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**Final Project Report**

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## I. EXECUTIVE SUMMARY

### A. Project Purpose and CPSP Evolution

The Zimbabwe Manpower Development (ZIMMAN) Project was funded by USAID for the purpose of enhancing private sector productivity and increasing national economic growth by developing and supporting short-term professional, technical and managerial training programs. ZIMMAN was to provide support and advice to USAID-Zimbabwe on training for private sector development, plus, ZIMMAN was to develop and manage in-country training that was likely to increase employment, business survivability, and black-ownership of the economy. The initial contract was for two years, and was extended twice to its limit of five years.

From October 1992 until the new USAID Country Program Strategic Plan (CPSP) was implemented in December 1993, the Project was driven solely by private sector demand. Effective January 1994, USAID-Zimbabwe changed the focus of ZIMMAN to directly support the private sector element of all USAID-Zimbabwe's portfolio sectors, which included grain marketing and related industries, construction and related industries, family planning and AIDS, natural resources usage, road freight transportation, and telecommunications. The ZIMMAN Project was returned to a demand-driven focus in mid-1994, and further redirected in November 1994 to its final focus, "develop a support industry for SME businesses in Zimbabwe"

ZIMMAN was an unusual development project in that it was designed from the beginning to be a line-operation supporting USAID-Zimbabwe portfolio needs and reporting to the Mission for achieving specific results against an evolving Mission-driven operating plan. This required an ability to change Project capacity as Mission needs changed.

### B. Inputs

#### 1 Prime Contractor Level of Effort

There were two different kinds of Level of Effort inputs required by the Prime Contract, Contractor Level of Effort and Technical Assistance Level of Effort.

The Prime Contract called for three key personnel, Project Coordinator, Contract Assistant, and Accountant/Administrative Assistant. All three were selected by the Contractor, Academy for Educational Development, and were in place on 12 October 1992. Additional support staff at both the Home Office (Washington, DC) and the Field Office (Harare, Zimbabwe) were assigned. The Prime contract called for a Level of Effort (LOE) during the two-year period of 120 person-months. Later, the person-months level was changed to 413 person-months.

During the first two years, the Project provided 110 person-months, 10 less than the required 120 person-months due to difficulties in filling the Accountant and Secretarial positions. The personnel market in Zimbabwe nearly doubled the average salary rates between 1990 and 1993, the original budget did not provide for this level of increase. Table 1 displays the Prime Contractor LOE by year and total.

At the end of the Project, the total Prime Contractor LOE provided was 385 person-months

Table 1 Prime Contractor Staff Level of Effort, by Fiscal Year and Total

Staff Level of Effort (Person Months)	FY92-93 Year 1	FY93-94 Year 2	FY94-95 Year 3	FY95-96 Year 4	FY96-97 Year 5	5-Year TOTAL
Home Office Coordinator	2	1	6	3	3	15
Financial/Logistics Coord	2	1	6	9	9	27
Home Office	4	2	12	12	12	42
Project Coordinator	12	12	12	12	12	60
Program Manager	12	12	12	12	12	60
Accountant	10	12	12	12	12	58
Bookkeeper	0	0	0	10	0	10
Admin Assistant	0	0	7	12	12	31
Secretary 1	6	12	12	12	12	54
Secretary 2	2	12	12	12	12	50
Secretary 3	0	0	0	11	9	20
Field Office	42	60	67	93	81	343
TOTAL LOE	46	62	79	105	93	385

## 2 Technical Assistance Level of Effort

To achieve the intended outputs, a large amount of effort was needed from sub-contractors, grantees, individual consultants, and the Prime Contractor. The Prime Contractor Technical Assistance efforts totaled 163 person-months, 70% of the total Technical Assistance LOE, and 42% of Prime Contractor staff Level of Effort provided. This Prime Contractor staff Technical Assistance LOE was much higher than anticipated, due to the very low capacity of local and regional firms. Sub-contractors, grantees, and individual consultants Technical Assistance efforts totaled 69 person-months, 30% of the total. Table 2 displays the Technical Assistance Level of Effort, by fiscal year and five-year total. Table 3 displays the usage of local, regional, and international firms.

Table 2 Technical Assistance Level of Effort, by Fiscal Year and Total

TA/Training Level of Effort (Person Months)	FY92-93 Year 1	FY93-94 Year 2	FY94-95 Year 3	FY95-96 Year 4	FY96-97 Year 5	5 Year TOTAL
Prime Contractor	30	24	22	44	44	163
Sub-Contractors	0	5	8	26	15	53
Grantees	0	0	0	2	5	8
Individual Consultants	0	0	0	7	1	8
TOTAL	30	29	29	79	65	232

Table 3 Technical Assistance, by Type and Number of Providers

Type	TechAdvr	TrngPrvdr	Evaltr	Conslt	Total	Percent
Local	3	11	6	74	94	73%
Regional	0	5	0	12	17	13%
International	1	3	0	13	17	13%
Total	4	19	6	99	128	100%
Percent	3%	15%	5%	77%	100%	

### 3 Training Inputs

During the life of the Project, 154 custom-designed, multi-module, competency-based training programs were provided to 2,148 participants, representing 69 person-months of training provider and technical assistance effort, producing 12,812 participant-days of training. This required 286 Purchase Orders and two grants. See Appendix A ZIMMAN Inputs Summary and Appendix C 1993-1997 Training Program Statistics

### 4 Workplan and Reporting Inputs

#### 4.1. *Workplans*

The Prime Contract required that the Contractor submit to USAID workplans implementing USAID approved activities. These workplans would detail specific tasks of the Contractor to provide and support implementation of the approved activities. The workplans would propose benchmarks to measure performance of the activities. Included in the workplan would be a detailed budget estimate identifying the amount of foreign exchange and local currency funds required for programming for project activities, derived from the budgets of approved activities.

Twenty quarterly workplans were submitted and approved. In addition, 153 individual program workplans (including requests for approval to conduct each program, approval to contract for each program, approval to use each consultant/trainer, and approval for each consultant/trainer's daily fee rate) were submitted and approved. See Table 4 and Appendix A ZIMMAN Inputs Summary

Table 4 Workplans and Technical Reports Submitted

Quarterly Work Plans	Date Submitted	Quarterly Technical Reports	Date Submitted	Annual Technical Reports	Date Submitted
1Q93	01-Dec-92	1Q93	28-Jan-93	FY1993	10-Nov-93
2Q93	28-Jan-93	2Q93	29-Apr-93	FY1994	10-Nov-94
3Q93	29-Apr-93	3Q93	09-Jul-93	FY1995	04-Dec-95
4Q93	09-Jul-93	4Q93	26-Oct-93	FY1996	28-Oct-96
1Q94	26-Oct-93	1Q94	17-Jan-94	FY1997	01-Sep-97
2Q94	17-Jan-94	2Q94	29-Apr-94		
3Q94	29-Apr-94	3Q94	30-Jul-94		
4Q94	30-Jul-94	4Q94	08-Nov-94		
1Q95	08-Nov-94	1Q95	15-Mar-95		
2Q95	15-Mar-95	2Q95	30-Apr-95		
3Q95	30-Apr-95	3Q95	30-Jul-95		
4Q95	30-Jul-95	4Q95	04-Nov-95		
1Q96	04-Nov-95	1Q96	19-Mar-96		
2Q96	19-Mar-96	2Q96	04-Jun-96		
3Q96	04-Jun-96	3Q96	30-Jul-96		
4Q96	30-Jul-96	4Q96	15-Oct-96		
1Q97	31-Jan-97	1Q97	31-Jan-97		
2Q97	25-Apr-97	2Q97	25-Apr-97		
3Q97	15-Jul-97	3Q97	25-Jul-97		
4Q97	01-Sep-97	4Q97	05-Sep-97		

#### *4.2 Quarterly Technical Reports on Implementation Progress*

The Prime Contract required that within 30 days following the end of each calendar quarter, the Contractor would submit to USAID a report describing inputs and accomplishments during the past three-month period toward achieving the objectives of each workplan, to include identification and analysis of implementation problems and proposed solutions. Twenty Quarterly Technical Reports were submitted and five Annual Technical Reports were submitted. See Table 4.

#### *4.3 Technical Reports of Short-Term Consultants*

The Prime Contract required that each consultant providing Technical Assistance to subcontractors or grantees specified by USAID would be required to submit to the Contractor and USAID before departure, three copies of a report covering the scope of work, and major activities undertaken, findings, conclusions and recommendations. One hundred-two short-term consultant reports were submitted. See Appendix A. ZIMMAN Inputs Summary.

#### *4.4 Quarterly Financial Reports*

The Prime Contract required that within 30 days of the end of each calendar quarter the Contractor would provide to USAID an accounting of contract funds (both the U.S. dollar budget and the Zimbabwe dollar budget) by line item expended by the Contractor. Sixty monthly vouchers were submitted. See Table 5.

#### *4.5 Summary Reports*

As directed by the CTO, the Contractor would submit summary reports to USAID describing and documenting training activities that have been performed/completed through all subcontracts and grants monitored under this Contract, to ensure satisfactory performance and compliance with terms and conditions of the undertaking. One hundred-eleven summary program reports were submitted. See Appendix A. ZIMMAN Inputs Summary.

#### *4.6 Inventory Reports*

The Project was required to submit quarterly inventory reports of all equipment and vehicles purchased under the Prime Contract. Eighteen quarterly inventory reports and five annual inventory reports were submitted. See Table 6.

### **C. Outputs**

#### **1. Participants Trained**

The Prime Contract required data be developed on the number of participants trained, categorized by (1) type/subject of training activity, (e.g. professional, technical, managerial), (2) employees position, (3) institutions providing training, (4) institutions or groups receiving benefits, and (5) public or private. Enrollment in all ZIMMAN programs was 2,148, with 2,042 completing training in professional and managerial

programs, no other types of programs were supported. The private sector participants were owner-managers of SME businesses, the public sector participants were government middle management. All providers were private sector firms. All data were loaded into USAID's PTMS system. See Appendix C 1993-1997 Training Program Statistics and USAID-Zimbabwe's PTMS database.

Table 5 Financial Reports Submitted

Expense Month	Voucher Number	Voucher Date	Expense Month	Voucher Number	Voucher Date
<b>FY 1993</b>			<b>FY 1996</b>		
Oct-92	1	24-Nov-92	Oct-95	39	27-Nov-95
Nov-92	2	18-Dec-92	Nov-95	40	28-Dec-95
Dec-92	3	22-Jan-93	Dec-95	41	16-Jan-96
Jan-93	4	12-Mar-93	Jan-96	42	6-Mar-96
Feb-93	5	31-Mar-93	Feb-96	43	30-Mar-96
Mar-93	6	30-Apr-93	Mar-96	44	30-Apr-96
Apr-93	7	21-May-93	Apr-96	45	23-May-96
May-93	8	25-Jun-93	May-96	46	21-Jun-96
Jun-93	9	20-Jul-93	Jun-96	47	19-Jul-96
Jul-93	10	20-Aug-93	Jul-96	48	16-Aug-96
Aug-93	11	20-Sep-93	Aug-96	49	19-Sep-96
Sep-93	12	20-Oct-93	Sep-96	50	22-Oct-96
<b>FY 1994</b>			<b>FY 1997</b>		
Oct-93	13	19-Nov-93	Oct-96	51	22-Nov-96
Nov-93	14	30-Dec-93	Nov-96	52	11-Dec-96
Dec-93	16	18-Mar-94	Dec-96	53	21-Jan-97
ADJ	17	18-Mar-94	Jan-97	54	7-Mar-97
Jan-94	18	18-Mar-94	Feb-97	55	17-Mar-97
Feb-94	19	18-Mar-94	Mar-97	56	21-Apr-97
Mar-94	20	30-Apr-94	Apr-97	57	29-May-97
Apr-94	21	27-May-94	May-97	58	18-Jun-97
May-94	22	16-Jun-94	Jun-97	59	19-Aug-97
Jun-94	23	16-Jul-94	Jul-97	60	
Jul-94	24	26-Aug-94	Aug-97	61	
Aug-94	25	5-Oct-94	Sep-97	62	
Sep-94	26	24-Oct-94	<b>Final</b>	63	
<b>FY 1995</b>					
Oct-94	27	30-Nov-94			
Nov-94	28	30-Dec-94			
Dec-94	29	31-Jan-95			
Jan-95	30	7-Mar-95			
Feb-95	31	27-Mar-95			
Mar-95	32	14-Apr-95			
Apr-95	33	16-May-95			
May-95	34	22-Jun-95			
Jun-95	35	14-Jul-95			
Jul-95	36	10-Aug-95			
Aug-95	37	18-Sep-95			
Sep-95	38	17-Oct-95			

## 2 Gender

The Prime Contract required data be developed on the number of women providing and receiving training on professional, technical, managerial and programmatic skills. Three women (38%) provided training. The programs conducted under ZIMMAN had enrollments of 497 women (23%) in professional and managerial programs, no other types of programs were supported. All data were loaded into USAID-Zimbabwe's PTMS system. See Appendix C 1993-1997 Training Program Statistics and USAID-Zimbabwe's PTMS database.

## 3 Results Achieved

The Prime Contract required data be developed on obtaining and summarizing exit comments from training participants on benefits received, and on measuring results of training programs and achievement of project outputs. A census of all participants was taken at the end of each module of each of the 153 programs. The comments were reported in each program report. The comments focused on satisfaction with the facilities (of which there were no alternatives), on the professionalism of the trainers (74 of 77 were rated very good to excellent, 3 were removed), and on the degree of paradigm shift they were making in moving from knowledge-based training to competency-based training (extreme). Participant competency was the primary measure of results for this Project's training activities. Those determined to be competent were awarded certificates of competency.

### 3.1. *Training Provider Development Results*

Two programs were used to create the capacity to provide services to SME owner-managers. The first, Competency-Based Training (CBT) Training-of-Trainers (TOT) programs had 98 participants enrolled. Of these, 76 (78%) were certified, 22% were not yet competent. The second, the Business Success Competency (BSC) Training-of-Trainers (TOT) programs had 47 of these 98 participants enrolled. Of these 47, only 21 (45%) were certified competent. From an initial group of 98, only 21 (14%) were certified to provide training to SME business owner-managers; 78 participants (86%) were not yet competent. Each of these 20 certified trainers have the capacity to train 135 SME business owner-managers every year, a total capacity development of 2,700 participants per year. See Table 7.

Table 6 Inventory Reports Submitted

Quarterly Inventory Reports	Date Submitted	Quarterly Inventory Reports	Date Submitted	Quarterly Inventory Reports	Date Submitted	Annual Inventory Reports	Date Submitted
1Q93	N/A	1Q95	30-Dec-94	1Q97	12-Dec-96	FY1993	30-Sep-93
2Q93	N/A	2Q95	30-Mar-95	2Q97	27-Mar-97	FY1994	30-Sep-94
3Q93	21-Jun-93	3Q95	15-Aug-95	3Q97	30-Jun-97	FY1995	15-Aug-95
4Q93	30-Sep-93	4Q95	12-Sep-95	4Q97	14-Oct-97	FY1996	30-Jun-96
1Q94	16-Nov-93	1Q96	13-Dec-95			FY1997	16-Sep-97
2Q94	12-Apr-94	2Q96	30-Mar-96				
3Q94	30-Jun-94	3Q96	28-Jun-96				
4Q94	30-Sep-94	4Q96	30-Sep-96				

Table 7 Training Provider Enrollment and Certification

Certification Analysis	Men Enrld N	Women Enrld N	Total Enrld N	Men Cmpltd N	Men Cmpltd %	Women Cmpltd N	Women Cmpltd %	Total Cmpltd N	Total Cmpltd %	Total Crtd N	Enrld/Crtd %
<b>CBT TOT</b>											
CBT TOT 1	9	3	12	7	78%	1	33%	8	67%	8	67%
CBT TOT 2	15	5	20	10	67%	4	80%	14	70%	14	70%
CBT TOT 3	8	4	12	4	50%	4	100%	8	67%	8	67%
CBT TOT 4	12	2	14	9	75%	2	100%	11	79%	11	79%
CBT TOT 5	10	7	17	10	100%	6	86%	16	94%	15	88%
CBT TOT 6	6	5	11	5	83%	3	60%	8	73%	8	73%
CBT TOT 7	8	4	12	8	100%	4	100%	12	100%	12	100%
Total CBT	68	30	98	53	78%	24	80%	77	79%	76	78%
<b>BSC TOT</b>											
BSC TOT 1	20	4	24	20	100%	4	100%	24	100%	4	17%
BSC TOT 2	7	5	12	4	57%	2	40%	6	50%	6	50%
BSC TOT 3	4	7	11	4	100%	7	100%	11	100%	11	100%
Total BSC	31	16	47	28	90%	13	81%	41	87%	21	45%
Total	99	46	145	81	82%	37	80%	118	81%	97	67%
BSC/Total					28%		28%		28%		14%

### 3.2. Training Participant (SME Business Owner-Manager) Development Results

Of 86 SME business owner-managers enrolled in the Project's core training program, the Business Success Competency program, 54 (77%) were certified competent by a team of trainers, technical assistance experts, and evaluators See Table 8

Table 8 SME Business Owner-Manager Certification of Competency

Program	Enrld	Cmpltd	Certfd	Enrl/Cmpl	Enrl/Cert	Cmpl/Cert
Bindura	17	12	12	71%	71%	100%
Karoi	15	12	9	80%	60%	75%
Mvurw1	13	11	10	85%	77%	91%
Kadoma	16	15	9	94%	56%	60%
Chinhoy1	14	10	6	71%	43%	60%
Rusape	11	10	8	91%	73%	80%
TOTALS	86	70	54	81%	63%	77%

These 54 SME business owner-managers applied their learnings to their businesses and produced an average two-year increase of over Z\$2 million in gross sales, over Z\$47,000 in productivity per employee, and over 60% in new employment See Appendix D. BSC Training Impact Summary See Table 8

4 Training Providers

The Prime Contract required data be developed on number and distribution of programs offered by private sector organizations, public sector organizations, indigenous organizations, U.S organizations, and regional organizations. All programs were provided by private sector firms

5. Level of Effort, by Source

The Prime Contract required data be developed on person-months of training and technical assistance identified by source. prime contractor, subcontractor, grantee, or individual consultant. The Prime Contractor provided 163 person-months (70% of the total Technical Assistance LOE, and 42% of Prime Contractor staff LOE). Sub-contractors provided 53 person-months (23%), grantees provided 8 person-months (3%), and individual consultants provided 8 person-months (3%). This measure is considered an input for this Project, since the resulting goal was to develop a support industry capacity in Zimbabwe, rather than maximize the number of participants trained. See Inputs, item 2. "Technical Assistance Level of Effort" and Table 2, on page two

**D. Impact**

1. Quantitative Impact

Primary quantitative impact measurement areas related to the recipient of the training are changes in sales and employment. Sustainability measurement related to the market include the perceived value of the course and the calculated return on investment for every dollar of course cost. The training results reported by the 36 owner-managers as directly attributable to the course are.

- Sales increased by a total of Z\$77.6 million for the 36 businesses
- Employment increased by a total of 1,120 for the 36 businesses
- The business owner-managers value the course at over Z\$2.1 million per farm
- The average calculated return on investment is Z\$111 for every dollar (cash and in-kind) invested in the training

The impact census reported that for the 36 participating owner-managers, the return from the training were significant. Average changes (percent and Zimbabwe dollar) in gross sales, labor productivity, and employment are shown in Table 9

Table 9 Average Changes, by Year, and Average Unit Change

Average Changes Directly Attributed to the ZIMMAN BSC Training	1st Yr Actual	2nd Yr Projected	Two Year Change
• Gross sales increased	92%	237%	Z\$2,154,867
• Productivity (sales per employee) increased	46%	108%	Z\$47,059
• Full-time employment increased	32%	62%	15
• Part-time employment increased	26%	65%	18

## 2. Qualitative Impact

The impact census of all certified participants assessed seven areas: business loan payments, business awards, product diversification and multiple-cropping, labor structure, succession planning and expanded management capacity, financial and technical independence, and willingness to pay full market price for training. See Appendix D BSC Training Impact Summary.

### 2.1 *Business Loan Payments*

Of the 36 farms certified in all 32 competencies from these first five courses, not one has required foreclosure. Using earnings made in the first year after the training, 21 farms have paid off all loans, 10 farms have made payments amounting to 50%-80% of their loans, and 5 farms have negotiated new terms based on their current business earnings.

### 2.2 *Business Awards*

One participant was elected the first indigenous director of the Burley Tobacco Marketing Association and another participant was chosen as the Rothmans's Small Scale Tobacco Grower of the Year (1996) - Second Runner-Up; both participants attribute these honors to the changes they made from the ZIMMAN course.

### 2.3. *Product Diversification and Multiple-Cropping*

Nearly all the participating farms were growing the same, traditional, low profit margin crops (maize and cotton) before the training, most were also only growing a single crop each season. After training, all farms shifted into high profit margin crops (tobacco and horticulture) and began growing crops in succession, in companion plantings, and in every season, which significantly increased their effective growing hectareage and actual sales potential.

### 2.4 *Labor Structure*

Most farms were very heavily staffed by full-time employees before the training, resulting in low productivity and high costs. After the training, all but one farm shifted their balance to more casual labor with a smaller base of full-time staff. They all had under-supported their labor-force, and changed to much higher employee-support levels after the training. This new support included building worker housing, recreational facilities, and schools for the children. Plus, nearly all farms were managed by a single person without using the advantages of teamwork. All farms added supervisory staff, developed self-managed teams, and instituted performance incentives for all levels of workers. All farms increased the base pay rates to become more competitive with other employers and to retain trained workers.

