees two out of three are black. Because of the "outflow" of skills the company instituted a policy of only training black Zimbabweans or the children of the existing white workers. The companies employ 298 apprentices of which 228 are black. Mr. Thomas indicates that the companies delivered 83,000 man-days for 4,000 black employees and 5,000 man-days for 215 white employees during 1982. Forty to fifty graduates from technical universities are employed each year, 80% of these are black. All graduates go into a two year program for transition from school to work. Areas included are mechanical, electrical and mining engineering, metallurgy and agriculture.

The Manpower and Resource Development Division - Training unit of AAC prefers not to "reinvent the wheel," they utilize manpower and management training programs from whatever source is available. They hold membership in ZIM and sits on its Board of Directors.

The technical colleges (Polytechnic and Harare) according to Mr. Thomas are doing a good job. If the apprentices after performance testing can qualify they should be exempted and only be required to take the related technical education. Credit should be given for the training the company provides.

One serious problem has been recognized. Government has said that the employers have many semi-skilled workers who are performing skilled work but not recognized (salary wise) as such. The government wants these workers reclassified. Discussions are taking place to determine how the semi-skilled workers without formal training can be compared because of his/her development in the skills area, to some level on the apprenticeship scale. The companies say that these workers don't deserve equivalent pay because they don't possess the educational qualifications or an organized sequence of training. They feel strongly that the worker must meet all requirements.

Observations About AAC Training Programs

Mr. Keith Thomas of the Manpower Resources Division - Training unit of AAC clearly outlined the manpower and management training development activities in which the corporation is involved. They are among the leaders in the field of training, by a private concern. The programs are extensive, well planned and the emphasis on selection of black participants is in keeping with the direction in which the new Government is moving.

The bonding regulation has, in some cases, caused hardships for apprentices because of the requirement that 10% of the salary be withheld for the four to five years apprenticeship period and then a similar period before it is returned. AAC will loan back this money interest free to its employees. This policy probably encourages the apprentices after completion of the program to stay with the company.

AAC would like to have the technical college make allowance for the skills training received in-plant. The feeling is that some duplication is occurring between programs offered at the colleges and the training by the companies. If the government is considering a rebate for in-plant training of apprentices, it might be well to consider some credit toward skills development.

The problem of comparing and classifying semi-skilled workers with apprentices so they can eventually become journeymen is not unique to Zimbabwe. This problem has long existed in the USA because of another barrier, the unions; no such barrier exists in Zimbabwe, consequently, with some imagination, hard work, give and take, this problem can be resolved.

12. Associated Chambers of Commerce in Zimbabwe (ACCOZ)

ACCOZ is an association of businessmen drawn from Commerce and Industry in Zimbabwe. The membership of the association is comprised of representatives from banking, finance, manufacturing, insurance and tourism, as well as the retail and wholesale industry. There are 19 constituent chambers with a total membership of about 2,500. Mr. Keith Nicols, Director, indicates that he expects that within the near future ACCOZ will be merging with two other Chambers of Commerce that are primarily black; the name will then be changed to the Zimbabwe National Chamber of Commerce.

The existing organization has as its major aim to maintain an atmosphere in which business can operate at a profit but also with concern about the human needs of a growing population, specifically with regard to providing jobs for an expanding labor force. In accomplishing the above aim, it is felt that the economic structure of the country will be strengthened and expanded and individuals will be encouraged to become self-reliant. The association believes it must cooperate with the Government in contributing to the successful working of an economic structure which recognizes the importance of collaboration between private and public endeavors. The Government is aware that this organization is the leading representative of business and industry; consequently, before legislative action is concluded, ACCOZ is consulted.

The structure of ACCOZ is such that, at the local level, businesses in the various towns and cities belong to a local Chamber of Commerce. These constituent Chambers work in the interest of their members locally. Concerns that affect businesses nationally are referred to ACCOZ. The national office of ACCOZ is currently located in Harare. Services offered to the membership are:

- an Information Center which houses trade and reference literature, Government notices and publications and trade promotional information.
- answer inquiries regarding various associated businesses and industries.
- offers the services of a bulletin called "The Daily Tender" at a subscription rate.
- offers general advice and assistance on subjects such as: employment regulations, general economic and statistical information, government legislation, import control and taxation.

One of the association's functions is to establish contacts with overseas businesses. Many overseas business interests find ACCOZ a valuable reference source for business contacts.

Observations on ACCOZ

Mr. Nicols is actively working to insure that the two black Chamber of Commerce, the Federation of Zimbabwe Industries and the Confederation of Zimbabwe Industries, are merged with ACCOZ. This merging will assist in developing an atmosphere of trust on the part of the Government and business sector.