### *2.5 Succession Planning and Expanding Management Capacity*

Little attention had been given to replacing the owner-manager. After the training, all farms developed succession plans and immediately increased the experience base (delegation and responsibilities) of their interested children and professional supervisors. Thirty-four of the 36 farms (94%) requested the identical BSC course for their children and their supervisors, and thirty-five of the 36 farms (97%) requested an advanced course for themselves, all at full market-price.

### *2.6 Financial and Technical Independence*

During the impact interviews, each owner-manager was asked about additional support desired after the Project closed. Twenty-four of 36 (67%) requested technical assistance (TA) for crops, 27 (75%) requested TA for general management support, and only 4 (11%) requested TA for financial management.

When asked about access to capital after training, 4 (11%) requested access to funding for operations, 15 (42%) requested access to irrigation/dam financing, and 19 (53%) requested access to equipment financing. Before the training, nearly all had requested funding for operations, after the training, all participants are requesting appropriate financing for their situations.

### *2.7 Willingness to Pay Full Market Price for Training*

Many factors underpin "full-market price" sustainability. For the purposes of this Project, the most important factors in charging for the training are the perceived-value of the training program and the training provider, the affordability of the training, the cost and perceived-value of competing products/services, and the willingness to pay.

- **Training Program Value:**

The participants reported that the BSC series is worth more than Z\$2.1 million (average) over two years and that the return on investment is over Z\$111 for every dollar of the cost.

- **Training Provider Value:**

The Project developed training-of-trainers certification courses to screen trainers and to provide third-party evaluation of trainers, only 20 of 96 trainers entering the series were certified. The participants have given very high marks to the trainers certified by the Project and have requested them to develop other training products at full-cost pricing.

- **Affordability:**

While the 1995-1997 BSC course training costs were partially subsidized to penetrate the market, subsequent owner-manager requests for training for themselves and for their families and staff are at full costs. All participants said the price was well within their ability and willingness to pay, and good value for money.

**••Competing Products and Services Value and Cost**

ZIMMAN's 1993 and 1994 nation-wide surveys of 2,000 SME owner-managers revealed considerable anger among SME owner-managers about the products and services they had received from Zimbabwe's training providers. No other new training programs have been introduced into Zimbabwe to this date. Zimbabwe's trainers/consultants were perceived as offering services irrelevant to SME needs, as having less business experience than the SME owner-managers, and as having no personal experience implementing what they were teaching in a business environment. At this time, there are no other training courses that have any perceived value to the SME owner-manager. The cost of the BSC series is 75% of the average cost of all other training courses currently being offered in Zimbabwe.

**•Willingness to Pay:**

The demand for follow-up courses at full-price from these 36 owner-managers indicates a high willingness to pay for a course that is proven to increase revenue and profits, delivered by certified trainers who are experienced in the industry, at prices that are lower than other (lower impact) training courses, that have an average ROI of Z\$111 for every dollar invested, and that are supported by the relevant industry associations and financial institutions.

**E. Recommendations**

In this kind of Project, driven by USAID's Country Program Strategic Plans and private sector portfolio requirements, no one could have forecast its ultimate direction or outcome. In the course of the five years of the ZIMMAN Project we have experienced a number of situations that could provide guidance for similar Projects in the future. These situations are presented in the order of the Project's evolution. Almost all of these recommendations have been submitted in previous annual reports, but not summarized or linked into an overview of the Project.

ZIMMAN was an unusual development project in that it was designed from the beginning to be a Mission line-operation supporting USAID portfolio needs and reporting to the Mission for specific results against an evolving operating plan. This use of a Project makes a great deal of sense and can (and did) dramatically increase Mission capabilities to serve the host country. To make this work even better, the following recommendations are offered.

1. The pre-project survey identifying project operating conditions, supply conditions, and demand conditions must be conducted by experts in the target sector.

The 1991 needs assessment surveys were incomplete and the conclusions were inaccurate. This created incorrect core assumptions upon which the Project was designed. The problem was that the surveyors were not familiar with the private sector and failed to dig deeply enough to find the truth in responses from firms that had a strong self-interest to present their needs as less, and their capacities as more, than the actual facts. There was almost no demand for training in USAID's portfolio industries.

(Telecoms, Rail Transport, Natural Resources, Family Planning/AIDS, Housing Finance, and Grain Marketing) There was no demand for foreign exchange to assist with developing skills. There was no Zimbabwe capacity to provide training and consulting services that met SME business owner-manager requirements. There were very few local Zimbabwe resources that could be used to develop this capacity. By permitting us to test the initial assumptions and by adapting the Scope of Work to the actual conditions, the Mission avoided a costly program failure and was able to redirect Project resources to productive activities. The Mission was prepared to hear new information and to act quickly on it, even when the findings contradicted commonly held opinion; this openness and the resulting partnership made the Project successful.

## 2 Private sector development projects for micro and small businesses need to bring their own expertise with them, because it usually does not exist in the host country

In-house expertise to adequately develop an industry includes an industry-specific specialist, an association development specialist, a business management/TA specialist, a training specialist, and a research/evaluation specialist. The core talent required to do the training and consulting work of this Project was not available on the local market. It was by chance that we found the expert partners to develop the BSC model. This is a common developing country situation. For this Project, as it evolved, we should have brought in our own TOT trainer, our own industry-specific business experts, and our own business association expert. With such a team, we could have created the product a year earlier and provided significantly more service to local training provider firms and associations. As it was, too much money and time was spent on trying to use local and regional firms and USA volunteers in developing our products.

## 3 Insure that the Project budget adequately provides for local conditions including inflation, wages and benefits, rents, and commodities

The requirement for bidders to meet USAID's price-sensitive RFP requirements can produce unreasonably low bids, can cause competent bidders to withdraw, and can create conditions which detract from meeting deliverables requirements. For example, the failure to build-in Zimbabwe's high inflation rate (over 50% in 1993) created serious problems in offices, staffing, housing, and equipment procurement. The bid budget submitted by AED was a year old by the time the Project actually began, and was not revised for actual local conditions until after the second year. This problem can be avoided by two steps. First, the readily available wage, rent, and commodities surveys published annually in most countries can be checked for market averages and should be required in bids for reference. Second, the USAID Mission should participate in the final budget fine-tuning to ensure that the selected bidder's budget is in fact workable. Making a bid selection decision with "price" weighted three to four times "capacity to deliver" is self-defeating behavior.

## 4 Prime Contractor System Capabilities

The requirement to change Project capacity as Mission needs changed, stressed AED home-office accounting and contracting systems. The degree of field office autonomy required by the Mission was not fully understood early on, and therefore not adequately

prepared for. There are two actions the Mission could take to avoid this kind of problem. First, the contract should be very specific about the deliverables required, and differentiate input deliverables from output deliverables, and also differentiate deliverables from general purposes/strategic directions that the Project will contribute to, but not be accountable for delivering. This early lack of clarity, coupled with the poor pre-project private sector needs and training capacity surveys, initially created confusion on the Mission's requirements for field office autonomy, on real local demands and capacities, and on how AED would need to respond. Second, the Mission should consider requiring the bids for this kind of project to contain specific statements, by deliverables target, on exactly which decisions the bidder will delegate to the field office and which decisions it will reserve for the home office. This will enable bidders to consider these issues well in advance and to develop the capacity for faster on-the-ground readiness to respond to Mission requests.

##### 5. Maximize coordination between donors and other projects

There is considerable duplication of effort and competition among donors in Zimbabwe to provide development opportunities. While the Mission made considerable effort to link with other donors, there was little real donor coordination. The impact of this was that potential organizational recipients were overwhelmed with opportunities and began to play one donor against another for commodities and cash support. This Project was asked to develop a market-price cost-recovery system for training within this scenario. When most donors are lobbying to assist the same organizations and giving their services away for free, it exponentially compounds the cost-recovery deliverables difficulty factor. The Mission-Project team tried to introduce a matrix of who was doing what with whom to begin the decision process of how to coordinate and maximize the impact of donor efforts. This effort should be continued, to increase the opportunity for recipients to focus on programs that fit their development needs and capacities to digest, without donor force-feeding.

##### 6. Maximize donor efforts to improve host country economic conditions.

Zimbabwe's difficult economic environment for SME businesses severely limited the Project's ability to achieve USAID's goals. We were keeping SMEs alive longer in the hopes of policy change. The sustainability of ZIMMAN's work will decrease over time unless the economy improves. It is inappropriate to expect training projects to increase jobs or to change government capability to support private sector initiatives without considerable policy change efforts. That this Project was able to increase employment was more related to the turn-around of the participating businesses and job-saving than to any direct relationship between training and job-creation, particularly when it is more profitable to invest in the money market than to increase business production capacity and staffing levels. The effectiveness of ZIMMAN's efforts are directly effected by the policy environment. Many Zimbabwe SME owners face imminent business failure and personal bankruptcy directly due to the constraining policy environment. Increased coordinated donor influence on GOZ policy change is urgently needed.

7 Conduct rigorous financial and logistics systems pre-audits before awarding sub-contracts to local firms, especially the "Big Six" accounting firms. And, for contracting Projects, staff with two financial professionals

Every sub-contract invoice received by the Project had to be microscopically analyzed for bookkeeping errors, mathematical errors, and regular omissions of required documentation and deliverables. Almost without exception, we had to return every invoice for corrections. With only one financial staff member we were seriously understaffed to handle the average workload of over 500 financial documents each month twice (handled two times per invoice initial submission and corrected submission). Had we the staff capacity to conduct a pre-audit on each firm and two financial staff, we could have avoided many of the problems in contracting and in payments that we had to solve after the fact.

The situations that worked least well were the larger contracts that gave the sub-contractor independent responsibility for managing programs and budgets. The overwhelming majority of Zimbabwe firms do not have the most basic, functioning financial management systems. The situations that worked best were cost-reimbursement-not-to-exceed agreements over which Project staff had financial and program control.

### **III. ANNUAL STRATEGIES, ACCOMPLISHMENT, AND PROBLEMS**

#### **A. Fiscal Year 1992-1993**

##### 1 Operating Conditions During 1992-1993

The ZIMMAN Project office was to be a brokering and contracting facility to screen and implement USAID-approved training programs proposed by businesses and business organizations. The initial four key challenges were 1. how to make the fastest start-up, 2. how to quickly generate high-quality proposals in the areas of USAID focus, 3. how to assess the potential of applicant firms which local consultants, and 4. how to measure return on investment and impact of training programs. Six months after the Project's inception, the key challenges were reduced to two 1. how to show progress and project success given the economic and regulatory environment impacting the private sector, and 2. how to maintain the productive momentum developed. During the last quarter of Fiscal Year 1992-93, the challenges were reduced to one. how to quickly realign the Project to fit USAID's new Country Program Strategic Plan.

##### 2 Strategies for 1992-1993

The multiple, overlapping strategies we chose to implement were selected to simultaneously accomplish as much as possible in every objective area that was pertinent during each specific quarter.

## *2.1 Fast Start-Up*

During the first quarter, we concentrated on getting oriented to USAID's expectations and requirements, searching for office space, locating temporary equipment, testing staff capabilities, and establishing basic operating systems. During the second quarter, we concentrated our efforts on generating applications, developing proposals for applications approved by PSAB that most closely meet USAID priorities, identifying appropriate training provider firms to conduct training, acquiring equipment, hiring support staff, and establishing full accounting and administrative systems.

## *2.2. Maintain Momentum*

During the second quarter, we concentrated our efforts on generating additional applications, developing a second series of proposals for recommendation to the PSAB that most closely meet USAID priorities, identifying and contracting with appropriate training provider firms to conduct training, setting in place the individual company measurement systems to measure the impact of training, and measuring the early impact of the training programs to be completed in the next quarter. During the third quarter, we concentrated our efforts on implementing approved proposals, contracting with training provider firms to conduct the approved proposals, and coordinating the Horticulture training program.

## *2.3 Assess Potential*

During the first and second quarters, our strategy was to utilize local business consultants to assess the viability and potential of applicant firms to benefit from the Project.

## *2.4. Generate Proposals*

During the first and second quarters, our strategy was to make presentations to business people at each population center and at every major association local and regional General Meeting or Conference. Plus, simultaneously to use radio, television, print media, and direct mail to reach individual businesses, business and industry associations as well as urban and rural individual business owners/entrepreneurs. After the second quarter, this strategy was no longer required due to CPSP changes.

## *2.5 Measures*

During the first quarter, our strategy was to develop meaningful measures in close coordination with USAID, and design database and evaluation systems to track needed data. During the second 90 days, our strategy was to test and refine project success measures in close coordination with USAID, and up-date database and evaluation systems to track needed data.

## *2.6 Project Success vs Economic Environment*

During the third quarter, our strategy was to develop a charting technique and research relevant Zimbabwe economic and business-health data against which to display project measures. Once this was completed, we were to test and refine a charting technique displaying relevant Zimbabwe national and industry-specific economic and business-health data against individual company progress data before and after training programs.

## *2.7 Realign the Project*

During the fourth quarter, our strategy was to work closely with USAID program managers to determine how ZIMMAN might assist their projects, and to meet with their sector contacts to develop training opportunities, and participate with USAID in developing the CPSP new targets

## 3 1992-1993 Accomplishments by Goal

Our five goals during this year were to: 1 establish the Project office, 2 design and implement Project systems, and 3 generate Project proposals for PSAB and USAID support decisions, 4 Implement Project Proposals, and 5 develop programs to meet USAID CPSP Portfolio objectives

### *3.1. Establish Project Office*

The Project office was located and rented, staff hired, equipment and basic supplies purchased, and staff trained in computer usage (word processing and spreadsheets) and in performance management methods.

### *3.2 Design and Implement Project Systems*

All basic Project operating systems were developed and implemented, including financial management systems, training administration and reporting systems, proposal selection and evaluation systems, Project impact measurement systems, Prime Contract compliance systems, and Private Sector Advisory Board (PSAB) management systems. The project systems were audited by Deloitte & Touche, who submitted a very complimentary report.

### *3.3 Generate Project Proposals*

A proactive, outreach approach was designed to generate and evaluate proposals for USAID funding. The following actions were taken

- Project staff presented Project opportunities to 21 business associations and organizations
- Project staff visited two provinces and presented project goals and assistance opportunities to the Mashonaland East Provincial Administrator

- Project staff advertised the project and assistance opportunities in the national newspapers
- Project staff conducted a nation wide Project marketing tour and ad campaign presenting to more than 1,000 business owner-managers
- Project staff sent mailings to 64 Zimbabwe business associations with project description, proposal application forms and offer to assist in proposal development
- Project staff sent mailings to 131 training provider firms in Zimbabwe and 49 training organizations in Southern African region with project description and proposal applications forms
- Project staff processed 194 applications and presented project staff recommendations to the PSAB
- Project staff developed Workplans for the two proposals approved by USAID
- Project staff managed the Horticulture Production and Farm Management program

This goal was dropped as a priority under the new USAID CPSP, and the application database was closed

### *3.4 Implement Project Proposals*

Once the PSAB and USAID had approved the proposals submitted by businesses, Project staff assisted implementation and logistics management

- Project staff completed work-plans for two approved proposals (Horticulture Production and Farm Management and Grain Milling Production and Mill Management)
- Project staff coordinated joint activities for the approved proposals with Africa Project Development Facility, International Executive Service Corps, USAID-Business Development Project, and USAID-Private Sector Housing Project
- Project staff facilitated the Horticulture Production and Farm Management program get underway with 19 farms signed up and paid

### *3.5 Develop programs to meet USAID CPSP Portfolio objectives*

- Project staff met with all USAID Program Managers to determine how ZIMMAN might assist their programs
- Project staff met with seven organizations to determine the potential for training assistance under the new CPSP.

- Project staff reviewed five proposals for training assistance potential under the new CPSP
- Project staff prepared a responsibilities outline to facilitate Project focus transition
- Project staff participated in USAID's CPSP retreats

#### 4 Problems Experienced During 1992-1993

During this first year, we discovered two fundamental problems in the original Project design. SME business needs and demands were considerably different from the demand analysis forming the basis of the design, and the capacity of local trainers and consultants to serve the SME business market was considerably lower than the capacity analysis forming the basis of the design. Because of these two factors, training programs could not be conducted during this first year.

### **B. Fiscal Year 1993-1994**

#### 1 Operating Conditions During 1993-1994

Until the new USAID Country Strategic Plan (CPSP) was developed at the end of 1993, the project was driven by private sector demand. At that time, USAID-Zimbabwe changed the focus of ZIMMAN to directly support the Mission's Portfolio. As a result of the new CPSP, USAID reassessed the role of the Private Sector Advisory Board (PSAB) and eventually dropped this element from the core Project. From January 1994, ZIMMAN focused on the private sector element of USAID-Zimbabwe's portfolio sectors, which included grain marketing and related industries, construction and related industries, family planning and AIDS, natural resources usage, road freight transportation, and telecommunications.

The revised key challenges for Fiscal Year 1993-1994 were 1. how to assist USAID Project Officers and Managers best utilize ZIMMAN resources, given the CPSP shift, 2. how to develop training programs to fit USAID/Z's Country Program Strategic Plan, 3. how to quickly implement the approved training programs before end of the initial Prime Contract (30 September 1994).

#### 2 Strategies For 1993-1994

To fulfill our responsibilities under the new CPSP, we identified three strategies that together, would achieve USAID's goals.

### *2.1 Assist USAID Program Managers*

We would work closely with all USAID/Z Program Managers requesting ZIMMAN support to determine how ZIMMAN might assist, to meet with their sector contacts to develop training opportunities, and to participate with USAID/Z in developing the base-line measures and data for the new CPSP targets

### *2.2 Develop Training Programs*

We would concentrate Project efforts on developing training programs for each sector of focus, initially emphasizing Grain Marketing/Milling, Road Haulage, and Natural Resources Management.

### *2.3. Implement Training Programs*

We would concentrate Project efforts on implementing USAID approved programs, identify and contract with training provider firms to conduct the approved programs, coordinate the training programs, and manage each program's evaluation

## 3. 1993-1994 Accomplishments by Goal

Our three goals during this second year were to 1 Assist USAID Program Managers, 2. develop training programs to meet USAID portfolio objectives, and 3 implement approved programs.

### *3.1 Assist USAID Program Managers*

We sought to maximize contact with and direct support to the various Program Managers. The following actions were taken.

- Project staff coordinated all activities with USAID ZIMMAN Project Manager through weekly operating meetings.
- Project staff met quarterly with all USAID Project Officers requesting ZIMMAN support. These included the Agriculture Development Officer, the Transportation Road Haulage Project Officer, the Construction Project Officer, the Housing Finance Project Officer, the Rail Transport and Electricity Project Officer, the General Development Officer, the Telecommunications Project Officer, and the Natural Resources Management Project Officer
- Project staff coordinated with other USAID-related organizations to maximize coverage and impact of US Donor funds and resources. These included the Grain Marketing Reform Research Project, the US Peace Corps, and IESC

### 3.2 *Develop Training Programs*

We developed and managed training programs for grain marketing, road transport/freight haulers, tourism/natural regions IV and V, housing finance, local training provider firm development, and micro and small enterprise (MSE) business simulation

- Grain Marketing

- Project staff managed the census of all micro millers in Zimbabwe during FY1995 to develop a base-line for service provision, in coordination with USAID's Zimbabwe Grain Marketing Reform Research Project (GMRRP), a research team working with the Rural District Councils, appropriate NGOs, and milling equipment dealers.

- Project staff managed volunteer assistance for the newly formed Indigenous Commercial Millers Association (ICMA), in coordination with the International Executive Service Corps (IESC)

- Project staff managed the technical assistance (management and production) for each participating production-level mill, in coordination with USAID's Zimbabwe Grain Marketing Reform Research Project (GMRRP)

- Project staff managed the technical assistance (management and production) for each participating service or micro-level mill, in coordination with USAID's Zimbabwe Grain Marketing Reform Research Project (GMRRP)

- Project staff managed the development stand-alone training manuals for distribution to the majority of micro mill owners that formal training cannot reach; plus, developed videotapes and training of trainers programs for related NGOs operating in rural-areas

- Road Transportation/Freight Haulers

- Project staff managed the volunteer technical assistance for the Midland Truckers Association, in coordination with the International Executive Service Corps (IESC)

- Project staff linked TOA and ZNCC transport services managers, surveyed 181 small hauler owners for training program priorities, and developed and conducted the training

- Tourism/Natural Regions IV and V

- Project staff worked with the Zimbabwe Association of Tour and Safari Operators and Zimbabwe Professional Hunters and Guides Association to determine industry training needs, course requirements and institutional development needs

- Project staff provided a grant to Africa Center for Holistic Resources Management (ACHRM) as a test case to determine the feasibility of working with communal village groups to increase self-sufficiency through micro business activities. The grant funded basic micro-business management training for one communal area (Natural Regions IV) near Victoria Falls and covers training costs for three rural villages already enrolled in the HRM program in understanding how business works, basic financial management training, and basic micro-business skills. The primary business model was the "market garden" serving the near-by hotel and safari camps who have expressed interest in buying produce from these villages

- Project staff worked with NGO's involved in providing services in Natural Regions IV and V to determine training needs, consensus was that no SME's currently exist in these areas. Only quasi-business activity is conducted by village co-ops. Worked with ZimTrust

- Project staff worked with Zimbabwe Trust to develop a grant application for USAID funding to develop transition into business training for village co-op's using appropriate business simulation methodology. This proposal was withdrawn by ZimTrust due to USAID's financial audits requirement

- Project staff worked with the Solar Energy Association to develop a proposal for possible USAID funding

- Housing Finance Sector

- Project staff held discussions with subcontractor (MSI) on capacity to conduct a Lender Education Workshop on the use of Cash-Flow Based Lending. Met with World Bank and agreed that no conflict or duplication of effort existed; a cooperative approach was developed. No program was conducted due to priority shift in USAID Housing Finance Sector

- Local Training Provider Firm Development

- Project staff conducted SME Market demographics workshop with 17 Zimbabwe training providers that had full-time trainer employees

- Project staff organized a CBT Conference in coordination with the Guild of Competency Development Practitioners (RSA) in December 1994, over 100 training provider and consulting firms attended

- Project staff conducted Training Provider census of 131 Zimbabwe firms

- Project staff conducted survey of firms providing SME business counseling services to determine training needs, desired content and priorities

- Project staff identified and contracted with a regional consulting firm to provide custom designed Business Simulation Modules in Zimbabwe. These Modules were used to lead into each training program to assist SME owner/managers understand what makes a business succeed or fail.