Since many of the small businesses in the rural areas are not efficiently run, it was pointed out that there is a dire need to develop strategies that will ameliorate this problem. ACCOZ is prepared to direct resources toward training and assistance of these small, rural businesses. This is in keeping, with one of the major Government priorities.

13. Black Business Sector

During the initial meeting with the Zimbabwe Promotional Council the study team came in contact with a group of small businessmen. This investigator, along with the study team member responsible for Enterprise Development and Finance, arranged to meet with three businessmen. These three black men are "Directors" of their own companies.

The first company visited was in the final stages of development. It is being designed to offer services in data processing. Although there were no computers in evidenced, the owner is convinced that his request (which is being processed by the government) to import Z\$250,000 worth of computers, will be expedited. He has leased and renovated a one-story building housing several thousand square feet in the bustling commercial area of downtown Harare. In addition, he has already hired a computer expert and secretarial/clerical personnel. The organizational chart suggests that his company could become a viable force in Zimbabwe emerging data processing industry.

Dr. Nika Kupara, a physician who has recently given up his practice to go into business, is the owner of the data processing service company. He also owns in full or part the following companies:

Two Bakeries
Book Distributorship
Metal Fabricating Plant
Fashion Merchandising Factory

The fashion merchandising factory, which includes uniforms, appeared to be operating efficiently. Each of the 20-25 employees were engaged in either sewing, finishing, inspecting or packaging the garments being produced. The foreman was in full control and obviously understood the total operation. He indicated that the major problem had to do with the age and conditions of the sewing machines. These were scarce commodities during the sanction period. If they are not replaced soon the plant may have production difficulties. Another concern was related to the motivation of the male sewing machine operators; in his opinion they worked too slowly. Most of the jobs in this plant don't require extensive training. Skills such as cutting and inspecting are taught by the foreman on-the-job. The foreman also manages the plant.

The third site visited was a hotel/motel, restaurant, nightclub complex. The facilities were modern and well kept. The owner stated that business is excellent despite the fact that independence has open access to other such facilities for blacks. He has plans for major expansion in the hotel/hospitality/food catering sector.

A major concern voiced by each of these businessmen dealt with the problem of finances. They indicated that it is difficult for blacks to gain access to development capital. The existing banks continue to show a reluctance in loaning the funds necessary to start up and to operate a business. Most of the small businesspeople work on a "cash" basis which obviously stunts growth. It was indicated that the business enterprises that "matter" are in the hands of whites and blacks must find a way to "open the door" to these enterprises.

The Hotel/Motel/Restaurant owner described a Scheme for the Development of the Black Business Sector. This scheme calls for the establishment of a Trust Fund which will guarantee loans so that selected participants could raise development capital. The fund would act as collateral for loans from banking and financial institutions. It is expected that the initial fund would be at the Z\$500,000 to Z\$1,000,000 level and could be invested so that it would provide a constant source of revenue.

Several large firms from England are interested in the plan. At least one company has already agreed to "put in" Z\$500,000.

In other discussions on the subject of finances, it was felt that the best plan for addressing this problem would be to establish a black-owned and operated bank similar to the Freedom National Bank in Harlem, New York. Many Zimbabweans utilize the Post Office Savings Bank, which is State-owned, as their savings institution. If some of these small investors could be encouraged to save at a black-owned bank, development capital would be available.

Observations Regarding the Black Business Sector

The small black businesses observed did not seem to have trouble finding personnel who have the necessary skills for the production of their goods or services. Because of the size of the businesses they are able to utilize available talent or develop their own in-plant programs.

Management and supervisory training are needed. Especially critical is the need for formal training in business management. The three businessmen believe that the black business sector has been largely ignored and suffers from "benign neglect". Few have had the resources to enroll in courses such as those offered by ZIM, IPM or the Institute of Business Development. They feel that US AID support is desperately needed in the development of business management training programs.

The establishing of a trust fund to serve as collateral for loans is a good interim step in resolving the problem of development capital. The idea of coupling training and services in support of the investment is important.

It is clear from their conversations that the businessmen with whom the investigator met, are totally committed to becoming self-sufficient. They stated that they did not want handouts but wanted help and would be more than willing, with initial assistance, to stand on their own talent and abilities. It is for this reason that the Scheme for the Development of the Black Sector should only play an interim role as a strategy for securing development capital.

By establishing a black-owned bank, backed by a number of small investors, one could develop a financial institution without dependence on large foreign companies. The technical assistance in the establishing such a bank must involve not only financial assistance but also manpower and management training. It is important to assist the Black Zimbabwean to the point where they can own and efficiently operate this bank by themselves. The study team member responsible for investigating Enterprise Development and Finance will probably include more details on this strategy since it was a topic of considerable discussion between this writer and him.