### *3.3 Implement Approved Training Programs*

During Fiscal Year 1994, we conducted five custom-designed (with the participating business owners) and closely-coached (by Project staff) training series in Horticulture, Grain Milling, Road Haulage, SME Counseling, and Business Simulation. These first programs were "survival" courses that provided enough information on the most critical points of production and management for a business in the particular industry to keep it alive in the short-term. The early results underscore the quick results obtainable with practical, business-problem solution training for competence, conducted by business people for business people.

- The Horticulture program enabled more hard facts to be understood about domestic and international demand resulting in participants making significant shifts in product-mix and acreage allocations. This unpacked some over-traded areas and re-focused on under-traded opportunities, which increased participant cash-flow immediately. The Horticulture Production and Farm Management program (conducted by ACDI/VOCA) was completed with 19 farm businesses and 112 individuals participating. The program was considered a success by participating company owners. Requests were made to repeat this program across the country. Formal evaluation of this program was completed and the final report was submitted to USAID.
- The Grain Milling program provided the forum for the formation of a new indigenous small miller association to meet the special needs of the emerging miller and assisted them to cooperate to become more competitive with the largest mills in the country. Market share of the top four millers has been dropping significantly. More vertical and horizontal integration (grain production, oil seed processing, baking, brick making, and stock feed production) has resulted in reducing or spreading out input costs and reducing break-even points in this very competitive business, plus generating additional revenue from the related business.

#### *- Production Millers Training:*

There were 12 SME milling businesses in Zimbabwe. Two training programs in two modules (management and production) were conducted by Africare-Zimbabwe at two venues: Harare and Mutare (Manicaland), with 7 farm businesses and 28 individuals participating. The post-training business operations evaluation was completed.

#### *- Production Millers Technical Assistance*

In coordination with USAID's Zimbabwe Grain Marketing Reform Research Project (GMRRP), two full days of technical assistance (management and production) were provided for each participating business.

- Service Millers (Micro) Training

There were approximately 10,000 micro millers in Zimbabwe. Six 5-day programs in two modules (management and production) were conducted during Fiscal Year 1994 by Fountain Management Consultants (Harare) and by Africare (Harare). Ninety-four millers from 72 businesses participated. The post-training business operations evaluation was conducted in early FY1995.

- Service Millers (Micro) Association Development

In coordination with the International Executive Service Corps (IESC), volunteer assistance for the newly formed Indigenous Commercial Millers Association (ICMA) is planned for early FY1995.

- Leverage and Multiplier Effect

To leverage the training investment that has been made in FY1994, stand-alone training manuals have been developed for distribution to the majority of micro-mill owners that formal training cannot reach, a mass mailing is expected to be made in early FY1995. Plus, videotapes and training of trainers programs for related NGOs operating in rural-areas were developed to provide a multiplier effect from the formal training programs. The NGO TOT courses are expected to begin in early FY1995.

- Service Millers (Micro) Technical Assistance.

In coordination with USAID's Zimbabwe Grain Marketing Reform Research Project (GMRRP), one full day of technical assistance (management and production) for each participating business from all three programs began in late FY1994.

- Research and Business Linkages

In coordination with USAID's Zimbabwe Grain Marketing Reform Research Project (GMRRP), a research team will work with the Rural District Councils, appropriate NGOs, and milling equipment dealers to take a census of all micro millers in Zimbabwe. This census is planned to begin early FY1995. The information to be collected includes the locations of the mills, ownership data, the equipment being used, the problems being experienced, and the availability of transportation, parts and service. This information will be used to map the locations of the various components for sub-sector analysis, and the analysis will be presented in a seminar format to industry leaders in Bulawayo, Harare, and Mutare to encourage better servicing of this industry's needs and to underscore the many business opportunities available, the data may also be useful for GOZ policy change.

- Grain Marketing Reform

USAID/Zimbabwe approved a Consumer Council of Zimbabwe (CCZ) unsolicited proposal to conduct a series of presentations on the deregulation of the grain milling industry and its impact on small millers. The objectives were to: 1. Disseminate factual information to SME millers on regulatory changes and potential business opportunities resulting from liberalization.

policies, and 2 Increase CCZ capacity to provide information services to SME businesses in the grain milling and marketing sector With ZIMMAN assistance in planning, logistics, and coordination, CCZ conducted two half-day pilot workshops for SME millers They developed videotapes and written materials based on the pilot workshops for presentation at subsequent seminars OTD trained ten CCZ field staff to deliver the program content using the videotapes and the written materials developed during the pilot workshops CCZ conducted five regional seminars for SME millers, using CCZ field staff and the developed videotapes and written materials The programs were attended by 118 participants from 81 organizations

- Zimbabwe Agricultural Commodities Exchange (ZIMACE).

At USAID request, the Project assisted VOCA with funding to produce brochures to advertise ZIMACE services and provide information on the commodity exchange concept

- Transportation

The Road Haulage program helped small trucking firms to reassess their pricing and drop unprofitable deals The low availability in Zimbabwe of parts for trucks and trailer rigs places more demand on in-house maintenance capacity and proper usage of equipment, both topics were heavily stressed in the program Owners applied the equipment-specific maintenance schedules and monitoring tools This reduced breakdowns, increase fleet reliability, and reduce costs

- Road (Freight) Haulers (MSE) Training

The Transport Operators Association estimates that there are about 250 micro and small enterprise (MSE) freight companies in Zimbabwe; 178 are on our current database. Six programs in two modules (business and fleet management) were conducted during Fiscal Year 1994 by Organisational Training and Development (Harare) The program was designed in consultation with 18 Harare-area MSE freight haulage businesses The program was conducted in four locations Harare (three times), Bulawayo, Masvingo, and Kwekwe. Advertising was placed into two local newspapers and letters were sent to all 178 businesses in our database to attract the largest possible number of participants for these five programs 75 owner/managers from 52 businesses participated.

- Road (Freight) Haulers (MSE) Association Development

Project staff developed plans for providing volunteer assistance for the Transport Operators Association to provide support services to this MSE subgroup, in coordination with the International Executive Service Corps (IESC)

- Natural Resources Management Sector

A grant proposal was developed and implemented for African Centre for Holistic Resources Management This series was conducted in conjunction with ACHRM's program in Holistic Resources Management The combination was more

successful than the Holistic Resources Management training alone. The training materials that were developed in this grant were also intended for use by other NGO's serving communities with similar profiles. However, no NGO saw service to businesses as appropriate for their organization.

- SME Business Support Services

A 5-day training program for SME business financial analysts/counselors was conducted by Management Systems International (Gray Amendment firm). The program was run twice (two groups of 25) in Harare. The training enhanced the participating organizations' capacity to provide counseling services to small and medium businesses. The five organizations expressing high interest in the training were consulted for training program content and emphasis, they included Business Extension Services Advisory (IBDC/BESA), Barclays Bank, ZimBank, SEDCO, and Zimbabwe National Chamber of Commerce. All training programs were completed. The training programs were attended by 26 participants from 6 organizations. The final report was submitted in February 1995.

- Business Simulation.

This activity became the preferred introductory module for all training courses and was considered the most valuable intervention element for Fiscal Year 1994. Participants enter subsequent training with a considerably higher understanding of business and the factors that make a business succeed or fail. This was conducted for the ACHRM grant recipients, the second series for service millers, and the second series for truckers.

- USAID Base-Line Data Survey

USAID's Country Program Strategic Plan for Zimbabwe required ZIMMAN to track various Program Impact Indicators. A baseline survey was conducted in early FY1995 to establish the current values for each Program Impact Indicator relating to ZIMMAN project interventions. Core demographic data elements were to be collected in each of USAID's target sectors. However, the data collected proved to be of such poor quality that the survey results were rejected by USAID, and the base-line survey dropped.

#### 4 Problems Experienced During 1993-1994

Four major problems hindered Project progress during this year: 1 Zimbabwe's difficult economic environment, 2 Zimbabwe's Private Sector is too young to provide development resources, 3 Local training firm capacity to assist ZIMMAN in private sector development is non-existent, and 4 The USAID mandate to exclusively focus on the six CPSP sectors in the absence of demand.

4.1 *The Zimbabwe enabling environment for Private Sector Development is worsening*

- Short term money-market interest rates (30-35%) are higher than any company's normal profit margin (2-9%), so most business owners are investing in the short-term money market, not in increasing the long-term capacity of the business. As competition increases, these companies will fail
- Basic business support services are almost non-existent in Zimbabwe. Accounting firms take over six months to do a company's books and do not see SMEs as a viable market. Training and consulting companies do not see SMEs as a viable market. Available training programs are not designed for SMEs. (See Problem 4.3 below for details of training organization capacity)
- Raw materials and spare parts are largely unavailable to SMEs due to GOZ customs and excise rates (110%+) and little Zimbabwe manufacturing supporting the machines in use in Zimbabwe. For example in one province, of the 198 existing grain mills only 70 were operational; the rest were down due to the unavailability of parts; this is typical across the country
- Business loan rates exceed 40% which puts normal sources of capital outside of SME reach. Local commercial finance houses use assets as the decision basis, not cash-flow, further distancing SMEs from access to capital
- Capital available for private sector development is effectively unavailable to SMEs due largely to Government pulling over Z\$1 billion from the private sector in the past year in the form of high-interest government bonds, effectively drying up the capital market

The ZIMMAN Project designed training programs taking these problems into account, but ZIMMAN cannot begin to solve them. We designed training specifically to help SMEs survive given their current capitalization and low owner experience base. We worked with local training and consulting companies to increase their interest and capacity to serve the SME market, additional efforts are planned. We informed the training and consulting industry of the business opportunities and SME market requirements. We developed a course for financial institution staff in cash-flow based lending. Meetings with World Bank have ensured no duplication of effort.

#### *4.2 Zimbabwe's Private Sector is still in its infancy*

- Most SME owners are first generation without any experience or role models. The level of business acumen is very low
- Most SME owners in Zimbabwe own several different marginally functioning businesses in unrelated industries, and have insufficient personal commitment to a specific business. Most got into business without adequate thought as to what is required to make a business successful

- Most SME owners in Zimbabwe have no commitment to the markets served by their companies nor interest in meeting changing market needs, they are either high-end/luxury product oriented (in a severely depressed economy) or focused on a single low-end product for the masses (highly over-traded sector)
- The education system does not prepare graduates for entry into the job market as either employees or entrepreneurs. New graduates and school leavers enter the job market hostile to business and do not understand the private sector's contribution to the quality of their lives
- The middle level of management is largely missing from Zimbabwean businesses due to the lack of qualified and motivated employees with private sector experience

The ZIMMAN Project designed the training programs taking these problems into account, but ZIMMAN cannot begin to solve them, only slightly reduce the impact. We designed the training for competency at the most elementary level for SME businesses in the local languages. We designed training to assist the mini-conglomerate owner. We linked with other USAID Projects for technical assistance and research to increase SME owners' ability to rapidly gain and apply business skills. We designed into every training program the capacity to show the real economic impact of these poor business decisions. Plus, we used only experienced business people as trainers to share their learnings and to provide an example. We built into each training series a section on how business operates, how profit is used, and how business enables the community to prosper

#### *4.3 Local training firm capacity to assist ZIMMAN in private sector development is significantly lower than assumed by Project designers*

Given the challenge to make a measurable impact on Zimbabwe's private sector, the identification and fine-tuning of local trainers and consultants was critical to Project success. The Project was designed with the assumption that local business support services were adequate for the Project. Our experience proved otherwise. After three unsatisfactory experiences, Project staff conducted a census of the entire Zimbabwe training and consulting industry to determine two facts: did any local firm have full-time training/consulting employees with hands-on experience in their subject areas in a business, and were any of these committed to serving any of USAID's portfolio sectors? The survey asked only two basic questions: Do you employ full-time trainers? How many of your full-time trainers have 3-9 years (and how many have 10+ years) experience in business management, business marketing/sales, business production/manufacturing, or business accounting/finance in USAID's industries of interest?

The findings clearly showed that Zimbabwe training firms were inadequate and unsuitable for private sector development, and underscored that regional and USA firms were required to make an impact. Of the 131 Zimbabwe training provider firms in Project databases at that time.

- 47% (61/131) of Zimbabwe Training Provider firms said they serve the private sector
- 41% (25/61) of Zimbabwe Training Provider firms had no full-time training staff
- 85% (52/61) of Zimbabwe Training provider firms had no experienced business people on staff. Most of those experienced in business were not experienced in USAID's current CPSP areas of interest
- 85% (52/61) of Zimbabwe Training provider firms did not have any in-house hands-on experience in the subjects they were training. Few trainers were experienced in business-related skills, fewer still were experienced in competency-based transfer of skills
- Only one Zimbabwe training provider firm strategically targeted specific industries to serve.
- Only three Zimbabwe training provider firms strive to develop capacity to serve market needs, all others (58/61, 95%) limit their services to their principals' existing skills
- No Zimbabwe training provider firm saw medium- to long-term (and few saw any short-term) market potential in most of USAID's CPSP selected industries. As of September 1994, no Zimbabwe firm was willing to make a commitment to the SME market.

The ZIMMAN Project designed the training programs taking these problems into account, but ZIMMAN could not begin to solve them, only slightly reduce the impact. We devoted over 45 staff-days per program assisting with content design, assisting with materials design, trouble-shooting the programs day-by-day, assisting with participant evaluation tools design, mediating disputes between trainers, coaching the trainers, providing logistic and materiel support, supporting and coaching the training firm owner/manager, and assisting the firms prepare the invoices for payment. We conducted a program attended by 120 representatives from 68 Zimbabwe training/consulting firms to acquaint them with the opportunities and requirements for Project subcontracts, to inform them of the results of the out-reach survey identifying SME private sector training demand and content requirements, and to encourage them to make a commitment to the SME market. We worked one-on-one with each of the four firms (7% of the 61) who have expressed interest in the SME market to generate a commitment, to segment the market, to identify specific areas of program design required, to develop and refine the products, and to identify experienced individuals for possible employment by the firms. We trained eight local consultants in the use of the evaluation instruments, only one could be certified to conduct the evaluations; after field tests, the others proved to not have sufficient business experience. Additional training sessions are scheduled for early FY1995 for other potential evaluators. We planned training programs for 1995 to assist local firms learn more about working with SMEs, managing their marketing and

sales activities, managing their training/consulting business, and screening and hiring experienced business people for training/consulting. We planned a second seminar for the Zimbabwe training/consulting industry for late-1994 to continue the drive to interest more businesses in the SME market. We planned additional activities to identify, screen, and contract with southern Africa regional or US-based training firms experienced in competency-based training for businesses to strengthen ZIMMAN program teams, which would include experienced local SME counseling organizations in SME business analysis, SME counseling skills, and SME counseling organization management. We developed videotapes and participant materials from selected training programs for leveraged usage, coupled with training for trainers for the contracted local training firms and for non-competing NGOs serving remote rural SME businesses in these industries, this also had a multiplier effect.

#### 4.4 *The USAID mandate to exclusively focus on the six CPSP sectors*

- Training opportunities in USAID CPSP sectors were largely exhausted, with the exceptions of grain marketing/food processing and road haulage (freight), in which more work at the micro-business level was feasible.
- Demand for training in USAID's CPSP sectors was very low.
- The activities responding to the demand generated at the beginning of this project for specific training programs were shelved at USAID request and the demand had not been adequately addressed.
- CPSP Target Indicators for SO2 showed very low results due to the low demand for training in the current target sectors.

The ZIMMAN Project designed training programs taking these problems into account, but ZIMMAN could not begin to solve them under the mandate, only slightly reduce the impact. We worked closely with USAID Project Officers and have implemented every possible opportunity. Little additional opportunity existed. Most requests were dropped due to low industry demand (Rail Transport, Natural Resources Management, Family Planning and AIDS, and Housing Finance), and political in-fighting between industry rival associations in Construction (CIFOZ vs. ZBCA) and within IBDC. Project staff devoted over 30 staff-days per program just to find enough participants to make each program feasible. Despite these efforts, the programs were still half empty. To counter this, we employed a strategy of developing stand-alone training materials for mass-mailings to all known businesses in the target industry, videotaped presentations and training of trainers for related NGOs, and seminars to inform the business community and GOZ of industry problems, solutions, and opportunities.

## C. Fiscal Year 1994-1995

### 1 1994-1995 Operating Conditions

Until the new USAID Country Program Strategic Plan (CPSP) was developed at the end of calendar year 1993, the project was driven solely by private sector demand. At that time, USAID - Zimbabwe changed the focus of ZIMMAN to directly support the Mission's portfolio. Since January 1994, ZIMMAN was focused on the private sector element of USAID/Z's portfolio sectors, which included grain marketing and related industries, construction and related industries, family planning and AIDS, natural resource usage, road freight transportation, and telecommunications. The ZIMMAN Project was returned to a demand-driven services and products focus in mid-1994.

Considerable research and discussion took place during fiscal years 1993-1994 regarding the inability of the Zimbabwe training and consulting industry to serve the SME market. As a result, USAID changed the Project's primary objective, as of November 1994, to develop a support industry for SME businesses in Zimbabwe.

ZIMMAN directly supported USAID/Z's Country Program Strategic Plan (CPSP) with USAID/Z Program Director-driven goals and pre-approved activities. The ZIMMAN Project focused primarily on developing an industry to serve SMEs where sufficient demand warrants; and, secondarily on special USAID-requested private-sector and public-sector supporting activities.

The Prime Contract was extended to 30 September 1997. The Key Challenges During Fiscal Year 1995 were 1. how to assist USAID Project Officers and Managers best utilize ZIMMAN resources, 2. how to develop a support industry for SME development, and 3. how to develop, implement and evaluate USAID approved training programs.

### 2. Strategies For 1994-1995

Three strategies were employed during Fiscal Year 1994-1995 to address these key challenges.

#### 2.1. *Assist USAID Program Managers*

We worked closely with all USAID/Z Program Managers requesting ZIMMAN support to determine how ZIMMAN might assist other USAID activities, met with their sector contacts to develop training opportunities, and participated with USAID/Z in developing the base-line measures and data for the new CPSP targets.

#### 2.2. *Develop a SME Support Industry*

We concentrated Project efforts on developing SME support capacity in Zimbabwe, by four simultaneous actions: 1. develop competency-based training products that meet SME owner/manager demand, particularly business simulation, business audit,

30-day solutions to business problems, production management systems, and enterprise management systems, 2 develop the capacities of local trainers and consultants to provide SME demanded products and services that ensure competency, 3 develop the capacities of Zimbabwe industry associations and NGOs to serve their SME members; and, 4 develop the market for SME training and consulting services, including overcoming previous SME bad experiences with local trainers and consultants and overcoming resistance to paying market rates for services

### *2.3 Develop, Implement, and Evaluate Training Programs*

We developed, implemented, and evaluated training programs for each USAID sector of focus where there is SME demand, emphasizing Agribusiness and related industries.

- We developed **survival** courses in production processes and enterprise management for Agribusiness related industries (including food production, food processing, and machine/parts manufacturing and maintenance)
- We developed foundation-level **competency-based** courses in production management and enterprise management for Agribusiness related industries (including food production, food processing, and machine/parts manufacturing and maintenance)
- We implemented USAID approved programs, identified and contracted with training provider firms to conduct the approved programs, coordinated the training programs, and managed each program's evaluation
- We evaluated USAID approved programs, including participant competency, technique implementation, business owner behavior, business operations evaluation, break-even point, business-industry performance indicators, and a base-line demographics survey.

### 3 1994-1995 Accomplishments by Goal

Our three goals for this year were 1 assist USAID Program Managers, 2 develop a SME support industry, and 3 develop, implement, and evaluate training programs to meet USAID portfolio objectives

#### *3.1. Assist USAID Program Managers*

- Project staff coordinated all Project activities with USAID ZIMMAN Project Manager through regular weekly meetings.
- Project staff met with all USAID Project Officers requesting ZIMMAN support to plan how ZIMMAN will assist their programs

- Project staff linked with other USAID-related organizations to maximize coverage and impact of US donor funds and resources
  - Project staff linked with Grain Marketing Reform Research Project (GMRRP) to serve micro and SME millers and to conduct research necessary to further sector development
  - Project staff discussed potential joint programs and ZIMMAN-IESC linkages with Country Director. Develop joint proposals for implementation during FY1995
  - Project staff met with Peace Corps Director to discuss potential for PCV's in SME development in Zimbabwe; agreed to link activities wherever possible

### *3.2. Develop a SME Support Industry*

Four simultaneous activities were implemented: 1) develop training products that meet SME owner/manager demands, 2) develop local trainers' and consultants' capacities to provide SME support, 3) develop Industry Associations and NGO's capacities to support SMEs, and 4) develop the market for these products and overcome SME market resistance to local trainers and products.

- Develop training products that meet SME owner/manager demands:
  - Project staff planned, designed, and supervised Competency-Based Training product development in business simulation, business problems audit and 30-day solutions to business problems for the Agribusiness sector utilizing the expertise of RSA Guild-Certified CBT Masters, IESC Volunteer Executives, successful local industry business people, and local CBT-qualified trainers. These products were implemented beginning in May 1995. These first three module products were used in the first full training series, conducted in Bindura with 14 field-crop farm owners. The business-owner participants rated these three new products "outstanding". The second, third, and fourth series have begun in Karoi, Mvurwi, and Chipinge. To date 14 participants have completed this 30.5 day series, 27 have completed 9.5 days, and 9 have completed 4.5 days, totaling 724 participant-training days to-date.
  - Project staff planned, designed, and supervised Competency-Based Training product development in production management systems and enterprise management systems for the Agribusiness sector utilizing the expertise of RSA Guild-Certified CBT Masters, successful local industry business people, and local CBT-qualified trainers. These products were implemented beginning in August 1995. These second two module products were used in the first full training series, conducted in Bindura with 14 field-crop farm owners. The business-owner participants rated these two new products "outstanding".

- Project staff planned, designed, and supervised Competency-Based Training product development in business simulation, business problems audit and 30-day solutions to business problems, production management systems, and enterprise management systems for Retail businesses and Ostrich Ranching businesses utilizing the expertise of RSA Guild-Certified CBT Masters, successful local industry business people, and local CBT-qualified trainers Products were implemented beginning in November 1995
  
  - Project staff planned, designed, and contracted for Competency-Based Training product development in business simulation, business problems audit and 30-day solutions to business problems, production management systems, and enterprise management systems for Manufacturing sector businesses utilizing the expertise of RSA Guild-Certified CBT Masters, successful local industry business people, and local CBT-qualified trainers The local training provider firm contracted to develop the training materials refused to work with businesses smaller than 50 employees, resulting in the cancellation of the contract. No training provider firm experienced in the SME manufacturing sector has yet been identified
- Develop local trainers' and consultants' capacities to provide SME support
    - Competency-Based Training Conference  
Project staff planned and scheduled the first Zimbabwe Competency-Based Training Conference (8-9 December 1994) attended by 88 people (67 men and 21 women) from 60 Zimbabwe training provider firms The Conference report has been submitted.
  
    - Zimbabwe Training Provider Firm Capacity Census  
Project staff conducted a second nation-wide evaluation of local training provider firms to identify those with hands-on experience with SMEs in Agribusiness and Manufacturing sectors. Identified an additional 15 firms with relevant experience from the 60 responding to the survey All 15 were invited to attend the Competency-Based Training Training of Trainers Program and the Training of Evaluators Program.
  
    - Competency-Based Training Training of Trainers (CBT-TOT) I  
Project staff screened applicants for the first TOT based on industry and business management experience to ensure the first group could immediately train in USAID's primary industries. Sixteen out of the of 31 applicants were approved for the first CBT-TOT program Of the 16 entering the program, twelve completed the 21 day training, and five are now considered qualified to design and train CBT programs. These five are seeking formal certification from the RSA Guild for Competency Based Development Practitioners This represents 252 participant-training days 12 participants completed this 21-day program, totaling 252 participant-training days The final report has been submitted

- Competency-Based Training Training of Trainers (CBT-TOT) II  
Project staff managed this program. Fourteen participants completed this 21-day program, totaling 294 participant-training days.
- Competency-Based Training Training of Trainers (CBT-TOT) III  
Project staff managed this program. Eleven participants completed this 25-day program totaling 275 participant-training days. The final report is due in 1996.
- Competency-Based Training Training of Trainers (CBT-TOT) IV  
Project staff managed this program. Twelve participants completed this 25-day program totaling 300 participant-training days. The final report is due in 1996.
- Business Simulation (Micro-Business) Training of Trainers  
Project staff managed this program. The three-day course conducted by Triple Trust Training (Capetown) was completed. Six participants attended, three were determined by the trainer to be qualified to conduct this course. Materials to conduct the training program with micro-businesses were distributed to the three qualifying trainers. The final report has been submitted. Six participants completed this 3-day program totaling 18 participant-training days.
- Business Simulation (SME) Training of Trainers  
Project staff coordinated development a Training of Trainers in Business Simulation for SME businesses. This was a joint-venture with ABSA Bank in South Africa who intends to use the product in RSA; consequently, ABSA is doing the development work in Zimbabwe on a no-fees basis.
- Coaching Sessions Conducted for Development Teams  
Project staff conducted a half-day workshop for local CBT-qualified trainers on contracting, budgeting, and program management. Coached the two teams developing the training products on content and on program design. Held two half-day workshops for developers on business problems cause and effect relationships, and on solution elements and sequences for SME businesses. Coached the two teams developing the training products on training product design and delivery of the new products. Project staff held two half-day workshops for developers on production management systems and enterprise management systems.
- Training of Business Operations Evaluators  
Project staff designed and conducted a Training of Business Operations Evaluators program to increase the number of qualified local business evaluators. Eight local consultants attended and have been field-tested. Six are now qualified to conduct business operations evaluations for the Project, up from one.

- Project staff planned, designed, and supervised Competency-Based Training product development in business simulation, business problems audit and 30-day solutions to business problems, production management systems, and enterprise management systems for Retail businesses and Ostrich Ranching businesses utilizing the expertise of RSA Guild-Certified CBT Masters, successful local industry business people, and local CBT-qualified trainers. Products were implemented beginning in November 1995.

- Project staff planned, designed, and contracted for Competency-Based Training product development in business simulation, business problems audit and 30-day solutions to business problems, production management systems, and enterprise management systems for Manufacturing sector businesses utilizing the expertise of RSA Guild-Certified CBT Masters, successful local industry business people, and local CBT-qualified trainers. The local training provider firm contracted to develop the training materials refused to work with businesses smaller than 50 employees, resulting in the cancellation of the contract. No training provider firm experienced in the SME manufacturing sector has yet been identified.

- Develop local trainers' and consultants' capacities to provide SME support

- Competency-Based Training Conference

- Project staff planned and scheduled the first Zimbabwe Competency-Based Training Conference (8-9 December 1994) attended by 88 people (67 men and 21 women) from 60 Zimbabwe training provider firms. The Conference report has been submitted.

- Zimbabwe Training Provider Firm Capacity Census

- Project staff conducted a second nation-wide evaluation of local training provider firms to identify those with hands-on experience with SMEs in Agribusiness and Manufacturing sectors. Identified an additional 15 firms with relevant experience from the 60 responding to the survey. All 15 were invited to attend the Competency-Based Training Training of Trainers Program and the Training of Evaluators Program.

- Competency-Based Training Training of Trainers (CBT-TOT) I

- Project staff screened applicants for the first TOT based on industry and business management experience to ensure the first group could immediately train in USAID's primary industries. Sixteen out of the 31 applicants were approved for the first CBT-TOT program. Of the 16 entering the program, twelve completed the 21 day training, and five are now considered qualified to design and train CBT programs. These five are seeking formal certification from the RSA Guild for Competency Based Development Practitioners. This represents 252 participant-training days. 12 participants completed this 21-day program, totaling 252 participant-training days. The final report has been submitted.

- Project staff conducted a TOT for NGOs on the use of the Grain Milling survival training program for service millers, Nine participants attended this 6-day course, totaling 54 participant-training days
- Project staff developed a proposal to USAID for sharing revenue collected from participants in ZIMMAN courses with industry associations sponsoring ZIMMAN courses for their members USAID approved the proposal A new ZIMMAN Trust Fund was set up to manage the funds
- Project staff developed presentations with four Zimbabwe financial institutions (AFC, Barclays, Standard Chartered, UDC, and ZimBank) to improve SME readiness to apply for financial assistance
- Project staff held discussions with the Confederation of Zimbabwe Industries (CZI) Food Manufacturers Association to develop a SME support program for their members Early interest was expressed by the Bakers Association
- Project staff interviewed all 10 commodity association executives in the Commercial Farmers Union for assistance needs Project staff coordinated and scheduled American Society for Association Executives training and certification examinations for November-December 1995. Twenty participants completed this 23-day program, totaling 460 participant-training days.
- Project staff held discussions with the Farmers Development Trust to develop a SME support program for their members
- Project funded the Zimbabwe Guild of Competency Development Practitioners presentation on Competency-Based Development at the annual Scholastica Conference in Bulawayo
- Project funded the Women in Business National Planning Workshop
- Project provided financial support to the First National Conference of Business Leaders. The financial support provided conference fee assistance to ten local SME owners, plus covered transportation and lodging costs for two presenters
- Develop the market for these products and overcome SME market resistance to local trainers and products
  - Project staff sent mailings to all previously contacted businesses to inform them of the new competency-based courses for agribusiness and manufacturing.
  - Project staff conducted advertising campaign for the new competency-based courses

- Project staff made presentations with AFC to 50 farming businesses in Mutare (20), Marondera (20) and Bindura (10) to inform them of the new competency-based courses. These resulted in courses scheduled for all three sites.
- Project staff made presentations with ZIMBANK to 521 businesses in Nyika/Masvingo (40), Gutu (32), Chipinge (50), Bulawayo (191), Chitungwiza (98), Harare (92), and Nyanga (18) to inform them of the new competency-based courses. These resulted in applications from all seven sites.
- Project staff made a presentation to a group of five businesses coordinated by the Horticulture Promotion Council to inform them of the new competency-based courses.
- Project staff made presentation to a group of six businesses coordinated by the Indigenous Commercial Millers Association to inform them of the new competency-based courses.

### *3.3 Develop, Implement, and Evaluate Training Programs to Meet USAID Portfolio Objectives.*

- **Solar Energy Association:**

Met with the representative of the Solar Energy Association to assist with the development of a training program proposal for USAID. No proposal was received and no programs were conducted during Fiscal year 1995.

- **Zimbabwe Hunters and Guides Association:**

Project staff assisted representatives of the ZHGA to develop a training program proposal for USAID.

- **Cargill**

Project staff assisted representatives of Cargill to develop a training program proposal for USAID. The request is to assist seed dealers with business practices training; possible inclusion of this group in the CBT-designed series.

- **Zimbabwe Federation of Employers:**

Project staff assisted representatives of ZIMFEP to develop a training program proposal for USAID.

- **Africa Center for Fertilizer Development**

Project staff assisted representatives of ACFD to develop a training program proposal for USAID. The request was to assist fertilizer dealers with business practices training; possible inclusion of this group in the CBT-designed series for retail businesses.

- Grain Marketing
  - Project staff coordinated with USAID's Zimbabwe Grain Marketing Reform Research Project (GMRRP), to field a research team working with the Rural District Councils, appropriate NGOs, and milling equipment dealers to take a census of all micro millers in Zimbabwe during FY1995. However, changes in GMRRP Project focus resulted in this effort being dropped by GMRRP
  - Project staff coordinated with USAID's Zimbabwe Grain Marketing Reform Research Project (GMRRP), to provide two full days of technical assistance (management and production) for each participating business. Training sessions are planned for FY1995. However, changes in GMRRP Project focus resulted in this effort being dropped by GMRRP
  - Project staff coordinated with USAID's Zimbabwe Grain Marketing Reform Research Project (GMRRP), to provide one full day of technical assistance (management and production) for each micro-business participating in the training program. Training sessions are to begin in early FY1995. However, changes in GMRRP Project focus resulted in this effort being dropped by GMRRP
  - Project staff managed the development of videotapes and training of trainers programs for related NGOs operating in rural-areas to leverage the training investment that was made in FY1994, and to provide a multiplier effect from the formal training programs. The TOT course for NGOs was held during July and August 1995
  - Project staff managed the Grain Marketing (Service Mill Training) Series I training program.
  - Project staff managed the Grain Marketing (Service Mill Training) Series II training program
  - Project staff managed the Grain Marketing (Service Mill Training) Series III training program
  - Project staff managed the Grain Marketing (Service Mill Training) Series IV program. Twenty-five participants attended this 6-day course, totaling 150 participant-training days.
  - Project staff managed the Grain Marketing Deregulation Information (CCZ) training program.
- Road Transportation/Freight Haulers:
  - Project staff managed the Road Transportation/Freight Haulers (MSE Training) Series I training program

- Project staff managed the Road Transportation/Freight Haulers (MSE Training) Series II training program

- Tourism/Natural Regions IV and V

Project staff managed a grant for Natural Resources Management (African Centre for Holistic Resources Management)

- Housing Finance Sector

Project staff held discussions with subcontractor (MSI) on capacity to conduct a Lender Education Workshop on the use of Cash-Flow Based Lending. Met with World Bank and agreed that no conflict or duplication of effort existed, a cooperative approach is to be developed. USAID Housing projects manager requested no further action be taken.

- USAID Base-Line Data Survey

USAID's Country Program Strategic Plan for Zimbabwe required ZIMMAN to track various Program Impact Indicators. A baseline survey was conducted during FY1995 to establish the current values for each Program Impact Indicator relating to ZIMMAN project interventions. Project staff coordinated MSI Base-Line Survey data evaluation and report preparation.

- Industry Data Research

Project staff designed an industry data research project to determine industry performance over time. This research was to provide the backdrop and control for evaluating ZIMMAN SME performance. Additional research was designed to evaluate the economic policy impact on industry performance. Contracted with IMANI to conduct the research. Visited the RSA National Productivity Institute to coordinate data gathering and evaluation. The findings were presented at briefings for Members of Parliament and Permanent Secretaries, and at a two-day seminar for business and government leaders. ZNCC took full responsibility for follow-up actions.

#### 4. Problems Experienced During 1994-1995

Four major problems hindered Project progress during this year, the first three continued from the previous years and will not be addressed in this section, and one new problem surfaced.

4.1 *Zimbabwe's difficult economic environment*

4.2 *Zimbabwe's Private Sector too young to provide development resources*

4.3 *Local training firm capacity to assist ZIMMAN in private sector development is non-existent.*

#### 4.4 *Poor Subcontractor Performance*

- **CBT Materials Development**

A serious performance problem was experienced with the subcontracted training provider firm in the Materials Development which resulted in the cancellation of the Purchase Order for cause. The subcontractor was unresponsive to all requests for improved performance. The subcontractor failed to use experienced South African business managers as contracted, retained for his own use the materials developed by the IESC volunteers and Zimbabwe business experts, and mis-managed the preparation of the materials requiring a significant re-write. This problem caused a serious delay in the subsequent delivery of training.

- **CBT TOT 2 Program**

A serious performance problem was experienced with the subcontracted training provider firm in the CBT TOT 2 Program which resulted in the cancellation of the Purchase Order for cause. The subcontractor was unresponsive to all requests for improved performance. The subcontractor treated the participants with disdain and used training time to further his own Zimbabwe business interests. The participants unanimously reported the subcontractor's performance as demeaning and grossly inefficient.

This subcontractor came highly recommended and extensive background checks were made prior to contracting. Regular meetings and long-distance calls were used to resolve the problems during the programs. The conclusion reached was that the subcontractor saw the Zimbabwe market and did not want to train potential competitors.

### **D. Fiscal Year 1995-1996**

#### 1 Operating Conditions During 1995-1996

The ZIMMAN Project focused first on developing an industry to serve SMEs where sufficient demand warrants, and, secondly on special USAID-requested private-sector and public-sector support activities. ZIMMAN directly supports USAID/Z's Country Program Strategic Plan (CPSP) Strategic Objective No. 2 "Broadened Ownership and Increased Investment at All Levels of the Economy", with USAID/Z Program Director-driven goals and pre-approved activities. The two key challenges during this year were 1) how to develop a support industry for SME development including development of a commercial market for SME training services, and 2) how to develop, implement, and evaluate special USAID-requested programs.

#### 2 Strategies For 1995-1996

##### *2.1 Develop a SME Support Industry*

Concentrate Project efforts on developing SME support capacity in Zimbabwe, by the following simultaneous actions:

- Develop competency-based training products that meet SME owner/manager demand, particularly business simulation, business audit, 30-day solutions to business problems, production management systems, and enterprise management systems, and,
- Develop the capacities of local trainers and consultants to provide SME demanded products and services that ensure competency, and,
- Develop the capacities of Zimbabwe industry associations serve their SME members, and,
- Develop the market for SME training and consulting services, including overcoming previous SME bad experiences with local trainers and consultants and overcoming resistance to paying market rates for services

## *2.2 Develop, Implement, and Evaluate Training Programs*

Develop, implement, and evaluate training programs for each USAID sector of focus where there is SME demand, emphasizing agribusiness and related industries

- Develop **survival** courses in production processes and enterprise management for Agribusiness related industries (including food production, food processing, and machine/parts manufacturing and maintenance)
- Develop foundation-level **competency-based** courses in production management and enterprise management for Agribusiness related industries (including food production, food processing, and machine/parts manufacturing and maintenance).
- Implement USAID approved programs, identify and contract with training provider firms to conduct the approved programs, coordinate the training programs and manage each program's evaluation
- Evaluate USAID approved programs, including participant competency, technique implementation, business owner behavior, business operations evaluation, break-even point, business industry performance indicators, and a base-line demographics survey

## 3. 1995-1996 Accomplishments by Goal

### *3 1 Develop a SME Support Industry*

- Develop training products that meet SME owner/manager demands
  - Project staff managed the development of the third revision of competency-based training products that meet SME owner/manager demand, particularly business audit, 30-day solutions to business problems, production management systems, and enterprise management systems.

The revision merged Competency-Based Training design with Experiential Training delivery methods

- Develop local trainers' and consultants' capacities to provide SME support
  - Project staff managed the Competency-Based Training of Trainers (CBT-TOT) III training program. Eight participants completed the last two modules of this program (Write it Right and Facilitation Skills). The Project provided 56 participant training days.
  - Project staff managed the Competency-Based Training of Trainers (CBT-TOT) IV training program. Eleven participants completed the last four modules (Presentation Skills, Write Learning Guides, Write it Right and Facilitation Skills). The Project provided 180 participant training days.
  - Project staff managed the Competency-Based Training of Trainers (CBT-TOT) V training program. Sixteen participants completed this 24-day program. The Project provided 391 participant training days.
  - Project staff managed the Competency-Based Training of Trainers (CBT-TOT) VI training program. Eleven participants completed four modules of the training (Analysis and Evaluation, and Design and Development, Presentation Skills, Experiential Training). The Project provided 167 participant training days. The last two modules (Facilitation Skills and Experiential Training Part 2) will be completed during the first quarter FY97.
  - Project staff managed the Competency-Based Training of Trainers (CBT-TOT) VII training program. Ten participants completed the first two modules, Analysis & Evaluation and Design & Development. The Project provided 80 participant training days. The next two Modules (Presentation Skills, Experiential I) will be completed during the first quarter FY1997, and the final two modules (Facilitation Skills and Experiential Training II) will be completed during second quarter FY1997.
  - Project staff managed the Presentation Skills for Trainers program. Eleven participants from six training provider firms completed a 3-Day Presentation Skills Workshop in January 1996. The Project provided 33 participant training days.
  - Project staff managed the Business Simulation Training of Trainers I program. Fourteen participants attended the first series of this 5-day Business Simulation Training of Trainers. The Project provided 70 participant training days.
  - Project staff managed the Business Simulation Training of Trainers II program. Twelve participants attended the second series of this 3-day Business Simulation Training of Trainers. The Project provided 36 participant training days.

- Project staff managed the BSC New Model (Modules 4 and 5) TOT Workshop. Twenty-four participants from 6 training provider firms completed the first series of this 5-Day Training of Trainers Workshop in March 1996 on how to deliver training programs to SMEs using the new materials for Module 4 (Productions Systems) and Module 5 (Enterprise Management). The Project provided 120 participant training days.
- Project staff managed the Business Operations Evaluators Training program to increase the number of local firms with the capacity to perform Pre- and Post-training Business Operation Evaluations. Sixteen people from 11 firms attended the half-day training session. The Project provided 8 participant training days.
- During this year, Project staff provided 80 person-days of Accounting Systems support to three training provider firms in developing internal bookkeeping and accounting systems, and assistance in meeting contractual A-133 audit requirements.
- Develop Industry Associations and Financial Institutions capacities to support SMEs
  - Institute of Internal Auditors/Xenia:  
The Project funded IIA/Xenia Program on Finance for Non-Financial Managers on request from USAID. The support covered the course fees for 20 participants. Total funding provided was \$4,444.
  - ZIMMAN Partnership Meeting with Financial Institutions and Associations  
Project staff met in November 1995 with Zimbabwe financial institutions and associations to discuss working together as partners in the development of small and medium enterprises in Zimbabwe. The following organisations attended: Zimbabwe National Chamber of Commerce (ZNCC), ZimBank, SEDCO, Zimbabwe Development Bank (ZDB), Confederation of Zimbabwe Industries (CZI), ZimTrade, Social Dimension Fund, Zambuko Trust, Zimbabwe Investment Center, Women in Business, Barclays Bank, and Standard Chartered Bank.
  - ZimBank Support  
In a continuation of the collaboration between ZIMMAN and financial institutions, the Project Staff made three presentations with ZimBank in Bulawayo, Chitungwiza and Harare.
  - Association Executives Training Program (I)  
Project staff organized, contracted, and managed the first series of a 19-day seminar for Association Executives. Sixteen executives from associations affiliated with the Commercial Farmers Union completed this program. The Project provided 304 participant training days.

- Franchise Association of Zimbabwe (FAZ) Conference

The project funded advertising costs for the Franchise Association of Zimbabwe (FAZ) Conference at USAID request. The total funding provided was \$11,000.

- Indigenous Commercial Farmers Union (ICFU)

Project staff provided IESC Volunteer Executive assistance for the start-up of the Indigenous Commercial Farmers Union, and assistance on organizational structure development, establishment of a farmers extension and advisory services program, image building and setting up of a levy and licensing system. This resulted in the Project funding the cost of the First Annual Congress. The total funding provided to ICFU was \$7,618. The Project also provided financial assistance for the ICFU Second National Congress. The total cost is US\$35,000.

- Zimbabwe National Chamber of Commerce

Project staff provided IESC Volunteer Executive assistance to ZNCC on the development of a Business Advisory and Technical Service. The Advisory service will use retired successful business persons on a voluntary basis. Discussions have been held with ZNCC in an effort to build internal capacity and to assist ZNCC to take full responsibility for the ZIMMAN 5-Module training program.