14. Antares Enterprises (PVT.) Ltd.

The director and owner of Antares Enterprise is Mr. Philips Mpunzwanna. He was previously associated with the Institute of Business Development (IOBD), which is slated to become a part of SEDCO. Mr. Mpunzwanna indicated that he retired from IBOD and used his pension to establish his own private, independent company.

Antares Enterprises sees as its primary goal, "assisting emergent businessmen." Many small businesses fail because of the lack of management skills. This company, with the "know how" and experience, offers personal assistance to rural business people as well as other small businesses. It was indicated that the rural or Communal Trader, most often, cannot afford to hire professional such as accountants, consequently, there is a need to obtain these services inexpensively and this is possible through Antares

Enterprises. Their aim is to assist in the national development goals, directed toward bringing stability and prosperity to Zimbabwe.

The company provides consulting services in the following:

- General Business Management
 - Bookkeeping, Accounting
 - Cash, Flow, Banking
 - Stock Control
 - Marketing and Public Relations
- Financing, Low Applications
- Market Research
- Secretarial Services
 - Company registration
 - Company Annual Returns
 - Income Tax and Sales Tax Returns
 - License Applications
- Serve as an Ombudsman for resolving problems

In addition to the above, they conduct business management training courses and seminars for small or large businesses. They have collaborated with ZIM on some projects.

Mr. Mpunzwanna would like to establish a national bureau for small businesses. This would require the training of "young black locals" who have some background in business management, to give personal assistance to rural business people. They would become a team of consultants and trainers whose services would be available to help the owners of small businesses become more efficient thereby reducing the incidence of failure.

OBSERVATIONS ON ANTARES ENTERPRISES

The Study Team Leader was responsible for uncovering this important contact; an interview with Mr. Mpunzwanna was arranged at his suggestion. This meeting was especially significant because Mr. Mpunzwanna appears to possess the essential experience and insight to assist in the management training and small enterprise development so necessary for the growth of Zimbabwe.

One of the National aims of the Government is to develop the rural business sector. Antares Enterprises is prepared to support this effort. A National Bureau for Small Businesses as proposed by Mr. Mpunzwanna; offering a wide variety of personal, on the spot, assistance to emerging businesses; staffed by "local blacks" is a good idea.

Antares Enterprises is currently operating, but there is a serious cash flow problem. Mr. Mpunzwanna indicated the need for a low interest loan to help with development of the company. He has recently bought out two other people so that Antares Enterprises could be established. He is highly motivated and appears to have a full understanding of the management training and business development process, with some support from US AID, this person could certainly perform a valuable service.

III. FINDINGS

These Findings are developed from the site reviews and interviews as well as many discussions, review of literature and related material, and the first hand observations of the investigator. For convenience the Findings are separated into four categories although there is considerable overlapping because of the natural relationship of the subjects.

A. National Manpower and Management Training Issues and Concerns

1. *Manpower policies of the previous Government resulted in a lack of skills and training among the African portion of the population. Zimbabwe is now faced with an over-supply of unskilled workers and an under-supply of high skilled workers. Emigration of skilled whites and failure to train blacks has caused this condition.*
2. *A comprehensive manpower survey is underway and is expected to yield information concerning the dimension and nature of the problem. It will also present an analysis of the supply of skilled manpower both short and long range. This survey has been underway for several years and is not yet complete.*
3. *The existing skilled workforce cannot meet the ever-growing skilled manpower needs although some stop gap measures such as the recruiting of expatriates are being utilized.*
4. *A national vocational training system is being planned with a National Vocational Training Center, located in Harare, as the core. This is an ambitious project and should provide some much needed relief to this pressing manpower problem. Due to the nature of the institutional training, in terms of length and comprehensiveness, it will require several years of development and training before the results can be measured.*
5. *"Growth With Equity: An Economic Policy Statement" was published in 1981 by the Government. The statement point out the need for growth and development with equity and prosperity for all. The following were among the strategies to achieve this*
 - *concentrate human, financial and other resources on the rural areas*
 - *develop manpower and management training*
 - *opportunities to develop requisite skills*
 - *create urban growth points in rural areas for development and job creation*
6. *The Government of Zimbabwe is committed to a socialist egalitarian democratic society, however, private initiative and private enterprise are viewed as having a significant role to play in the economy of the country. Private enterprise from outside of the country must have local participation and man-*

agement. Many businesses have accepted and support the Government's objectives, these businesses, in turn, receive Government support.