- Women in Business-Zimbabwe (WIB-Z)

Project staff provided IESC Volunteer Executive assistance to Women in Business-Zimbabwe (WIB-Z) on the establishment of a Business Development Advisory Services.

- Indigenous Small Millers Association

Project staff provided IESC Volunteer Executive assistance to Indigenous Small Millers Association (ISMA) on membership drive. ISMA were unable to register the association with the relevant government department during this year due to bureaucratic systems within the government.

- Association Executives Training Program (II)

Project staff organized, contracted, and managed the second series of a 19-day Association Executive Training Program for 12 Association Executives. The Project provided 228 participant training days. Ten Participants passed the American Society of Association Executives Examinations and will be awarded Diploma Certificates. Two participants were unsuccessful. This group of 12 executives and the 20 other executives who attended the first series of this program have formed a Zimbabwe Chapter of the American Society of Association Executives. At the request of the newly formed Chapter, the Project purchased books for their reference library.

- Confederation of Zimbabwe Industries (CZI)

Project staff held discussions with CZI regarding ZIMMAN's continued support to industry associations. CZI agreed to take up the opportunity and put together groups of trainees from their association. The Project is working with CZI to develop a plan of action. The first program was to begin in November 1996.

- Construction Industry Federation of Zimbabwe (CIFOZ)

Project staff held discussions with CIFOZ on ZIMMAN's continued support to industry associations. CIFOZ agreed to take up the opportunity and put together groups of trainees from their association. The Project is working with CIFOZ to develop a plan of action.

- Zimbabwe Guild of Competency Based Practitioners (Zim-Guild)

Zim-Guild was successfully launched at the First National Congress which was held on the 23 August 1996. The Project provided financial assistance for the venue, materials, and advertising for the first congress, to assist the Guild participate in the Small Business Trade Show, and to assist the Guild participate in Scholastica 1996. In preparation for this congress, the Project Staff spent 5-persons days assisting the Guild finalize their annual budget. A request was made by the Guild to conduct the CBT-TOT 8 training program, but no response was received to the requirement for design and trainers materials.

- Develop a market for training products that meet owner/manager demands

- Project staff made a presentation to 400 delegates of the Indigenous Commercial Farmers at the First National Congress of the Union. These have resulted in the ICFU requesting 9 Business Success Competence Training programs throughout the country for its members. The nine series of training programs started in June 1995 and will be completed in March 1997. So far three programs have been completed in Bindura, Karoi, and Mvurwi. Kadoma, Chinhoyi and Rusape programs will be completed in March 1997. Efforts are being made to conduct programs in Bulawayo, Gweru, Harare and Mutare.

- Project staff made a presentation to 22 Indigenous Commercial Farmers at Chegutu. This has resulted in the scheduling of the 5-Module Business Success Competence training program in Agribusiness at Kadoma. The program started in April 1996 with 17 participants.

- Project staff made a presentation to ZNCC members (Retailers) in Chipinge in February 1996. This was a follow-up to a Retail 5-Part Business Success Competence Program which was put on hold until a reasonable number of participants were recruited. Only nine participants had gone through the two parts of this program (Business Simulation, Business Audit) out of twelve participants who had originally registered. ZNCC Chipinge Branch has not

made extra efforts to ensure full participation by its members to this program. No further assistance will be rendered to the Chipinge Group.

- World Bank Regional Agribusiness Forum

Project staff made a presentation to 275 delegates at the World Bank Regional Agribusiness Forum. The presentation was on Skills and Training for an Agribusiness Worker and the 5-Module Business Success Competence Training Program

- ZNCC - Mutare April and August 1996

Project staff made joint ZNCC/ZIMMAN presentations in Mutare in April and August 1996. Fifty-seven business people attended these presentations which included officers from SCOTFIN and BESA. Follow up letters were sent to all those who attended this presentation. The SCOTFIN representative agreed to be the contact person.

- Indigenous Commercial Farmers Union (ICFU) Bulawayo Presentation

Project staff made a presentation to 40 Indigenous Commercial Farmers Union members in Bulawayo on 10 April 1996. Follow-up letters were sent to all those who attended the presentation.

- ZNCC Bulawayo Presentations: April and July 1996

Project staff made two presentations to more than 75 SMEs in Bulawayo in April and July 1996. Follow-up letters were sent to all those who attended the presentation. It was agreed that ZNCC would be responsible for all subsequent follow-up and recruitment of participants for the 5-Module Business Success Competency training programs.

- Harare Presentation

Project staff made presentation in Harare to 95 SMEs in Agribusiness, Retail and Manufacturing. The audience also included training provider firms.

- Management of Training Programs

The Project handed over responsibilities for the management of the training programs to local training provider firms. A meeting was held on 28 August with participating training provider firms to finalize details.

3.2 *Develop, Implement, and Evaluate Training Programs to Meet USAID Portfolio Objectives*

• Private Sector Support

- Production Management Systems and Enterprise Management Systems  
Bindura

Project staff tested Competency-Based Training products in Production Management Systems and Enterprise Management Systems for the Agribusiness sector in Bindura. The products testing was begun in September 1995 and completed in January 1996. Technical Assistance site visits of 11

SMEs for Module 4 (Production) for Bindura was completed 12 November 1995 and Technical Assistance for Module 5 (Enterprise Management) was completed on 13 January 1996. The 12 participants completed 22 days of training (this included 2 days of technical assistance per business). The Project provided 262 participant training days. At a field day organized by the business-owner participants in November 1995, these products were rated "outstanding". The 90-day post-training business operation review of 10 SMEs in Bindura was completed in February 1996. Post-Training Certification Evaluation of 9 SMEs was completed on 8 August 1996, and all 12 participants who completed the five modules were certified competent in implementing the entire 5-Part Business Success Competence content in their own businesses.

- Five-Module BSC Series Testing: Karoi

Project staff tested Competency-Based Training products in Business Simulation, Business Audit, 30-Day Solutions, Production Management Systems and Enterprise Management Systems for the Agribusiness sector in Karoi. The products testing was begun in October 1995 and completed in June 1996. Pre-training business operations evaluation of 14 SMEs in Karoi was undertaken in October 1995. Technical Assistance site visits of 10 SMEs for Module 2 (Business Audit) was completed 26 October 1995, Technical Assistance for site visits for Module 3 (30-Day Solutions) was completed 24 November, 1995; Module 4 (Production Systems) Technical Assistance site visits for 9 SMEs were completed 15 March 1996, and Module 5 (Enterprise Management) Technical Assistance site visits for 9 SMEs were completed 29 June 1996. Twelve participants completed 32 days of training (including 3.5 days of technical assistance per business). The Project provided 393 participant training days. Post-Training Business Operations Evaluation of 9 SMEs was completed on 29 August 1996.

- Five-Module BSC Series Testing: Mvurwi

Project staff tested Competency-Based Training products in Business Simulation, Business Audit, 30-Day Solutions, Production Management Systems, and Enterprise Management Systems for the Agribusiness sector in Mvurwi. The products testing was begun in October 1995 and completed in June 1996. Pre-training business operations evaluation of 12 SMEs in Mvurwi was completed in October 1995. Technical Assistance site visits of 12 SMEs for Module 2 (Business Audit) was completed 20 October 1995 and Technical Assistance for Module 3 (30-Day Solutions) was completed 3 November 1995. Module 4 (Production Systems) Technical Assistance site visits for 8 SMEs were completed 2 February, and Module 5 (Enterprise Management) Technical Assistance was completed 14 June 1996. The 11 participants completed 32 days of training. The Project provided 356 participant training days. Post-Training Business Operations Evaluation of 8 SMEs was completed on 31 July 1996.

- Five-Module BSC Series Testing Kadoma

Project staff tested Competency-Based Training products in Business Simulation, Business Audit and 30-Day Solutions, Production Management Systems, and Enterprise Management Systems for Agribusiness Sector in Kadoma. Pre-training business operations evaluation of 14 SMEs in Kadoma was undertaken in April 1996. Technical Assistance site visits of 13 SMEs for Module 2 (Business Audit) were completed 15 May 1996, Technical Assistance site visits for Module 3 (30-Day Solutions) were completed 21 June 1996; Technical Assistance site visits of 12 SMEs for Module 4 (Production Management Systems) were completed 25 August 1996. Module 5 (Enterprise Management Systems) was completed 2 October 1996. A total of 15 participants completed this 31 days series. The Project provided 459 participant training days.

- Five-Module BSC Series Testing Chinhoyi

Project staff tested Competency-Based Training products in Business Simulation, Business Audit, 30-Day Solutions, and Production Management Systems for Agribusiness Sector in Chinhoyi. Pre-training business operations evaluation 11 SMEs in Chinhoyi was completed on 10 July 1996. Technical Assistance site visits of 10 SMEs for Module 2 (Business Audit) were completed on 28 July 1996 and Technical Assistance site visits for Module 3 (30-Day Solutions) were completed on 29 August 1996. Module 4 (Production Management Systems) was completed 20 September 1996. A total of 11 participants from 9 businesses completed this 20 days series. The Project provided 234 participant training days.

- Five-Module BSC Series Testing Rusape

Project staff tested Competency-Based Training products in Business Simulation, Business Audit and 30-Day Solutions for Agribusiness Sector in Rusape. Pre-training business operations evaluation of 10 SMEs in Rusape was completed on 23 August 1996. Technical Assistance site visits of 10 SMEs for Module 2 (Business Audit) were completed 4 September 1996 and Technical Assistance site visits for Module 3 (30-Day Solutions) will be completed on 4 October 1996. A total of 10 participants from 9 businesses completed this 9 days series. The Project provided 90 participant training days.

- Five-Module BSC Series Testing (Retail) Chipinge

Project staff tested Competency-Based Training products for Retail businesses in business simulation and business problems audit. Products were tested in Retail businesses beginning in November 1995. Seven participants completed 5 days totaling 36 participant training days. This program was not completed due to drop out by trainees from the course who represented one large extended family (uncle, aunt, father and son - "the Chiororos") and they all felt that their family businesses' were suffering when they were all away from their businesses at the same time.

- Grain Milling and Management Program for Micro Millers Gutu  
Project staff conducted the Micro Mill (4) Training program in Gutu-Mupandawana for 25 micro mill owners at the request of the Gutu-Mupandawana Business Development Association. Pre-training business operations evaluation of 25 Micro Millers in Gutu-Mupandawana was completed in December 1995. Twenty-five micro mill business participants completed the 6-day training. The Project provided 150 participant training days. The 90-day post-training business operation review of 25 micro millers was completed in March 1996.

- Public Sector Support

- Ministry of Justice Deeds and Companies Office

Six training courses had been completed by 30 September 1996. Training was conducted by Price Waterhouse and the Human Resources Manager was from K-Resources. The total cost of training is approximately US\$50,000. Monitoring and sub-contractor supervision continued. The Project Staff provided 10-person days supervising the sub-contractor (HRM).

- Ministry of Industry and Commerce

Contracting discussions for this training series have been completed. Formal contracting will be completed and training implementation will begin during the first quarter of FY97. Training will be conducted within a period of nine months between October 1996 through June 1997. The Training activity is being funded under ZIMMAN, and the Human Resources Development manager is being funded by NORAD. The total cost of training is approximately US\$345,000. The contract will be finalized during the next quarter. Project staff have provided 10 person-days of support to the contracting process.

- Program Evaluation Statistics

It is the Project's intention that each training program cost less and that trainers build up more capacity and eventually require less support from the Project. The Project is increasing the participant cost in each program and plan to achieve full market price by the end of the Project. The attached statistics represents the final figures for fiscal year 1995-96. All the previous quarterly statistics sheets submitted are replaced by this annual analysis. The following paragraphs provide statistics by program.

- SME Training Provider Industry Development

A total of 9 training of trainers programs were conducted during this fiscal year. Two programs were carried over from last fiscal year (1994-95). Five programs were started and completed during this fiscal year (1995-96), and two programs will be completed in the next fiscal year (1996-97). A total of 124 participants enrolled for the training programs. This represents 29% women and 71% men. Out of the total number enrolled, 116 completed the training representing a 94% rate, a drop-out percentage of 6%.

The total cost of the nine programs was US\$130,118, representing a per participant cost of US\$1,122. The Project provided 1,133 participant training days. The participants contributed cash (19%) and in-kind payments totaling 110% of costs.

- SME Business Development

A total of 8 programs were conducted during this fiscal year. One program was carried over from last fiscal year (1994-95). Two programs were started off and completed during this fiscal year (1995-96) while five programs will be completed in the next fiscal year (1996-97). A total of 112 participants enrolled for the training programs. This represents 17% women and 83% men. Out of the total number enrolled, 93 completed the training representing 83%, a drop out percentage of 17% (all men). All 19 women who enrolled completed the training. The total cost of the eight programs is US\$224,580 representing a per participant cost of US\$2,415. The Project provided 1,978 participant training days. The participants contributed cash (8%) and in-kind payments totaling 34% of costs. For the first two agribusiness programs (Bindura and Karoi), a consultant from MSI (USA) was brought in to provide training to local consultants so that there could be subsequent local capacity in technical assistance to provide site visits to the SMEs trained. This has subsequently reduced the total cost of the program.

- Association Support

Two programs were conducted and completed during this fiscal year. A total of 28 participants enrolled for the training programs. This represents 25% women and 75% men. All 28 participants completed the training programs. The total cost of the two programs is US\$145,555 representing a per participant cost of US\$5,198. The Project provided 532 participant training days. The participants contributed cash (7%) and in-kind payments totaling 46% of costs. Both these courses were conducted by a consultant contracted through MSI (USA), this contributed to the higher cost per participant. The training costs for the first program included two trainers conducted the training, while for the second program only one trainer was utilized.

#### 4. Problems Experienced During 1995-1996

Four major problems hindered Project progress during this year, the first three continued from the previous years and will not be addressed in this section, and two new problems surfaced.

4.1 *Zimbabwe's difficult economic environment*

4.2 *Zimbabwe's Private Sector too young to provide development resources*

4.3 *Local training firm capacity to assist ZIMMAN in private sector development is non-existent*

#### 4.4 *Ministry of Justice Support*

There have been serious difficulties with this training program, primarily stemming from the Ministry itself. The senior management team is in disagreement on both policy and implementation, resulting in mass absences from the training program and little follow-through and accountability by the management. This has required excessive time commitments from Project staff to assist in the attempts to resolve these problems. The second difficulty source area is the performance of the contracted HRD Manager/Change Agent. His early poor performance lost him credibility with and access to senior management. He was eventually marginalized and shunted to a non-functional role. Project staff have held numerous meetings and coaching sessions with the HRD Manager, who did not implement the recommendations. Meetings between USAID and the Ministry are planned to either resolve these issues or to change the kind and degree of support for the Ministry.

#### 4.5. *Ministry of Industry and Commerce Support*

The contracting stage of this program was extraordinarily protracted due to shifting Ministry responsibility for liaison with USAID and the sub-contractor and insufficient buy-in to the goals of the program they requested. This resulted in signed program content and schedule agreements being dropped and assigned trainees being pulled from training sessions. Participation in the first activity was very low and many of the targeted participants were not attending the training. In addition, the sub-contractor has had difficulty meeting USAID contracting requirements, delaying the submission of the contract to the Regional Contracting Officer, this activity is progressing very slowly and without a signed contract to-date. Project staff have had to devote extraordinary time to assisting with these issues. Meetings between USAID and the Ministry are planned.

### **E. Fiscal Year 1996-1997**

#### 1 Operating Conditions During 1996-1997

There was no change from 1995-1996 to this year. The ZIMMAN Project focused first on developing an industry to serve SMEs where sufficient demand warrants, and, secondly on special USAID-requested private-sector and public-sector support activities. ZIMMAN directly supports USAID/Z's Country Program Strategic Plan (CPSP) Strategic Objective No. 2 "Broadened Ownership and Increased Investment at All Levels of the Economy", with USAID/Z Program Director-driven goals and pre-approved activities. The two key challenges during this year were 1. how to develop a support industry for SME development including development of a commercial market for SME training services, and 2. how to develop, implement, and evaluate special USAID-requested programs.

## 2. Strategies For 1996-1997

### *2.1 Develop a SME Support Industry*

Concentrate Project efforts on developing SME support capacity in Zimbabwe, by the following simultaneous actions

- Develop competency-based training products that meet SME owner/manager demand, particularly business simulation, business audit, 30-day solutions to business problems, production management systems, and enterprise management systems; and,
- Develop the capacities of local trainers and consultants to provide SME demanded products and services that ensure competency; and,
- Develop the capacities of Zimbabwe industry associations serve their SME members; and,
- Develop the market for SME training and consulting services, including overcoming previous SME bad experiences with local trainers and consultants and overcoming resistance to paying market rates for services.

### *2.2. Develop, Implement, and Evaluate Training Programs*

Develop, implement, and evaluate training programs for each USAID sector of focus where there is SME demand, emphasizing agribusiness and related industries

- Develop **survival** courses in production processes and enterprise management for Agribusiness related industries (including food production, food processing, and machine/parts manufacturing and maintenance).
- Develop foundation-level **competency-based** courses in production management and enterprise management for Agribusiness related industries (including food production, food processing, and machine/parts manufacturing and maintenance).
- Implement USAID approved programs, identify and contract with training provider firms to conduct the approved programs, coordinate the training programs and manage each program's evaluation.
- Evaluate USAID approved programs, including participant competency, technique implementation, business owner behavior, business operations evaluation, break-even point, business industry performance indicators, and a base-line demographics survey.

### 3 1996-1997 Accomplishments by Goal

#### 3.1. *Develop a SME Support Industry*

- Develop training products that meet SME owner/manager demands

Managed the development of the third revision of competency-based training products that meet SME owner/manager demand, particularly business audit, 30-day solutions to business problems, production management systems, and enterprise management systems. The revision merged Competency-Based Training design with Experiential Training delivery methods.

- Develop local trainers' and consultants' capacities to provide SME support  
The following programs were conducted and completed:

- Competency-Based Training of Trainers (CBT-TOT) VI

Eight participants completed the fifth and sixth modules (Facilitation Skills - 5 days, Experiential Training Part Two - 2 days), the Project provided a total of 56 participant training days.

- Competency-Based Training of Trainers (CBT-TOT) VII

Twelve participants completed the last four modules (Presentation Skills - 5 days, Experiential Training Part One - 3 days, Facilitation Skills - 5 days, and Experiential Training Part Two - 3 days) total 16 training days, the Project provided a total of 176 participant training day.

- BSC TOT Series 2

- Business Audit and 30-Day Solutions*

- Seven participants completed 5 days of training, the Project provided a total of 35 participant training days.

- Productions Management Systems*

- Seven participants completed 3 days of training, the Project provided a total of 21 participant training days.

- Enterprise Management Systems*

- Six participants completed 3 days of training, the Project provided a total of 18 participant training days.

- BSC TOT Series 3

- Business Simulation*

- Eleven participants completed the 3-day Business Simulation TOT, the Project provided a total of 33 participant training days.

*BSC TOT Business Audit and 30-Day Solutions*

Eleven participants completed the third series of 5-day training of trainers program in Business Audit and 30-Day Solution to business problems. The Project provided a total of 55 participant training days.

*BSC TOT Production Management Systems*

Ten participants completed the third series of 3-day training of trainers program in Production Management Systems. The Project provided a total of 30 participant training days.

*BSC TOT Enterprise Management Systems*

Ten participants completed the third series of 3-day training of trainers program in Production Management Systems, providing a total of 30 participant training days.

## - IESC Volunteer Attachment

The Project provided an IESC Volunteer Marketing Expert to conduct marketing seminars and provide one-on-one marketing advice to the Training Provider firms and Business Associations for a period of two months (February to March, 1997).

## - Accounting Systems Support

During this fiscal year, Project staff provided 20 person-days of support to CCK Consulting, Management Development Associates, and TDM Consultants in invoicing and in accounting procedures, and management of training programs.

## - Management of Training Programs

As of the end of this fiscal year, in spite of continuous technical support and encouragement for more than two years, no success has been achieved in transferring full management responsibility for the 5-Module training program to the local training provider firms. They prefer to provide the training, and to let others manage the business side.

- Develop Industry Associations and Financial Institutions capacities to support SMEs

## - Indigenous Commercial Farmers Union (ICFU)

*ICFU Capacity Development*

ICFU recruited an Executive Director in December 1996 and an Administrator in February, 1997. Due to ICFU's new management capacity, ZIMMAN released funds from the ZIMMAN Trust Fund to assist with costs of developing ICFU's SME service capacity.

*ICFU Second Annual Congress*

The Project provided partial funding of Z\$35,000 to ICFU for its Second Annual Congress held in September 1996.

*ICFU Grant for Training*

ZIMMAN provided a Grant of Z\$271,365 to ICFU to conduct and manage three training programs. These programs were conducted in Chegutu, Nyamadhlovu (Bulawayo) and Gweru. As part of capacity-building and providing an opportunity to trainers and consultants to gain experience, trainers and consultants have been teamed to co-train and provide on-site technical assistance to participants using the latest revised materials.

- Zimbabwe Guild of Competency Based Practitioners (ZimGuild)

The Project provided financial support of Z\$83,500 to meet the costs of venue, materials, and advertising for participation by the Guild at the Small Business Trade Show held in October 1996. However, due to long-term failure of commitment and performance to goals by the ZimGuild officers, the Project had to withdraw support which was earmarked for the Guild. The Guild also failed to utilize all the funds provided to them to assist their participation in the Small Business Expo and the Zimbabwe International Trade Fair.

- Women in Business-Zimbabwe

The Project paid the full cost of Z\$15,000 to train two Women in Business-Zimbabwe trainers in the BSC TOT program. The participants completed the course and have been certified competent.

- Association and Financial Institution Meetings

The Project Staff met with the following organizations and discussed opportunities to develop their supply and demand capacity, and to use the BSC 5-Module series in serving their members: Confederation of Zimbabwe Industries, Zimbabwe Women Finance Trust, Small Enterprise Development Corporation, Zimbabwe Women Bureau, Commercial Bank of Zimbabwe, and Zimbabwe Development Bank.

• Develop a market for training products that meet owner/manager demands

The impact evaluations and follow-on Project market-research shows that primary (owner-manager) and secondary (supervisors and family members) markets for the ZIMMAN BSC training products have been developed and accepted for agribusiness.

• Analyse the impact of the ZIMMAN-designed training programs

Visits to all the certified businesses were undertaken by a team of USAID, ICFU, and Project staff between February-June 1997. The purpose was to determine the impact of the training program and changes that have occurred after the business owner/manager had attended the training program and had implemented the techniques learned in the training. Six interim Impact Analysis Reports (Bindura, Karoi, Mvurwi, Kadoma, Chinhoyi and Rusape), and the Final Impact Analysis Report have been submitted to USAID.

### 3.2 *Develop, Implement, and Evaluate Training Programs to Meet USAID Portfolio Objectives*

- Private Sector

- BSC SME Series. Kadoma

Fifteen participants completed Enterprise Management Module (10 days), the Project provided 150 participant training days Enterprise Management Systems Technical Assistance was conducted for 12 SMEs between 14-26 October 1996, the Project provided a total of 12 participant training days

- BSC SME Series: Chinhoyi

Production Management Systems Technical Assistance was conducted for 8 SMEs between 14-26 October, 1996, the Project provided 8 participant training days. Ten participants from 8 SMEs in Chinhoyi completed this 10-day module in Enterprise Management Systems conducted between 4 November to 22 November 1996 Enterprise Management Systems Technical Assistance was conducted for 8 SMEs between 9-21 December 1996 The Project provided a total of 108 Participants training days

- BSC SME Series: Rusape

Technical Assistance for 30-Day Solutions was conducted for 9 SMEs between 30 September to 4 October 1996 Ten participants from 9 SMEs completed this 10-day module in Production Management Systems Production Management Systems Technical Assistance was conducted for 9 SMEs between 25 November to 7 December 1996 Nine participants completed 10 days training in Enterprise Management Systems conducted between 6 - 25 January, 1997 Enterprise Management Systems Technical Assistance was conducted between 17-27 February 1997 for 9 SMEs. The Project provided 217 participant training days

- BSC SME Series (ICFU) Chegutu

- Business Simulation Module*

Fifteen participants from 10 SMEs participated in this module between 11-12 March 1997. The Project provided a total of 30 participant training days.

- Business Audit*

Business Audit training was conducted on 13 March, 1997 Fifteen participants from 10 SMEs completed the course Business Audit Technical Assistance was conducted for 10 SMEs between 17-21 March, 1997. The Project provided a total of 20 participant training days

*Business Audit Review and 30-Day Solution Module*

Business Audit Review and 30-Day Solution training was conducted between 23 March - 27 March, 1997. Fifteen participants completed the course. 30-Day Solution Technical Assistance was conducted for 10 SMEs between 2-12 April 1997. The Project provided a total of 85 participant training days.

*Production Management Systems Module*

Production Management Systems training was conducted between 28 April to 9 May, 1997. Fifteen participants completed this 10 day module training. Production Management Systems Technical Assistance was conducted for 10 SMEs between 10-20 May 1997. The Project provided a total of 160 participant training days.

*Enterprise Management Systems Module*

Enterprise Management Systems Module Training was conducted between 12-28 May, 1997. Fifteen participants completed this 10 day training module. Enterprise Management Systems Technical Assistance was conducted for 10 SMEs between 2-12 June 1997. The Project provided a total of 160 participant training days.

- BSC SME Series. (ICFU) Gweru

*Business Simulation*

Twelve participants completed two days in Business Simulation conducted between 17 - 18 March, 1997. The Project provided a total of 24 participant training days.

*Business Audit*

Business Audit training for 12 participants from 10 SMEs was conducted on 19 March, 1997. Business Audit Technical Assistance was conducted for 10 SMEs between 27 March - 4 April 1997, the Project provided a total of 17 participant training days.

*Business Audit Review and 30-Day Solution to Business Problems*

Twelve participants from 10 SMEs completed Business Audit Review and 30-Day Solutions (5 days), conducted between March 7-11 April 1997. Technical Assistance for 30-Day Solution was conducted for 10 SMEs between 14-20 April, 1997. The Project provided a total of 70 participant training days.

*Production Management Systems Module*

Production Management Systems training (10 days) was conducted between 21-30 April 1997. Twelve participants from 10 SMEs completed the course. Production Management Systems Technical Assistance was conducted for 10 SMEs between 2-10 May 1997. The Project provided a total of 130 participant training days.

*Enterprise Management Systems Module*

Enterprise Management Systems Module Training (10 days) was conducted between 12-28 May, 1997. Twelve participants from 10 SMEs completed the course. Enterprise Management Systems Technical Assistance was conducted for 10 SMEs between 2-12 June, 1997, the Project provided a total of 130 participant training days.

- BSC SME Series (ICFU) Nyamadhlovu

*Business Simulation (Group 1)*

Six participants from 6 SMEs completed two days in Business Simulation conducted between 20-21 March 1997. The Project provided a total of 12 participants training days.

*Business Audit (Group 1)*

Business Audit for 6 participants from 6 SMEs was conducted on 22 March, 1997. The Project provided a total of 6 participant training days.

*Business Simulation Module (Group 2)*

Business Simulation for the second group for Nyamadhlovu was conducted between 14-15 April 1997. Eight participants from 4 SMEs completed the course. The Project provided a total of 16 participant training days.

*Business Audit (Group 2)*

Business Audit for Group 2 was conducted for 16 April, 1997. Eight participants from 4 SMEs completed the course. Business Audit Technical Assistance was conducted for 10 SMEs (Group 1 and 2) between 29 March to 20 April. The Project provided a total of 13 participant training days.

*30-Day Solution Module*

Training in 30-Day Solution (5 days) was conducted between 29 April to 2 May 1997. Fourteen participants from 10 SMEs completed the course. 30-Day Solution Technical Assistance was conducted for 10 SMEs between 12-19 May, 1997, the Project provided a total of 80 participant training days.

*Production Management Systems Module*

Production Management Systems training (10 days) was conducted between 22-31 May 1997. Fourteen participants from 10 SMEs completed the course. Production Management Systems Technical Assistance was conducted for 10 SMEs between 2-9 June 1997. The Project provided a total of 150 participant training days.

*Enterprise Management Systems Module*

Enterprise Management Systems Module Training (10 days) was conducted between 16-25 June, 1997. Fourteen participants from 10 SMEs completed the course. Enterprise Management Systems Technical Assistance was conducted for 10 SMEs between 27 June to 7 July, 1997. The Project provided a total of 150 participant training days.

- Zimbabwe Development Bank (ZDB) SME BSC Program  
ZIMMAN subsidized the cost of ZDB Loan Officers training by 20% (Z\$20,000) which facilitated the training of the following modules

*Business Simulation*

Eight participants completed the two days Business Simulation Module, the Project provided a total of 16 participant training days.

*Business Audit and 30-Day Solutions*

Eight participants completed the Business Audit and 30-Day Solution to business problem modules - 6 days). The Project provided a total of 48 participant training days.

*Production Management Systems*

Seven participants completed Production Management Systems (10 days). The Project provided a total of 70 participant training days.

*Enterprise Management Systems*

Seven participants completed Enterprise Management Systems (10 days). The Project provided a total of 70 participant training days.

- Pre- and Post- Evaluation Statistics: January - March 1997

A team of consultants was contracted to evaluate the statistical results of the ZIMMAN training and technical assistance series for small and medium scale enterprises (SMEs). The collected data included pre-training and post-training core business operations variables and entrepreneurial variables, plus post-training methods implementation variables.

- Post- Training Business Operation Evaluations

*BSC SME Series: Chinhoyi*

Conducted the 90-day post-training business operation review of the 10 SMEs in Chinhoyi from 3 February to 13 February 1997.

*BSC SME Series Kadoma.*

Conducted the 90-day post-training business operation review of 12 SMEs in Kadoma from 6 January to 16 January 1997.

*BSC SME Series: Rusape:*

Conducted the 90-day post-training business operation review of the 9 SMEs in Rusape from 23 March to 30 March, 1997.

- Public Sector

- Ministry of Justice (Deeds and Companies Office) Training

This training program continued during the first quarter FY1997. Six programs were conducted and completed between October and November 1996. Support to Deeds and Companies Office was canceled and no further training was conducted after November 1996.

*Team Building (Group 1)* 5 participants, duration 2 days, the Project provided a total of 10 participants training days

*Team Building (Group 2)* 4 participants, duration 2 days, the Project provided a total of 8 participants training days

*Team Building (Group 3)* 8 participants, duration 2 days, the Project provided a total of 16 participant training days

*Performance Appraisal*: 5 participants, duration 3 days, the Project provided a total of 15 participant training days

*Customer Service Skills (Group 4)* 10 participants, duration 2 days, the Project proved a total of 20 participants training days

*Supervisory Skills (1, 2, & 3)* 5 participants, duration 2 days, the Project provided a total of 10 participants training days

- Ministry of Justice (Deeds and Companies) Computerization and Data Capture

*IT Manager - Computerization*

An IT Manager was contracted to act as Systems Development, Procurement and Installation Manager for the Deeds and Companies Program activity. The IT Manager managed and coordinated all the components of all computerization activities, liaised with all stakeholders and managed the computer training programs. The IT Manager served half time from 1 - 17 October and from 18 October 1996 to 31 January 1997, the IT Manager served quarter time. The Project provided US\$33,102.53

*Data Capture*

In addition to computerization, the IT Manager was engaged to capture data from the estimated 200,000 Personal Index Cards (PIC) in Deeds onto computer, deliver the data in a format suitable for immediate use by the Deeds Department in its day to day operations and in a format capable of being exported into the target systems and delivery. The Project provided US\$22,943.18.

*Hire-Purchase of Computers*

The Project provided funding for hire of five computers for a period of five months and subsequent purchase of the five computers for use in the computerization of the Deeds and Companies Department. The Project provided US\$13,953.93.

*- Accounting Systems Support*

During this fiscal year, Project staff provided over 30-person days of support to Price Waterhouse and K-Resources in invoicing and in accounting procedures, and program management.

*- Ministry of Industry and Commerce. Training*

Training Program implementation began in October 1996 and was completed in August 1997. The Training activity was funded under ZIMMAN, and the Human Resources Development manager was funded by NORAD. The Project provided US\$358,000. The following training activities were conducted under this program.

*Management of Staff*

- Management of Staff (Group 1): 15 participants, duration 2 days, the Project provided a total of 30 participant training days.
- Management of Staff (Group 1): 15 participants, duration 2 days, the Project provided a total of 30 participant training days.
- Management of Staff (Group 1): 15 participants, duration 1 days, the Project provided a total of 15 participant training days.
- Management of Staff (Group 2): 12 participants, duration 2 days, the Project provided a total of 24 participant training days.
- Management of Staff (Group 2): 12 participants, duration 2 days, the Project provided a total of 24 participant training days.
- Management of Staff (Group 2): 12 participants, duration 1 days, the Project provided a total of 12 participant training days.
- Management of Staff (Group 3): 20 participants, duration 2 days, the Project provided a total of 40 participant training days.
- Management of Staff (Group 3): 21 participants, duration 3 days, the Project provided a total of 63 participant training days.
- Management of Staff (Group 4): 18 participants, duration 3 days, the Project provided a total of 54 participant training days.
- Management of Staff (Group 5): 16 participants, duration 3 days, the Project provided a total of 48 participant training days.
- Management of Staff (Group 6): 16 participants, duration 3 days, the Project provided a total of 48 participant training days.

*Negotiation Skills*

- Negotiation Skills (Group 1): 7 participants, duration 2 days, the Project provided a total of 14 participant training days.
- Negotiation Skills (Group 2): 6 participants, duration 2 days, the Project provided a total of 12 participant training days.

- Negotiation Skills 26 participants, duration 3 days, the Project provided a total of 78 participant training days

#### *Financial Management*

- Financial Management 18 participants duration 2 days, the Project provided a total of 36 participant training days

#### *Foundation Module*

- Foundation Module (Group 1). 11 participants - duration 3 days, the Project provided a total of 33 participant training days
- Foundation Module (Group 2). 11 participants - duration 3 days, the Project provided a total of 33 participant training days
- Foundation Module (Group 3). 19 participants - duration 3 days, the Project provided a total of 57 participant training days

#### *Budget Management*

- Budget Management: 10 participants - duration 2 days, the Project provided a total of 20 participants days

#### *Macroeconomics*

- Macroeconomics 1: 16 participants, duration 3 days, the Project provided a total of 48 participant days.
- Macroeconomics 2: 21 participants, duration 3 days, the Project provided a total of 63 participant training days.

#### *Enterprise Development*

- Enterprise Development (Group 1): 21 participants, - duration 3 days, the Project provided a total of 63 participant training days
- Enterprise Development (Group 1). 17 participants, - duration 3 days, the Project provided a total of 51 participant training days

#### *Report Writing*

- Report Writing I. 15 participants - duration 2 days, the Project provided total of 30 participant training days.
- Report Writing II: 17 participants - duration 2 days, the Project provided a total of 34 participant training days.
- Report Writing III: 11 participants - duration 2 days, the Project provided a total of 22 participant training days

#### *Research Methods*

- Research Methods I 22 participants, duration 5 days, the Project provided a total of 110 participants training days
- Research Methods II: 26 participants - duration 5 days, the Project provided a total of 130 participant training days.
- Research Methods III: 26 participants - duration 3 days, the Project provided a total of 78 participant training days.

*Trade Attaché Training*

- Trade Module: 21 participants- duration 5 days, the Project provided a total of 105 participant training days

*Asset Management*

- Asset Management: 8 participants - duration 2 days, the Project provided a total of 16 participant training days

*Portfolio Management*

- Portfolio Management 11 participants - duration 3 days , the Project provided a total of 33 participant training days

*Business Competitive Excellence*

- Business Competitive Excellence (Group 1) 18 participants, duration 3 days, the Project provided a total of 54 participant training days
- Business Competitive Excellence (Group 2) 20 participants, duration 2 days, the Project provided a total of 40 participant training days
- Business Competitive Excellence (Group 3) 20 participants, duration 2 days, the Project provided a total of 40 participant training days
- Business Competitive Excellence (Group 4) 20 participants, duration 2 days, the Project provided a total of 40 participant training days
- B C.E. Business Leader Seminar: 54 participants, duration 1 day, the Project provided a total of 54 participant training days
- B C.E.(Group 1): 18 participants, duration 1 day, the Project provided a total of 18 participant training days
- B C.E.(Group 2): 18 participants, duration 1 day, the Project provided a total of 18 participant training days
- B.C.E.(Group 3): 20 participants, duration 1 days, the Project provided a total of 20 participant training days
- B C E.(Group 4) 20 participants, duration 1 day, the Project provided a total of 20 participant training days

*Computer Skills Group A*

- Keyboard Skills: 5 participants, duration 2 days, the Project provided a total of 10 participant training days
- Introduction to computers 5 participants, duration 1 day, the Project provided a total of 5 participant training days
- Introduction to Word 8 participants, duration 4 days, the Project provided a total of 32 participant training days
- Introduction to Powerpoint 5 participants, duration 3 days, the Project provided a total of 15 participant training days
- Introduction to Windows 3 1 8 participants, duration 3 days, the Project provided a total of 24 participant training days
- Introduction to Excel 8 participants, duration 4 days, the Project provided a total of 32 participant training days
- Introduction to Access 8 participants, duration 2 days, the Project provided a total of 16 participant training days

*Computer Skills Group B*

- Keyboard Skills: 6 participants, duration 2 days, the Project provided a total of 12 participant training days.
- Introduction to Computers: 5 participants, duration 1 day, providing a total of 5 participant training days.
- Introduction to Word: 8 participants, duration 3 days, the Project provided a total of 24 participant training days
- Introduction to Windows 3.1: 8 participants, duration 1 days, the Project provided a total of 8 participant training days
- Introduction to Excel: 8 participants, duration 3 days, the Project provided a total of 24 participant training days
- Introduction to Access: 8 participants, duration 2 days, the Project provided a total of 16 participant training days
- Introduction to Powerpoint: 5 participants, duration 2 days, the Project provided a total of 10 participant training days

*Computer Skills Group C*

- Keyboard Skills: 6 participants, duration 3 days, the Project provided a total of 18 participant training days.
- Introduction to Computers: 5 participants, duration 3 days, the Project provided a total of 15 participant training days.
- Introduction to Windows 3.1: 8 participants, duration 3 days, the Project provided a total of 24 participant training days.
- Introduction to Word: 8 participants, duration 3 days, the Project provided a total of 24 participant training days.
- Introduction to Excel: 8 participants, duration 4 days, the Project provided a total of 32 participant training days.
- Introduction to Access: 8 participants, duration 1 day, the Project provided a total of 8 participant training days

*Computer Skills Group D*

- Keyboard Skills: 6 participants, duration 2 days, the Project provided a total of 12 participant training days.
- Introduction to Excel: 8 participants, duration 3 days, the Project provided a total of 24 participant training days.
- Introduction to Access: 8 participants, duration 1 day, the Project provided a total of 8 participant training days.
- Introduction to Word: 8 participants, duration 3 days, the Project provided a total of 24 participant training days

*Computer Skills Group E*

- Introduction to Word: 8 participants, duration 3 days, the project provided a total of 24 participant training days

*Computer Training Group F*

- Keyboard Skills: 6 participants, duration 2 days, the Project provided a total of 12 participant training days.
- Introduction to Windows 3 1 7 participants, duration 6 days, the Project provided a total of 42 participant training days
- Introduction to Access 8 participants, duration 3 days, the Project provided a total of 24 participant training days.
- Introduction to Excel. 7 participants, duration 2 days, the Project provided a total of 14 participant training days.
- Introduction to Powerpoint: 11 participants, duration 2 days, the Project provided a total of 22 participant training days
- Introduction to Word: 10 participants, duration 4 days, the Project provided a total of 40 participant training days.

*Computer Training Group G*

- Keyboard Skills: 15 participants, duration 3 days, the Project provided a total of 45 participant training days.
- Introduction to Windows 3 1: 15 participants, duration 3 days, the Project provided a total of 45 participant training days.
- Introduction to Powerpoint. 10 participants, duration 2 days, the Project provided a total of 20 participant training days
- Introduction to Access: 7 participants, duration 3 days, the Project provided a total of 21 participant training days.
- Introduction to Excel: 6 participants, duration 2 days, the Project provided a total of 12 participant training days.

*Computer Training Group H*

- Keyboard Skills: 8 participants, duration 2 days, the Project provided a total of 16 participant training days
- Introduction to Windows 3.1: 7 participants, duration 2 days, the Project provided a total of 14 participant training days.
- Introduction to Word 7 participants, duration 3 days, the Project provided a total of 21 participant training days.
- Introduction to Excel: 6 participants, duration 3 days, the Project provided a total of 18 participant training days.
- Introduction to Access: 7 participants, duration 2 days, the Project provided a total of 14 participant training days.
- Introduction to Powerpoint: 8 participants, duration 2 days, the Project provided a total of 16 participant training days

*Computer Training Group I*

- Introduction to Word: 7 participants, duration 4 days, the Project provided a total of 28 participant training days
- Introduction to Access: 8 participants, duration 2 days, the Project provided a total of 16 participant training days.
- Introduction to Powerpoint: 6 participants, duration 2 days, the Project provided a total of 12 participant training days.