7. The Zimbabwe Promotion Council performs a valuable service for the country. They are "professionals" in the briefing of visitors about the resources in Zimbabwe. The association also serves as a key link between the Government and the private sector.
8. There are 50-60,000 small businesses in Zimbabwe with no clearly identified organization to assist in their growth and development.
9. The Government fully understands the need for manpower and management development but has done little so far to encourage private enterprise to expand its efforts in this direction.
10. Skills' shortages exist in practically every major sector of the economy. This includes areas critical to the growth and development of the country such as transportation, communication, mining, agriculture, and the rural peasant sector.

B. Management Training Organizations and Associations

1. Private non-profit organizations such as ZIM, IPM provide an important service in management training especially for supervisors and middle-management personnel.
2. There is some question regarding whether or not the curriculum offered by ZIM is effective for the newly promoted, perhaps undereducated supervisor or junior manager.
3. Management training and services for small businesses suffers from a lack of coordination. SEDCO will consolidate three agencies and hopes to deliver financial, management training and technical assistance in a much more effective manner.
4. Several private for profit enterprises (consultants) are interested in training small business people in the rural sector. They have well thought out ideas but lack the capital and/or technical assistance to move beyond the idea stage.
5. Although a number of organizations exist for the purpose of management training it does not appear that they are prepared at this time to handle the many existing and emerging businesses that need help. New techniques, instructional materials and devices must be developed and technical assistance is essential for effective delivery.

6. The Governments plan to establish small urban growth points in rural areas, in an effort to stimulate activity outside of the cities will not succeed without business management training. SEMCO is designed to offer this assistance.
7. National Breweries has established a unique training program for the distributors of its product. This special program operates in the communal areas and is intended to provide a local business person with the essential support needed to operate a business. Ten such distributorships business nation-wide have been established. This program is available to other businesses at a centralized site during the company-sponsored classes or seminars.
8. Several of the private enterprise management training consultants conveyed the feeling that they fully supported the Government's objectives and wanted to train blacks to work as trainers. These persons would travel around the country especially in the rural sector and train small business people in management.
9. ZIAS has an extremely small staff and heavy demand for assistance. They also expressed the desire to train several black consultants who would work in the field.
10. Some of the management training personnel were aware of technological advances in the use of media especially video-tapes and films for instruction. M. J. Britten associates and IPM cited the need for technical assistance so that they could reach more people with fewer staff.
11. Collaboration, coordination and linkages among these various organizations and associations did not appear to be strong. Some linkages do exist but the strongest seems to be between the individual organization and the University of Zimbabwe. Several of the respondents mentioned jointly-sponsored classes. The magazine called Management Zimbabwe does serve as the official news for several management organizations.

C. Manpower Training In Institutions and Companies

1. Several large companies have invested large amounts of money and resources to develop manpower training programs. These programs are successful in providing skilled personnel for their own needs.
2. Some industries offer extensive in-plant training often better than the training offered at the technical college. These companies feel they deserve some rebate from the Government for their efforts.
3. In keeping with Government aspirations, a few large companies have concentrated efforts on training and promoting blacks. They have been successful in vastly increasing the numbers of Zimbabweans enrolled in these programs.

4. *The companies visited did not exhibit a sense of panic over the shortage of skilled manpower, although they see the problem as one that needs immediate attention. They felt, given the economic condition of the world and also in Zimbabwe, that they could find ways to temporarily cope with the shortages.*
5. *Many workers classified as semi-skilled are, through experience and informal training, able to perform tasks at levels equivalent to apprentice and even journeymen workers. Negotiations are underway between government and company officials to establish a process for assessing the skills of workers and reclassifying them at an equivalent apprenticeship level.*
6. *Technical colleges constitute the formal training program for preparing personnel in highly skilled occupations. These colleges are effective in their mission, however, because they are rather small and few in number, they cannot meet the severe skilled manpower shortages with which the country is faced.*
7. *The technical colleges need to update equipment to accommodate the technological advances made by some companies. This is especially true in word processing, computer technology and numerically controlled machine tools.*
8. *Because of the severe shortage of teachers for the technical subjects, the colleges must recruit and hire personnel from other countries. A continuation of this practice will weaken the ability of Zimbabwe to become self-sufficient. Teacher salaries are low in comparison to the rates industry is willing to pay for high skilled workers. Many technical teachers leave teaching for jobs in industry.*
9. *Although the concept of Advisory Councils is well outlined on paper, it does not function effectively, at least at the one technical college visited. These councils form a meaningful link between business and education and assure that the training and preparation of students meet industry standards.*
10. *The technical college curriculum for apprenticeship training is comprehensive and covers both related information and skills training. Each apprentice is required to follow a course of study designed for the industry. A common core of courses is required for all apprentices. Some of the industries feel that the college cannot offer the specific skills training needed for their employees. They infer that the in-plant training conducted by the company is far superior to the school program.*