- Introduction to Excel 7 participants, duration 3 days, the Project provided a total of 21 participant training days

#### 4 Problems Experienced During 1996-1997

Five major problems hindered Project progress during this year, all were carry-overs from previous years

- 4.1 *Zimbabwe's difficult economic environment*
- 4.2. *Zimbabwe's Private Sector too young to provide development resources*
- 4.3 *Local training firm capacity to assist ZIMMAN in private sector development is non-existent.*
- 4.4. *Low Ministry of Justice Support.*
- 4.5 *Low Ministry of Industry and Commerce Support.*

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Zimbabwe Manpower Development Project (ZIMMAN II)  
USAID Contract Number 623-0229-C-00-2082-00  
AED Contract Number 61-2217-00  
**Final Project Report**  
Report Period 01 October 1992 to 30 September 1997

**APPENDIX A**  
INPUTS SUMMARY

ZIMMAN INPUTS SUMMARY

NO	FUNDING ORDER NO	SUB CONTRACTOR	PROGRAM	DATE START	DATE FINISH	PO AMOUNT	APPROVAL TO CONDUCT	APPROVAL TO CONTRACT	APPROVAL FOR CONS	PRE EVAL	POST EVAL	REPORT TO AFDZ	REPORT TO USAID	MIS R/CVD	R/LT USE SIGN D	OBJECTIVES	
1	623 0229 94 01	ACHRM	Grant	N/A	N/A	197 973 05	7 Sep 94	7 Sep 94	N/A	N/A	N/A	31 May 95	9 May 97	N/A	Cancelled	Grant cancelled	
3	623 0229 96 1005RR	Adve IT Associates	Deeds Program	N/A	N/A	269 998 00	3 Jul 96	30 Jul 96	30 Jul 96	N/A	N/A	N/A	18 Aug 97	N/A	6 Mar 97	Funded the IT Manager	
3	623 0229 96 1008	Adve IT Associates	Deeds Program	N/A	N/A	74 838 00	30 Jul 96	30 Jul 96	30 Jul 96	N/A	N/A	N/A	18 Aug 97	N/A	6 Mar 97	Funded the IT Manager	
4	623 0229 97 0211	Adve IT Associates	Deeds Computerization	N/A	N/A	94 875 00	30 Jul 96	30 Jul 96	30 Jul 96	N/A	N/A	N/A	18 Aug 97	N/A	7 Mar 97	Funded the IT Manager	
5	623 0229 0294	Africare	Production Millers	8 Mar 94	12 May 94	91 700 00	1 Feb 94	1 Feb 94	5 Dec 94	25 Feb 94	1 Jun 94	3 Sep 94	10 Sep 94	N/A	5 Mar 94	Trained 32 Production Millers in business survival skills	
6	623 0229 94 1012	Africare	Micro Mill 2	7 Mar 94	3 Dec 94	176 767 51	18 Oct 94	18 Oct 94	5 Dec 94	6 Dec 94	28 Sep 95	8 Dec 94	2 Jun 95	11 Oct 94	13 Jan 95	Trained 58 Micro Millers in business survival skills	
7	623 0229 95 0123	Africare	Micro Mill 3	30 Jan 95	11 Mar 95	186 969 01	7 Mar 95	7 Mar 95	7 Mar 95	1 Apr 95	28 Sep 95	4 May 95	17 Oct 95	30 Jun 95	7 Jul 95	Trained 38 Micro Millers in business survival skills	
8	623 0229 96 0508	ASA1 Training	ASAI Training	15 Apr 96	13 May 96	5 750 00	N/A	N/A	N/A	N/A	N/A	3 Jun 96	13 Sep 96	N/A	8 May 96	Trained 12 Association Executives in Association Management	
9	623 0229 95 1215b	Business Dev Services	BSC Material Development	N/A	N/A	34 431 72	3 Jan 96	3 Jan 96	3 Jan 96	N/A	N/A	N/A	19 Aug 97	28 Feb 96	5 Feb 96	Materials Development	
10	623 0229 96 0205	Business Dev Services	Materials Devpt Mod 4 5	4 Mar 96	8 Mar 96	107 708 75	1 Aug 96	1 Aug 96	13 Feb 96	N/A	N/A	N/A	19 Aug 97	28 Feb 96	5 Jun 96	Materials Development	
11	623 0229 96 0801	Business Dev Services	BSC TOT Two Series	7 Oct 96	8 Nov 96	247 920 09	1 Aug 96	1 Aug 96	1 Aug 96	N/A	N/A	10 Jun 97	4 Oct 96	11 Apr 97	5 Nov 96	Trained 6 trainers in 32 BSC Competencies	
12	623 0229 96 1125	Carroll O'Donovan	ZIMMAN Certification	N/A	N/A	5 775 00	23 Jan 96	23 Jan 96	23 Jan 96	N/A	N/A	N/A	N/A	N/A	5 Aug 97	Funded the Project's advertising campaign	
13	623 0229 96 0214	Carroll O'Donovan	Advertising campaign	N/A	N/A	91 097 82	23 Jan 96	23 Jan 96	23 Jan 96	N/A	N/A	N/A	N/A	N/A	24 Jun 96	Funded the Project's advertising campaign	
14	623 0229 96 0215	Carroll O'Donovan	Advertising campaign	N/A	N/A	191 954 60	23 Jan 96	23 Jan 96	23 Jan 96	N/A	N/A	N/A	19 Aug 97	N/A	24 Jun 96	Funded the Project's advertising campaign	
15	623 0229 95 0728	CKK Agrib Consultants	Agribusness Materials	N/A	N/A	205 544 79	11 Mar 95	4 Apr 95	4 Apr 95	N/A	N/A	N/A	19 Aug 97	13 Jul 95	7 Sep 95	Materials Development	
16	623 0229 95 0725	CKK Agrib Consultants	Agribusness Materials	N/A	N/A	205 544 79	11 Mar 95	4 Apr 95	4 Apr 95	N/A	N/A	N/A	19 Aug 97	13 Jul 95	14 May 95	Materials Development	
17	623 0229 95 0415	CKK Agrib Consultants	CBF TOT 2 Training	2 May 95	2 Jun 95	117 722 28	2 Mar 95	2 Mar 95	4 Apr 95	N/A	N/A	3 Sep 95	20 Nov 95	9 Jul 95	30 Aug 95	Trained 14 trainers in 26 CBF TOT competencies	
18	623 0229 95 0501a	CKK Agrib Consultants	Bindura Agribusness	18 Jul 95	10 Aug 95	195 727 13	11 Mar 95	4 Apr 95	4 Apr 95	9 Aug 95	13 Feb 96	18 Sep 95	9 Jul 96	13 Jul 95	10 Dec 96	Trained 12 business owners/managers in 32 BSC Competencies	
19	623 0229 95 0725	CKK Agrib Consultants	CBF TOT 2	24 Jul 95	9 Aug 95	73 006 14	2 Mar 95	2 Mar 95	4 Apr 95	N/A	N/A	3 Sep 95	20 Nov 95	9 Jul 95	30 Aug 95	Trained 14 trainers in 26 CBF TOT competencies	
20	623 0229 95 0806	CKK Agrib Consultants	Deeds Training Needs Analysis	27 May 96	19 Oct 96	54 565 89	26 Apr 96	26 Apr 96	26 Apr 96	N/A	N/A	25 Aug 95	31 Aug 95	N/A	14 Sep 95	Carried out a training needs analysis of the Deeds Offices	
21	623 0229 95 0918	CKK Agrib Consultants	Bindura Agribusness	13 Sep 95	6 Oct 95	108 002 25	11 Mar 95	4 Apr 95	4 Apr 95	9 Aug 95	13 Feb 96	13 Nov 95	9 Jul 96	1 Sep 95	10 Dec 96	Trained 12 business owners/managers in 32 BSC Competencies	
22	623 0229 95 1024	CKK Agrib Consultants	Bindura Agribusness	13 Nov 95	24 Nov 95	111 719 28	11 Mar 95	4 Apr 95	4 Apr 95	9 Aug 95	13 Feb 96	13 Nov 95	9 Jul 96	23 Oct 95	9 Jun 95	Trained 15 business owners/managers in 32 BSC Competencies	
23	623 0229 95 1127	CKK Agrib Consultants	Micro Mill 4	4 Dec 95	9 Dec 95	52 192 98	23 Oct 95	23 Oct 95	23 Oct 95	28 Nov 95	26 Mar 96	16 Apr 96	16 Nov 94	10 Dec 95	10 Dec 95	Trained 24 Micro Millers in business survival skills	
24	623 0229 96 0102	CKK Agrib Consultants	Mvurwi Agribusness	13 Jan 96	21 Jan 96	89 178 36	4 Apr 95	4 Apr 95	4 Apr 95	23 Oct 95	27 Jul 96	13 Feb 96	17 Oct 96	10 Oct 95	7 Jan 97	Trained 14 business owners/managers in 32 BSC Competencies	
25	623 0229 96 0105	CKK Agrib Consultants	Karoi Agribusness	2 Feb 96	18 Feb 96	86 476 32	11 Mar 95	4 Apr 95	4 Apr 95	11 Oct 95	29 Aug 96	18 Mar 96	17 Oct 96	12 Oct 95	30 Mar 96	Trained 12 business owners/managers in 32 BSC Competencies	
26	623 0229 96 0401	CKK Agrib Consultants	Karoi Agribusness	19 Apr 96	18 May 96	97 254 00	11 Mar 95	4 Apr 95	4 Apr 95	11 Oct 95	29 Aug 96	5 Jun 96	17 Oct 96	12 Oct 95	5 Jul 96	Trained 12 business owners/managers in 32 BSC Competencies	
27	623 0229 96 0411a	CKK Agrib Consultants	Kadoma/Chikuta Agribusness	15 Apr 96	24 May 96	73 560 90	12 Mar 96	17 May 96	17 May 96	14 May 95	23 Jan 96	6 Jun 96	20 Feb 97	12 Apr 96	4 Jun 96	Trained 15 business owners/managers in 32 BSC Competencies	
28	623 0229 96 0416	CKK Agrib Consultants	Mvurwi Agribusness	23 Apr 96	10 May 96	82 213 50	11 Mar 95	4 Apr 95	4 Apr 95	23 Oct 95	27 Jul 96	13 Jun 96	17 Oct 96	10 Oct 95	4 Jun 96	Trained 14 business owners/managers in 32 BSC Competencies	
29	623 0229 96 0421	CKK Agrib Consultants	Karoi Agribusness	19 Apr 96	19 May 96	82 213 50	11 Mar 95	4 Apr 95	4 Apr 95	9 Oct 95	30 Aug 96	5 Jun 96	17 Oct 96	12 Oct 95	4 Jun 96	Trained 12 business owners/managers in 32 BSC Competencies	
30	623 0229 96 0528	CKK Agrib Consultants	Mvurwi Agribusness	23 Apr 96	10 May 96	52 831 00	11 Mar 95	4 Apr 95	4 Apr 95	23 Oct 95	27 Jul 96	17 Oct 96	10 Oct 95	5 Jul 96	10 Oct 95	Trained 14 business owners/managers in 32 BSC Competencies	
31	623 0229 96 0803	CKK Agrib Consultants	Chimhoyi Agribusness Part 1 3	15 Jul 96	24 Aug 96	170 826 75	12 Mar 96	17 May 96	17 May 96	10 Jul 96	18 Feb 97	6 Aug 96	11 Apr 97	16 Jul 96	27 Jun 97	Trained 10 business owners/managers in 37 BSC Competencies	
32	623 0229 96 0806	CKK Agrib Consultants	Kadoma Agribusness Part 4	8 Jul 96	26 Jul 96	161 620 43	12 Mar 96	17 May 96	17 May 96	14 May 96	23 Jan 97	6 Aug 96	20 Feb 97	12 Apr 96	21 Oct 96	Trained 15 business owners/managers in 32 BSC Competencies	
33	623 0229 96 0807	CKK Agrib Consultants	Bindura Certification (Part 4 5)	13 Jul 95	13 Jan 96	22 645 80	11 Mar 95	4 Apr 95	4 Apr 95	9 Aug 95	13 Feb 96	20 Feb 97	9 Jul 96	N/A	21 Oct 96	Trained 11 business owners/managers in 32 BSC Competencies	
34	623 0229 96 0820	CKK Agrib Consultants	Ruvape Agribusness (Part 1 3)	26 Aug 96	4 Oct 96	145 176 69	12 Mar 96	12 Mar 96	4 Apr 95	3 Sep 96	23 Apr 97	3 Oct 96	12 May 97	23 Aug 96	31 Oct 96	Trained 10 business owners/managers in 32 BSC Competencies	
35	623 0229 96 0819	CKK Agrib Consultants	Kadoma Agribusness (Part 5)	2 Sep 96	2 Oct 96	176 573 76	12 Mar 96	17 May 96	17 May 96	14 May 96	23 Jan 97	21 Oct 96	20 Feb 97	12 Apr 96	31 Oct 96	Trained 15 business owners/managers in 32 BSC Competencies	
36	623 0229 96 0903	CKK Agrib Consultants	Chimhoyi Agribusness (Part 4)	2 Sep 96	26 Oct 96	162 881 40	12 Mar 96	17 May 96	17 May 96	10 Jul 96	18 Feb 97	21 Oct 96	11 Apr 97	16 Jul 96	27 Jun 97	Trained 10 business owners/managers in 32 BSC Competencies	
37	623 0229 96 1010	CKK Agrib Consultants	Mvurwi Karoi Agribusness	16 Oct 95	29 Jun 96	142 730 64	11 Mar 95	4 Apr 95	4 Apr 95	9 Oct 95	30 Aug 96	5 Jun 96	17 Oct 96	10 Oct 95	5 Jun 96	Trained 11 business owners/managers in 32 BSC Competencies	
38	623 0229 96 1030	CKK Agrib Consultants	Ruvape Karoi Agribusness Part 4	21 Oct 96	7 Dec 96	123 504 00	12 Mar 96	17 May 96	17 May 96	3 Sep 96	15 Apr 97	26 Mar 97	12 May 97	23 Aug 96	27 Jun 97	Trained 10 business owners/managers in 32 BSC Competencies	
39	623 0229 96 1031	CKK Agrib Consultants	Chimhoyi Agribusness Part 5	4 Nov 96	21 Dec 96	107 220 48	12 Mar 96	17 May 96	17 May 96	11 Jul 96	18 Feb 97	6 Aug 96	11 Apr 97	16 Jul 96	27 Jun 97	Trained 10 business owners/managers in 32 BSC Competencies	
40	623 0229 96 1210	CKK Agrib Consultants	Ruvape Agribusness	6 Jan 97	27 Feb 97	124 432 88	12 Mar 96	17 May 96	17 May 96	2 Sep 96	15 Apr 97	26 Mar 97	12 May 97	23 Aug 96	27 Jun 97	Trained 10 business owners/managers in 32 BSC Competencies	
41	623 0229 97 0313a	CKK Agrib Consultants	ICU BSC Nyamandlovu	20 Mar 97	12 Jun 97	198 065 00	12 Mar 96	12 Mar 96	17 May 96	N/A	N/A	27 Jun 97	23 Jul 97	30 Jun 97	27 Jun 97	Trained 14 business owners/managers in 37 BSC Competencies	
42	623 0229 94 0609	Consumer Council of Zimbabwe	Grant	16 Aug 94	18 Aug 94	45 492 00	9 Jun 94	21 Jun 94	N/A	N/A	N/A	21 Feb 95	7 Oct 94	20 Jun 95	21 Jun 94	10 Nov 94	Trained 118 C/Z trainers
43	623 0229 96 0813	Ernest & Young Account	CKK Audit	N/A	N/A	20 000 00	N/A	N/A	N/A	N/A	N/A	20 Mar 97	24 Jun 97	N/A	21 Apr 97	Carried out an audit on CKK Agribusness Consultants	
44	623 0229 94 0610b	Fountain Mgmt Cons	Micro Mill 1	4 Jul 94	29 Jul 94	141 103 00	9 Jun 94	9 Jun 94	5 Dec 94	22 Jun 94	13 Dec 94	15 Sep 94	13 Jan 95	16 Nov 94	12 Dec 94	Trained 42 Micro Millers in business survival skills	
45	623 0229 94 0715	Fountain Mgmt Cons	Micro Mill Material Development	4 Jul 94	29 Jul 94	109 779 00	19 Jul 94	19 Jul 94	N/A	N/A	N/A	15 Sep 94	13 Jan 95	16 Nov 94	12 Dec 94	Materials Development	
46	623 0229 95 0615	Fountain Mgmt Cons	NGO TOT	31 Jul 95	4 Aug 95	63 745 72	22 Jun 95	22 Jun 95	22 Jun 95	N/A	N/A	5 Sep 95	31 Oct 95	25 Jun 95	15 Aug 95	Trained 9 NGO Trainers in business survival skills	
47	623 0229 95 1011	Franchise Ass Conference	Franchise Conference	13 Nov 95	14 Nov 95	182 988 00	12 Oct 95	N/A	N/A	N/A	N/A	14 Dec 95	17 May 96	N/A	29 Nov 95	Provided a grant to FAZ for the Franchise Conference	
48	623 0229 95 0802	G & K Gray Training	CBT TOT 3	7 Oct 95	24 Nov 95	211 392 03	11 Mar 95	4 Aug 95	22 Aug 95	N/A	N/A	16 Jan 96	17 May 97	5 Aug 95	30 Nov 95	Trained 8 trainers in 26 CBT TOT competencies	
49	623 0229 95 0904	G & K Gray Training	CBT TOT 4	18 Sep 95	30 Jan 96	210 348 27	11 Mar 95	4 Aug 95	22 Aug 95	N/A	N/A	6 May 96	9 Aug 96	5 Aug 95	1 Feb 96	Trained 11 trainers in 26 CBT TOT competencies	
50	623 0229 95 0905	G & K Gray Training	CBT TOT 2 Evaluation	N/A	N/A	26 891 11	11 Mar 95	4 Aug 95	22 Aug 95	N/A	N/A	9 Sep 95	18 Aug 97	N/A	3 Aug 95	Evaluated 14 CBT TOT participants	
51	623 0229 96 0108	G & K Gray Training	CBT TOT 5	12 Feb 96	14 May 96	204 213 37	14 Nov 95	14 Nov 95	14 Nov 95	N/A	N/A	16 Jul 96	13 Sep 96	17 Feb 96	17 May 96	Trained 16 trainers in 26 CBT TOT competencies	
52	623 0229 96 0613	G & K Gray Training	CBT TOT 6	24 Jun 96	15 Oct 96	241 383 34	12 Mar 96	12 Mar 96	18 Jun 96	N/A	N/A	6 Nov 96	13 Dec 96	17 Feb 96	31 Jan 97	Trained 8 trainers in 26 CBT TOT competencies	
53	623 0229 96 0910	G & K Gray Training	CBT TOT 7	16 Sep 96	30 Jan 97	223 408 94	12 Mar 96	12 Mar 96	18 Jun 96	N/A	N/A	28 Apr 97	9 May 97	17 Feb 96	22 Jul 97	Trained 12 trainers in 26 CBT TOT competencies	
54	623 0229 95 1215c	G Bell	Materials Development	N/A	N/A	36 922 19	1 Aug 96	3 Jan 96	3 Jan 96	N/A	N/A	N/A	18 Aug 97	28 Feb 96	5 Feb 96	Materials Development	
55	623 0229 94 1203	Human Resources (Pvt)	CBT Conference	N/A	N/A	44 050 79	1 Dec 94	1 Dec 94	N/A	N/A	N/A	N/A	N/A	N/A	12 Jul 96	Funded a CBT Conference	
56	623 0229 97 1201	IT Austin and Associates	G & K Gray Training Audit	N/A	N/A	7 430 00	N/A	N/A	N/A	N/A	N/A	N/A	18 Aug 97	N/A	10 Feb 97	Carried out an Audit on G&K Gray Training	
57	623 0229 95 1017	ICU	Congress 1	9 Nov 95	10 Nov 95	89 863 00	23 Oct 95	23 Oct 95	N/A	N/A	N/A	8 Dec 95	2 Apr 96	N/A	15 Jul 97	Provided a grant to ICU to organize its first National Congress	
58	623 0229 96 0904	ICU	Congress 2	5 Oct 96	6 Oct 96	35 000 00	1 Apr 97	1 Apr 97	N/A	N/A	N/A	11 Nov 96	27 Jun 97	N/A	4 Mar 97	Provided a grant to ICU to organize its second National Congress	
59	623 0229 97																