11. *No formal system exists for assisting high school students to make wise career choices. Staff at the Bulawayo Technical College complained that many students who enroll have no idea of the requirements of the occupation they have selected. In their opinion little career guidance exists at the high school level.*

D. Black Business Enterprises

1. *Private enterprise among blacks has been largely limited to the "shopkeeper" role in distribution, trading, and bus transportation. There are few businesses in manufacturing and mining.*
2. *Many small businesses fail because of lack of training and experience in business management; lack of adequate capital and lack of knowledge of banking and finances.*
3. *Skills training at the workers' level does not appear to be a problem for small businesses, however management and supervisory training are needed.*
4. *The problem of financing small and medium size businesses because of the lack of development capital is of special concern. Several ideas were presented to help overcome the obstacle. One such idea involved a Scheme for the Development of the Black Sector. This Scheme allows blacks to borrow, using a trust fund as collateral. The participants must accept training and management services as a condition for eligibility.*
5. *The black business people are totally committed to becoming self-sufficient. They would welcome and support the development of a black-owned and operated bank. They realize the need for technical assistance and training if such a financial institution is to be established. This is a key strategy for private enterprise development among blacks in Zimbabwe and deserves full support.*
6. *Antares Enterprises is a private independent black-owned company specializing in management and supervisory training. The owner through his previous association with IOBD as training manager, has credibility among his colleagues and the companies who use his service. His problem, as with the other black companies discussed previously, is lack of development capital.*

IV. CONCLUSIONS

These conclusions have been reached as a result of the field investigation, reported as site visits/interviews and summarized in the Findings section.

A. National Manpower and Management Issues and Concerns

1. Much has been written about the shortages of skilled manpower in both the private and the public sectors of Zimbabwe. This investigator agrees that such is the case. These shortages are a severe constraint to the Government's development plans; however numerous policies and plans are being implemented to address this problem.
2. The plans for a national vocational training system is a positive stride toward the acceleration of skills' training within the public institutions. This effort deserves the full support of and input from the private sector. The AID mission has rightly chosen to lend assistance to this project.
3. The Government's plans to concentrate "human, financial and other resources" on the rural areas, and to create urban growth points will encourage the growth of private enterprise. The development of manpower and management training will be vital to the success of this venture.
4. The long awaited manpower survey is likely to produce some answers regarding the extent of skills shortages in specific occupations, but will most likely not reflect the situation as it exists today. Current labor market information is needed for effective manpower planning.

B. Management Training Organizations and Associations

1. Management training services are available through numerous not-for-profit organizations and for profit firms in Zimbabwe. Most of the organizations and firms are concentrated in Harare, some have branches in other parts of the country. Given some technical assistance, these groups form the nucleus for delivering effective management and supervisory training throughout the country.
2. Management training firms that are willing to attempt new techniques and show a willingness to train local blacks as trainers, have the best potential for supporting the developmental aspirations of the Government.
3. The establishment of small urban growth points for the development of private enterprise in rural areas, will of necessity be dependent upon manpower and management training. Few programs exist that can provide such support.
4. Existing management training organizations have made some effort to adjust to the needs of the newly promoted supervisors. They must modify existing curriculums and methods of instruction if they are serious about improving

the supervisory and management skills of the new clients.

5. Except for the limited efforts of National Breweries, assistance to small emerging and existing businesses is practically non-existent. Many businesses fail because they lack training and expertise in business management. SEDCO is designed to furnish this much needed support, however the organizations that are being consolidated are in limbo. Some have ceased to operate altogether and those that are attempting to continue operation, do so with limited staff and other resources. The Government must move quickly to establish SEDCO, otherwise small business development will continue to stall.

C. Manpower Training In Institutions and Companies

1. Successful formal training programs have been established by several large companies in Zimbabwe. These companies have invested considerable resources in the development of manpower training courses for the purpose of upgrading employees. Some are making a special effort to train and upgrade blacks. As such, they are satisfying governmental aspirations and consequently receive government acceptance.
2. A situation does exist which, if not resolved can create a serious breach between industry and the Government. The Government recognizes that some semi-skilled workers possess skills on par with certain apprentices. These workers are candidates for rapid upgrading to higher positions and the Government wants them reclassified and paid accordingly. This reclassification and compensation must be equal to an agreed upon apprenticeship level. The companies are concerned (aside from the obviously increased financial outlay) that many workers will be moved up without the educational and training requirements that apprentices must undergo.
3. The technical college curriculum for apprentices in some cases duplicate the training that takes place on-the-job. Industries feel that the schools can't offer the specific skills training they need for their workers. They feel that their in-plant training, on their equipment, is superior to the college effort. The technical colleges need to assess their apprenticeship curriculum to determine the most effective balance between "hands-on" training and related technical instruction. It may be more practical to allow industry credit for some skills training.

4. *The technical college system is effective and should be strengthened. Training gained via this method sets the stage for rapid advancement once this individual becomes employed.*
5. *Collaboration between the technical colleges and industry needs to be intensified. Only through working together will a coordinated manpower delivery system evolve.*
6. *Career Education must be introduced during the early school years for youngsters and follow throughout the various stages of learning. This will allow for the much needed career decision making, career planning and preparation for work. The current feeder system from secondary to post-secondary, especially into the technical colleges, is weak.*
7. *There is a critical need for teachers in the technical colleges. The national vocational training system that is under development and the emphasis which will be placed on teacher training will help. However, unless teachers salaries compared to the skilled worker, the best teacher training scheme will not succeed.*

D. Black Business Enterprise

1. *Manpower training for the small emerging businesses is not as critical to the success of the company as management and supervisory training.*
2. *There are two significant impediments to the growth of black business enterprises. The first is: the lack of working capital for start-up expenses. Many of the businesses operate on the "cash and carry" basis. They have no money with which to buy stock, pay rent, pay employees etc. until or unless sales are consumated. The second is: the lack of business management skills. Banking and finance, bookkeeping, stock control, marketing and selling are general business management skills which must be obtained if one expects to achieve some measure of success.*
3. *The black businessmen interviewed are committed to the idea of self-sufficiency. They fully realize how past practices have prevented the growth of the black-owned and operated bank. This they believe will be the first step to real independence. Details regarding this development is reported by the study group person responsible for Enterprise Development and Finance. The primary interest of this investigator is in the corresponding training which must take place if such a venture is to be undertaken. To be self-sufficient the bank would eventually have as it's major share-*

holders, the people of Zimbabwe; they must own and operate this institution.

4. Some management training firms are willing to train indigenous blacks; to introduce new teaching techniques and methodology; and to deliver services to the rural regions. These organizations have the greatest potential for assisting in the management of the small business enterprise sector.
5. Antares Enterprises and M. J. Britten Associates, two privately-owned firms appear to have the initiative and vision to give effective help. They can probably work with both the existing small businesses who need assistance as well as the new business people who need initial developmental support. Both firms have ideas concerning methods of improving the small business person's ability to manage a business.
Development capital is needed in order for these private management companies to reach their potential.

V. RECOMMENDATIONS

The recommendations that follow are derived from the total experience of the investigator while in Zimbabwe. Most of the recommendations are in keeping with the intent of the mission. A few other recommendations have been included because of their influences on the entire spectrum of manpower and management development. These suggestions for action and involvement are directed by and large to the Bureau for Private Enterprise (PRE), U.S. AID. It may be possible for the Zimbabwe AID Mission to utilize some of the findings and recommendations as it attempts to address the Private Enterprise initiative.

A. National Manpower and Management Issues and Concerns

1. PRE should assist a private concern such as the Whitsum Foundation or a government agency such as the Ministry of Manpower Planning in the development of a Labor Market Information Network. This information network should be computerized and could house current data concerning labor market needs of business and industry. Such a system exists in the USA and could be replicated in Zimbabwe. Forecasting labor market needs on a regular basis is much preferred to an occasional manpower survey. This information would be useful to both private and public organizations in the development of manpower and management training programs and strategies.
2. The AID Mission should continue to support the national manpower training system. Assistance is needed by the technical colleges in equipping laboratories with new technological advances such as word processing, micro-computers, and numerically controlled machine tools.

Thus help should be supported with the technical assistance necessary to train supervisors and teachers in the operational processes. New methods of teaching such as video-taped lessons for individualized-instruction should also be considered.

3. The national manpower training system should be modified to include a plan for the development of career education within the schools. This involves awareness, exploration, decision making, preparation for entry level employment, career planning and articulation with post secondary institutions. This undertaking suggests a dramatic change in the educational system but the change must be initiated.

B. Management Training Organizations and Associations

1. Antares Enterprises and M. J. Associates are two private enterprises committed to providing training in the small urban enterprise zones that are being developed. They both have sound ideas that deserve support. Antares Enterprises is owned and operated by a black former training director from IOBD. He would like to establish a National Bureau for Small Businesses and utilize local blacks as consultants and trainers. He needs development capital in the form of a low interest, long term loan. Mr. Britten is interested in using video tapes to teach business management skills. He needs video equipment and technical assistance in developing the teaching tapes. He plans to train local blacks who would travel to central locations in the rural areas to offer training to small entrepreneurs.
For a relatively small investment PRE or the AID Mission could promote the development of private businesses while improving the manpower and management development of the rural sector.
2. IPM a non-profit institute which specializes in personnel management should also be investigated for possible support. This organization and especially its president, Mr. Alistair J. Black would like more involvement in the rural areas. He uses training filmstrips as the medium for instruction but has had problems with processing. Given the institutes' contacts for potential employment and the history of the organization, it is well worth further inquiry.
3. The National Breweries program of assistance to its distributors in rural areas is worthy of replication. This program, previously described, could serve as a model for other manufacturing companies such as Heinz Co. The potential business person receives strong support from the affiliation with a major company. Both have much to gain.

4. Several of the existing management training organizations such as ZIM, Lewis Allen Associates and IPM could benefit from some of the latest techniques for training and upgrading management personnel. One such technique is called Model-netics which is a registered trademark of the Main Event Management Corporation. The term describes a unique management language composed of models which function as guides to thought and action. Each of the 151 models represent a key management concept. The objective of Model-netics is to increase organizational productivity by helping everyone to become more effective and efficient. See Appendix 1 for greater detail.

It is recommended that technical assistance in the form of a Model-netics trainer, on a short term assignment, be brought in to train selected personnel from management training organizations in Zimbabwe.

The concepts listed for each of the topics were selected from a management development program called MODEL-NETICS which is: A registered trademark of the Main Event Management Corporation and literally means models in action. The term describes a unique management language composed of Models which function as guides to thought and action.

Each of 151 Models represents a key management concept. Each has a precise meaning, and once learned they become a management shorthand which enables a manager to organize and control his/her accumulated knowledge and experience and apply it to the practice of management - in real-time. The Models are part of change, problem solving and decision making motivation, learning and training, communication, selection-evaluation-compensation, and leadership.

RECOMMENDATIONS

C. Manpower Training In Institutions and Companies

1. Pre or AID Mission should consider assisting industry and the Government in the upgrading and reclassifying of semi-skilled workers. Since the USA has been faced with a similiar problem, models exist that can be utilized to help overcome this tension-laden issue.

An organization called Recruitment and Training Program, Inc. (RTP) is a national organization which came into being as a result of the inability of USA blacks to gain full access to the apprenticeship system. RTP could be of assistance in assessment, counseling and placement aspects of the program.

The training and education component could be modeled after the Minority Training Program currently operating in New York City. This program combines on-the-job training with class-

room instruction in the related technical subjects. The intent of the program is to allow minority employees, who by training and experience can perform the duties of a qualified journeyman, to gain journeyman status. Many of the recruits would be too old for the regular apprenticeship program.

One can readily see the similarity between the situation in the USA and the problem currently existing in Zimbabwe.

2. Short-term intensive training is a quick method for providing skilled workers for business and industry. Although some such programs may exist, they did not surface during this investigator's review. The technical colleges could with technical assistance supported by PRE or the AID Mission, develop these courses. Occupations such as welding, metalworking, carpentry, building or plant maintenance; machine operator, and some modules of auto mechanics can be taught through these intensive short-term courses. Workers who have some training can quickly gain entry-level skills. This type training program can be coupled with on-the-job training and must have close collaboration between the school and industry.
3. The Government should encourage companies to establish or expand their in-plant training capacities. A rebate of a portion of the 1% levy against the payroll for training would serve as an catalyst for further development. It is being considered by the Government and additional support from the AID Mission might make it become a reality.
4. The technical colleges need to consider the possibility of giving credit to apprentices who can pass a performance examination. These apprentices would then only

have to take the related instruction and could be eligible for Part II or advanced training. The current system, while effective in preparing students for employment in technical occupations; needs to develop flexibility in its rigid apprenticeship program.

D. Black Business Enterprise

The problems outlined in the conclusions sections are in need of immediate attention if the private enterprise initiative is to take hold in Zimbabwe. PRE should seriously consider assisting the black business sector in the establishment of a bank which could eventually be owned and operated by the indigenous population. This is no small feat but passion and desire for self-sufficiency are powerful and deep. With the proper support and guidance this dream can become a reality, and must be. Essential to the success of this project will be a strong training component, some of which will have to take place outside of Zimbabwe. An American bank, largely black-owned, has indicated a special interest in becoming involved in such a significant

project. Given the necessary support by PRE, this project could hasten the full development of Zimbabwe and all of Africa. It ties together and has an impact upon PRE's basic principles: helping the poor, developing agri-business, encouraging private investment, developing technical and managerial skills development.

This project deserves PRE's special attention.

SUMMARY

The report highlighted the fact that although the new Government is faced with a serious shortage of skilled workers, plans and actions are underway to address the problem. One of the brightest spots is the confidence that industry has in the future growth and development of the country. Likewise, the open lines of communication that flow from the Government to the industries bolster this confidence. As long as the communication flows both ways, mutual respect will flourish. The recommendations are intended to be in support of both private enterprise initiatives and governmental aspirations. With US AID support, Zimbabwe could prove to be a model of Democracy for the rest of Africa and the World.

APPENDICES

MANAGEMENT DEVELOPMENT FOR THE EXPERIENCED MANAGER

Much of the demand today for management development is the result of the changes in the international economy and the way corporations conduct business. A successful executive can have a good education in business administration, on-the-job training and still have something missing - a working knowledge of international management techniques.

As an experienced manager, it is necessary to improve organizational productivity both effectively and efficiently. This can be done by meeting nine key management problems: poor communication, high turnover, increasing costs, low morale, too much change, ineffective delegation, inadequate controls, poor planning and ineffective management development.

Because management is experience-based, an intensive workshop of approximately 30 hours would provide the polishing action needed to improve the operating results of the manager. One example of a management development program is Model-netics which is a registered trademark of the Main Event Management Corporation and literally means models in action. The term describes a unique management language composed of Models which function as guides to thought and action.

Each of the 151 Models represents a key management concept. Each has a precise meaning, and once learned they become a management shorthand which enables a manager to organize and control accumulated knowledge and experience and apply it to the practice of management. The Models are part of eleven topics which deal with the management process, delegation, planning, control, change, problem solving and decision making motivation, learning and training, communication, selection-evaluation compensation, and leadership.

The objective of Model-netics is to increase organizational productivity by helping everyone become more effective and efficient. Ideally then, everyone in the organization should receive Model-netics training. Most organizations stress teamwork, but only give the playbook to a small group of managers -- results would then be disappointing.

MANAGEMENT DEVELOPMENT FOR THE NEW MANAGER

A new manager should be given a comprehensive program which will assist him/her in developing skills to assume a leadership position. The program would include the following:

- Introduction to Management Development
 - All development is self-development.
 - Management Definition.
 - Management Process.
- Managerial Styles
 - Background and the Managerial Dilemma.
 - Managerial Styles.
 - McGregor's Theory X/Y.
 - The Managerial Grid.
- Change
 - Change Curve.
 - Hawthorne Effect.
 - Methods to Reduce Impact of Change.
 - Slot Machine Management.
 - Do People Resist Change?
 - Change Grid.
- Selection/Evaluation/Compensation
 - Recruitment of Employees.
 - Interview Pentagon.
 - Selection of Managers.
 - Evaluation Procedures.
 - Compensation Plans.
- Delegation
 - Define - to - Delegate.
 - Steps in the Delegation Process.
 - Delegation Triangle.
 - Ineffective Delegation.
 - Delegation and Time Management.
- Motivation
 - Definition.
 - Attitude Stair Steps.
 - Three Sources of Anxiety.
 - Motivation Stair-Steps (Maslow's Theory).
 - Confidence and Accomplishment.
 - Desire for Improvement.
 - Roles and Goals.

• Planning

- Planning Path.
- Types of Decisions.
- Approaches to Setting Objectives.
- Priority Triangle.
- Effective and Efficient Planning.
- "Trade-offs."
- Planning and Resource Commitments.

• Management Process

- Management Process.
- Productivity.
- Effectiveness and Efficiency.
- Progress.
- Market - controlled Economic System.
- Marketing System.
- Obsolescence.

• Communication/Learning/Training

- Types of Communication.
- Communication Guidelines.
- Verbal/Extensional Worlds.
- Audio/Visual Perceptions.
- A Training Formula.
- Polishing Action.
- Training Diamond.
- Skill Training Cycle.

• Control/Problem-Solving/Decision Making

- Elements of a Control System.
- Supervisory Decisions.
- Substandard Performance Alternatives.
- Termination Process.
- Problem Avoidance.
- Borrowed and Selective Perception.
- Model for Decision Making and Problem Solving.
- What is a Problem?
- Reviewing Management Activity.
- Five Solutions to Management Problems.

• Leadership

- Management Gap.
- Promotion Jettison.
- Flyspeck Management.
- Power Bank Account.
- Power Diamond.
- Management Smog.

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