ZIMANAN INPUTS SUMMARY

NO	TURCHAST-ORDER NO	SUB CONTRACTOR	PROGRAM	DATE START	DATE FINISH	PO AMOUNT	APPROV TO CONDUCT	APPROV TO CONTRACT	APPROV FOR CONS	PRE FIN	POST FIN	REPORT TO AID/DZ	REPORT TO USAID	DATE MITN RECEIVED	REVISION SIGNED	OBJECTIVES	
60	623 0229 95 0505	IMANI Development	Industry Performance Research	1 May 95	4 Oct 95	216 850 67	18 May 95	18 May 95	18 May 95	N/A	N/A	2 Nov 95	18 Jun 96	N/A	15 Jul 97	Economic Research	
61	623 0229 96 0430	K. Resources	Decds Program	23 May 96	19 Oct 96	230 712 50	26 Apr 96	26 Apr 96	26 Apr 96	N/A	N/A	18 Jul 96	15 Aug 97	N/A	27 Jun 97	HRDM Material	
62	623 0229 97 0313b	Management Dev. Ass.	ICU BSC Growth Program	17 Mar 97	12 Jun 97	92 341 00	5 Mar 97	5 Mar 97	21 Apr 97	N/A	N/A	30 Jun 97	23 Jul 97	30 Jun 97	30 Jun 97	Trained 13 business owners/managers in 32 BSC Competencies	
63	623 0229 96 0306	Miranda I. C. Mr	Karoi Agribusiness	11 Mar 96	15 Mar 96	15 980 15	11 Mar 96	4 Apr 95	26 Sep 95	N/A	N/A	3 Apr 96	17 Oct 96	N/A	19 Mar 96	Carried out TA on 10 businesses	
64	623 0229 96 0417	Miranda I. C. Mr	Kadoma/Chigutu TA Assignments	13 May 96	15 May 96	47 683 55	11 Mar 96	4 Apr 95	26 Sep 95	N/A	N/A	7 Jul 96	20 Feb 97	N/A	19 Mar 96	Carried out TA on 14 businesses	
65	623 0229 94 1716	MTI Manpower Consulting	Material Development	9 Jan 95	3 Mar 95	66 933 06	9 Nov 94	9 Nov 94	20 Jul 95	N/A	N/A	1 Apr 95	23 Nov 95	30 Mar 95	MTI 2/7/97	Materials Development	
66	623 0229 94 1715	MTI Manpower Consulting	CBT TOT 1	9 Jan 95	3 Mar 95	177 651 84	9 Nov 94	9 Nov 94	20 Jul 95	N/A	N/A	23 Jul 95	23 Nov 95	30 Mar 95	MTI 2/7/97	Trained 8 trainers in 26 CBT TOT competencies	
67	623 0229 94 1217	MTI Manpower Consulting	CBT TOT 1	9 Jan 95	3 Mar 95	122 444 40	9 Nov 94	9 Nov 94	20 Jul 95	N/A	N/A	23 Jul 95	23 Nov 95	30 Mar 95	MTI 2/7/97	Trained 8 trainers in 26 CBT TOT competencies	
68	623 0229 94 1218	MTI Manpower Consulting	CBT TOT 1	9 Jan 95	3 Mar 95	127 483 09	9 Nov 94	9 Nov 94	20 Jul 95	N/A	N/A	23 Jul 95	23 Nov 95	30 Mar 95	MTI 2/7/97	Trained 8 trainers in 26 CBT TOT competencies	
69	623 0229 94 1719	MTI Manpower Consulting	CBT TOT 2	2 May 95	9 Aug 95	143 243 01	9 Nov 94	9 Nov 94	20 Jul 95	N/A	N/A	3 Sep 95	27 Nov 95	30 Mar 95	MTI 2/7/97	Trained 14 trainers in 26 CBT TOT competencies	
70	623 0229 94 1220	MTI Manpower Consulting	CBT TOT 1	9 Jan 95	3 Mar 95	136 963 76	9 Nov 94	9 Nov 94	20 Jul 95	N/A	N/A	23 Jul 95	23 Nov 95	30 Mar 95	MTI 2/7/97	Trained 8 trainers in 26 CBT TOT competencies	
71	623 0229 95 0503	MTI Manpower Consulting	CBT TOT 2	2 May 95	9 Aug 95	58 740 00	9 Nov 94	9 Nov 94	20 Jul 95	N/A	N/A	3 Sep 95	22 Nov 95	30 Mar 95	MTI 2/7/97	Trained 14 trainers in 26 CBT TOT competencies	
72	623 0229 95 0501	MTI Manpower Consulting	CBT TOT 2	2 May 95	9 Aug 95	204 082 39	9 Nov 94	9 Nov 94	20 Jul 95	N/A	N/A	3 Sep 95	22 Nov 95	30 Mar 95	MTI 2/7/97	Trained 14 trainers in 26 CBT TOT competencies	
73	623 0229 96 0307	Mushonga Shakspar Mr	Karoi Agribusiness	11 Mar 96	15 Mar 96	13 224 74	12 Mar 96	12 Mar 96	2 Apr 96	N/A	N/A	3 Apr 96	17 Oct 96	N/A	21 Mar 96	Carried out TA on 10 businesses	
74	623 0229 96 0418	Mushonga Shakspar Mr	Kadoma Agribusiness	13 May 96	15 May 96	34 466 00	12 Mar 96	12 Mar 96	2 Apr 96	N/A	N/A	2 Jul 96	20 Feb 97	PO Cancelled	PO Cancelled	PO Cancelled	
75	623 0229 95 0501c	Nat Printing & Packaging	Micro Mill Mat Printing	4 Jul 94	8 Apr 94	43 848 00	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	17 Jul 96	Printing, Training Materials	
76	623 0229 94 0705	OTD	Road Haulage 1	15 Aug 94	8 Sep 94	192 371 00	5 Jul 94	5 Jul 94	5 Dec 94	N/A	N/A	18 Jul 94	2 Feb 95	4 Nov 94	28 Feb 95	9 Aug 94	15 Dec 94
77	623 0229 94 1031b	OTD	Road Haulage 2	18 Sep 94	16 Nov 94	170 865 16	1 Nov 94	5 Dec 94	15 Oct 94	4 Apr 95	15 Oct 94	13 Dec 94	22 Mar 95	1 Nov 94	15 Dec 94	Trained 26 importers in business survival skills	
78	623 0229 96 0425	Price Watchhouse	Decds Program	27 May 96	19 Oct 96	391 558 16	11 Sep 95	22 Apr 96	18 Mar 96	N/A	N/A	18 Jul 96	N/A	29 Aug 97	12 Jun 97	Trained 170 Decds Staff in 5 different courses	
79	623 0229 97 0109	Price Watchhouse	Min of Industry and Commerce	19 Aug 96	30 Jul 97	3 504 381 64	14 May 96	1 Jul 96	12 Jul 96	N/A	N/A	30 Aug 97	15 Aug 97	29 Aug 97		Trained 735 Staff in 14 different courses	
80	623 0229 96 0113	Pwarayi TA	Mvurwi Agribusiness TA	29 Jan 96	2 Feb 96	40 997 25	11 Mar 95	26 Sep 95	26 Sep 95	N/A	N/A	7 Oct 96	17 Oct 96	N/A	4 Apr 96	Carried out TA on 11 businesses	
81	623 0229 95 1001	Pwarayi Pater Muncisi	Bindura Agribusiness	6 Nov 95	12 Nov 95	120 802 50	11 Mar 95	4 Apr 95	26 Sep 95	N/A	N/A	13 Nov 95	9 Jul 96	N/A	7 Feb 96	Carried out TA on 10 businesses	
82	623 0229 96 0419	Pwarayi Pater Muncisi	Kadoma/Chigutu Agribus. TA	13 May 96	15 May 96	37 338 88	12 Mar 96	17 May 96	26 Sep 95	N/A	N/A	2 Jul 96	20 Feb 97	N/A	20 Jun 96	Carried out TA on 14 businesses	
83	623 0229 96 0415	Ralman Management Cons	Kadoma/Chigutu Pre. Agribusiness	15 Apr 96	26 Oct 96	54 203 99	14 May 96	14 May 96	14 May 96	14 May 96	14 May 96	23 Jun 97	14 May 96	20 Feb 97	N/A	25 Sep 96	Carried out pre training business evaluation on 14 businesses
84	623 0229 97 0314	Ralman Management Cons	Rusape Post Evaluation	26 Aug 96	27 Feb 97	51 715 00	14 May 96	14 May 96	14 May 96	N/A	1 Apr 97	9 May 97	12 May 97	N/A	1 Apr 97	Carried out pre training business evaluation on 10 businesses	
85	623 0229 96 0624	Ralman Management Cons	Chinhoyi Evaluation	15 Jul 96	21 Dec 96	56 415 00	14 May 96	14 May 96	14 May 96	2 Sep 96	15 Apr 97	11 Jul 96	11 Apr 97	N/A	30 Aug 96	Carried out pre training business evaluation on 11 businesses	
86	623 0229 96 0814	Ralman Management Cons	Rusape/Mutare Pre. Evaluation	26 Aug 96	27 Feb 97	52 407 69	14 May 96	14 May 96	14 May 96	3 Sep 96	15 Apr 97	3 Sep 96	12 May 97	N/A	22 Sep 96	Carried out pre training business evaluation on 10 businesses	
87	623 0229 95 0905	Rowledge Consultants	Retail Material Development	17 Nov 95	24 Nov 95	107 431 00	26 Sep 95	26 Sep 95	26 Sep 95	N/A	N/A	19 Aug 97	7 Nov 95	10 Jul 97		Materials Development	
88	623 0229 95 1113	Rowledge Consultants	Tech Assist and Training, Retail	17 Nov 95	24 Nov 95	88 499 40	5 Sep 95	5 Sep 95	5 Sep 95	N/A	N/A	6 Dec 95	7 Mar 96	7 Nov 95	10 Jul 97	Trained 7 business owners/managers in 32 BSC Competencies	
89	623 0229 97 0205	SADI	Chinhoyi/Chigutu Post Evaluation	15 Jul 96	21 Dec 96	71 433 00	21 Apr 97	21 Apr 97	10 Jul 96	18 Feb 97	18 Feb 97	11 Apr 97	N/A	18 Feb 97		Carried out pre & post training business evaluation on 11 businesses	
90	623 0229 94 1021	SADI	Pre and Post Micro Mill 2	29 Oct 94	3 Dec 94	118 989 58	21 Apr 97	21 Apr 97	21 Apr 97	28 Dec 94	28 Dec 94	2 Jun 96	N/A	31 Mar 95		Carried out pre & post training business evaluation on 47 businesses	
91	623 0229 94 1031a	SADI	Pre and Post Road Haulage 1	15 Aug 94	8 Sep 94	93 246 71	21 Apr 97	21 Apr 97	21 Apr 97	18 Jul 94	2 Feb 95	13 Feb 95	28 Feb 95	N/A	11 Jul 94	Carried out pre & post training business evaluation on 62 businesses	
92	623 0229 94 1031c	SADI	Pre and Post Road Haulage 2	9 Nov 94	26 Nov 94	68 696 10	21 Apr 97	21 Apr 97	21 Apr 97	15 Oct 94	4 Apr 95	13 Feb 95	22 Mar 95	N/A	26 Jan 95	Carried out pre & post training business evaluation on 16 businesses	
93	623 0229 94 1101	SADI	Micro Mill 1	4 Jul 94	29 Jul 94	16 379 55	21 Apr 97	21 Apr 97	21 Apr 97	13 Dec 94	15 Sep 94	13 Jan 95	13 Jan 95	N/A	13 Dec 94	Carried out pre & post training business evaluation on 42 businesses	
94	623 0229 95 0114	SADI	CCZ Evaluation	16 Aug 94	18 Aug 94	73 824 70	21 Apr 97	21 Apr 97	21 Apr 97	N/A	21 Feb 95	18 Jan 95	20 Jun 95	N/A	10 Feb 95	Carried out post training business evaluation on CCZ	
95	623 0229 95 0116	SADI	Pre and Post Micro Mill 3	30 Jan 95	11 Mar 95	136 551 39	21 Apr 97	21 Apr 97	21 Apr 97	18 Jul 94	2 Feb 95	28 Sep 95	17 Oct 95	N/A	9 Aug 95	Carried out pre & post training business evaluation on 10 businesses	
96	623 0229 95 0117b	SADI	SMI Conciliors	12 Sep 94	21 Sep 94	27 988 09	21 Apr 97	21 Apr 97	21 Apr 97	N/A	21 Jan 95	26 Oct 94	30 May 95	N/A	26 Jun 95	Carried out pre & post training business evaluation on 12 businesses	
97	623 0229 95 0220	SADI	Post Road Haulage 1	15 Aug 94	8 Sep 94	57 678 51	21 Apr 97	21 Apr 97	21 Apr 97	2 Feb 95	13 Feb 95	13 Feb 95	28 Feb 95	N/A	16 Sep 95	Carried out pre & post training business evaluation on 62 businesses	
98	623 0229 95 0906	SADI	Retail Program	5 Oct 95	24 Nov 95	196 138 80	21 Apr 97	21 Apr 97	21 Apr 97	16 Sep 95	Prog. Cancelled	6 Dec 95	7 Mar 97	N/A	17 Jul 97	Carried out pre training business evaluation on 10 businesses	
99	623 0229 95 1113	SADI	Micro Mill 4 (Pre and Post)	4 Dec 95	9 Dec 95	132 051 84	21 Apr 97	21 Apr 97	21 Apr 97	28 Nov 95	26 Mar 96	8 Jun 96	16 Apr 96	N/A	3 Apr 96	Carried out pre & post training business evaluation on 2 businesses	
100	623 0229 96 0805	SADI	Agribusiness Karoi and Mvurwi	13 Jul 95	13 Jan 96	231 511 50	21 Apr 97	21 Apr 97	21 Apr 97	9 Oct 95	30 Aug 96	13 Feb 96	9 Jul 96	N/A	1 Jul 95	Carried out post training business evaluation on 11 businesses	
101	623 0229 96 0809	SADI	Certification Bindura (Part 4 & 5)	13 Jul 95	13 Jan 96	35 729 10	21 Apr 97	21 Apr 97	21 Apr 97	13 Jan 96	20 Aug 96	20 Feb 97	9 Jul 96	N/A	30 Aug 95	Carried out post training business evaluation on 11 businesses	
102	623 0229 96 1105R	SADI	Statistical	N/A	N/A	236 569 41	6 Nov 96	6 Nov 96	6 Nov 96	N/A	N/A	15 Jan 97	N/A	N/A	16 Jun 97	Carried out post training statistical analysis	
103	623 0229 96 1211	SADI	Kadoma/Chigutu Post Evaluation	15 Apr 96	26 Oct 96	80 947 00	21 Apr 97	21 Apr 97	21 Apr 97	14 May 96	23 Jan 97	26 Jan 97	20 Feb 97	N/A	23 Jan 97	Carried out post training business evaluation on 13 businesses	
104	623 0229 96 1108b	Speciss College	Min of Industry and Commerce	20 Nov 96	23 May 97	118 300 00	3 Oct 96	3 Oct 96	N/A	N/A	N/A	N/A	N/A	N/A	15 Jul 97	Trained 349 Staff in 7 different computer courses	
105	623 0229 97 0311	TDM Consulting	ICU BSC Program	11 Mar 97	12 Jun 97	97 709 00	5 Mar 97	5 Mar 97	21 Apr 97	N/A	N/A	23 Jun 97	23 Jul 97	19 Jun 97	12 Jun 97	Trained 15 business owners/managers in 32 BSC Competencies	
106	623 0229 94 0729	Trans Africa Consulting	Business Simulation Micro Mill 2	29 Oct 94	3 Dec 94	71 622 15	1 Nov 94	5 Dec 94	6 Dec 94	28 Sep 95	8 Dec 94	2 Jun 95	16 Nov 94	14 Feb 95	14 Feb 95	Trained 58 Micro Millers in business simulation	
107	623 0229 94 1206	Trans Africa Consulting	Business Simulation Micro Mill 3	30 Jan 95	11 Mar 95	48 051 75	1 Nov 94	1 Nov 94	5 Dec 94	4 Apr 95	28 Sep 95	4 May 95	17 Oct 95	16 Nov 94		Cancelled Trained 38 Micro Millers in business simulation	
108	623 0229 94 1207	Trans Africa Consulting	Road Haulage 2	29 Oct 94	3 Dec 94	72 781 72	1 Nov 94	1 Nov 94	5 Dec 94	15 Oct 94	4 Apr 95	13 Dec 94	22 Mar 95	1 Nov 94	19 Dec 94	Trained 26 transporters in business survival skills	
109	623 0229 94 1003	Trans Africa Consulting	Road Haulage 2	29 Oct 94	3 Dec 94	71 622 00	1 Nov 94	1 Nov 94	5 Dec 94	15 Oct 94	4 Apr 95	14 Nov 94	28 Feb 95	1 Nov 94	19 Dec 94	Trained 26 transporters in business survival skills	
110	623 0229 96 1601	Translogia (Pvt) Ltd	Presentation Skills	22 Jan 96	24 Jan 96	10 248 05	12 Jan 96	12 Jan 96	12 Jan 96	N/A	N/A	5 Feb 96	17 May 96	13 Mar 96	20 Feb 96	Trained 11 trainers in presentation skills	
111	623 0229 95 0316	Triple Trust Organisation	Business Simulation TOT	22 Mar 95	24 Mar 95	39 125 98	21 Mar 96	21 Mar 96	21 Mar 96	N/A	N/A	7 Apr 95	10 Jul 96	22 Mar 95	26 Jul 95	Trained 6 trainers in business simulation	
112	623 0229 96 1118	Trosa Gemini	Decds	27 May 96	19 Oct 97	150 080 00	12 Dec 96	12 Dec 96	N/A	N/A	N/A	N/A	N/A	N/A	29 Apr 97	Equipment Purchase	
113	623 0229 94 0518	VOCA	ZIMACE	N/A	N/A	20 000 00	N/A	N/A	N/A	N/A	N/A	None	N/A	Cancelled	Cancelled	No invoices submitted	
114	623 0229 95 1215a	Weardale Projects	Material Development	7 Oct 96	8 Nov 96	41 984 00	1 Aug 96	1 Aug 96	13 Feb 96	N/A	N/A	N/A	N/A	28 Feb 96	31/9/96	Material Development Technical Assistance	
115	623 0229 96 0802	Weardale Projects	BSC TOT 2	7 Oct 96	8 Nov 96	203 349 00	1 Aug 96	1 Aug 96	13 Feb 96	N/A	N/A	10 Jan 97	11 Apr 97	28 Feb 96	1 Apr 97	Technical Assistance	
116	623 0229 97 0315	Weardale Projects	ICU Tech Assistance Chigutu	17 Mar 97	21 Mar 97	241 615 00	20 Feb 97	20 Feb 97	13 Feb 96	N/A	N/A	1 Apr 97	23 Jul 97	11 Jul 97		Carried out TA on 10 businesses	
117	623 0229 97 0317	Weardale Projects	ICFU Bulawayo Tech Assistance	Cancelled	Cancelled	266 409 00	20 Feb 96	20 Feb 96	13 Feb 96	N/A	N/A	Cancelled	Cancelled	Cancelled	Cancelled	Cancelled	
118	623 0229 95 0924	Women In Business	Planning Workshop														

ZIMMAN INPUTS SUMMARY

NO	PURCHASE ORDER NO	SUBCONTRACTOR	PROGRAM	DATE START	DATE FINISH	PO AMOUNT	APPROVAL TO CONDUCT	APPROVAL TO CONTRACT	APPROVAL FOR CONS	PRE EVAL	POST EVAL	REPORT TO AFD/Z	REPORT TO US/MID	DATE RECEIVED	RELEASED	OBJECTIVES
119	623 0229 95 0831	Wonder Consultants	Micro-f Development	N/A	N/A	116 090 00	5 Sep 95	5 Sep 95	5 Sep 95	N/A	N/A	N/A	N/A	22 Sep 95	12 Jul 97	Micro-f Development
120	623 0229 95 1115	World Growth	Business Simulation	19 Feb 96	23 Feb 96	204 999 27	5 Sep 95	5 Sep 95	21 Apr 97	N/A	N/A	6 Mar 96	10 Jul 96	15 Jan 96	15 Jan 96	Trained 12 trainers in business simulation
121	623 0229 96 0911	World Growth	Business Simulation	23 Sep 96	27 Sep 96	46 255 00	5 Sep 95	5 Sep 95	21 Apr 97	N/A	N/A	30 Apr 97	30 May 97	23 Sep 96	12 May 97	Trained 11 trainers in business simulation
122	623 0229 95 1029	Xema	Conference Grant	1 Nov 95	2 Nov 95	40 000 00	11 Sep 95	1 Oct 95	N/A	N/A	N/A	4 Dec 95	2 Apr 96	N/A	2 Nov 95	Funded Xema Conference
123	623 0229 96 0821	Zimguld	Conference	23 Aug 96	23 Aug 96	83 750 00	20 Aug 96	20 Aug 96	N/A	N/A	N/A	25 Nov 96	26 Jul 97	N/A	6 Aug 97	Funded Zimguld funding and participation at the Small Bus Expt
124	623 0229 95 0925	ZNCC	National Workshop	N/A	N/A	105 699 00	21 Sep 95	21 Sep 95	N/A	N/A	N/A	N/A	N/A	N/A	17 Jul 97	Funded ZNCC facilitation at the National Workshop
125	623 0229 96 0605	ZNCC	National Conference	N/A	N/A	105 699 00	21 Sep 95	21 Sep 95	N/A	N/A	N/A	N/A	N/A	N/A	6 May 96	Funded ZNCC facilitation at the National Workshop
126	623 0229 C 00 2082 00	MSI TIBBITS	Tibbits (Agribusiness)	19 Jul 95	12 Nov 95	228 404 78	4 Apr 95	4 Apr 95	4 Apr 95	N/A	N/A	13 Nov 95	9 Jul 96	N/A	N/A	Conducted TA on 10 businesses
127	623 0229 C 00 2082 00	MSI TASK 1	Association Management (CFU)	6 Nov 95	9 Dec 95	842 452 02	24 Oct 95	24 Oct 95	24 Oct 95	N/A	N/A	11 Jun 96	17 May 96	6 Nov 95	N/A	Trained 20 Association Executives
128	623 0229 C 00 2082 00	MSI TASK 2	Tibbits (Agribusiness)	8 Jan 96	2 Feb 96	225 592 71	4 Apr 95	4 Apr 95	4 Apr 95	N/A	N/A	2 Feb 96	9 Jul 96	N/A	N/A	Conducted TA on 10 businesses
129	623 0229 C 00 2082 00	MSI TASK 3	Association Management (2)	15 Apr 96	13 May 96	450 585 99	24 Oct 95	24 Oct 95	24 Oct 95	N/A	N/A	3 Jun 96	13 Sep 96	6 Nov 95	N/A	Trained 12 Association Executives
130	623 0229 C 00 2082 00	MSI TASK 4	Books	N/A	N/A	17 888 11	24 Oct 95	24 Oct 95	24 Oct 95	N/A	N/A	N/A	N/A	N/A	N/A	Bought Books
131	623 0229 C 00 2082 00	MSI (HORTICULTURE)	Horticulture	27 Sep 93	8 Oct 93	422 533 85	14 Jun 93	14 Jun 93	14 Jun 93	N/A	N/A	30 Nov 93	14 Jun 94	17 Sep 93	N/A	Trained 44 participants in a 5 Module Horticulture course
132	623 0229 C 00 2082 00	MSI (61 2217 00)	Horticulture	11 Oct 93	27 Oct 93	218 858 18	14 Jun 93	14 Jun 93	14 Jun 93	N/A	N/A	30 Nov 93	14 Jun 94	17 Sep 93	N/A	Trained 44 participants in a 5 Module Horticulture course
133	623 0229 C 00 2082 00	MSI	SME Counsellor Training (1)	12 Sep 94	16 Sep 94	391 122 92	21 Apr 94	21 Apr 94	21 Apr 94	N/A	N/A	26 Oct 94	30 May 95	12 Sep 94	N/A	Trained 15 participants in SME counselling
134	623 0229 C 00 2082 00	MSI	SME Counsellor Training (2)	21 Sep 94	21 Sep 94	172 562 23	21 Apr 94	21 Apr 94	21 Apr 94	N/A	N/A	26 Oct 94	30 May 95	12 Sep 94	N/A	Trained 11 participants in SME counselling
						20 688 832 10										

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Zimbabwe Manpower Development Project (ZIMMAN II)  
USAID Contract Number 623-0229-C-00-2082-00  
AED Contract Number 61-2217-00  
**Final Project Report**  
Report Period. 01 October 1992 to 30 September 1997

## **APPENDIX B**

### **PURCHASE ORDER LIST**

ZIMBABWE MANPOWER DEVELOPMENT PROJECT - LIST OF PURCHASE ORDERS

NO	SUB CONTRACTOR	PROGRAM	TRAINING START	TRAINING FINISH	PURCHASE ORDER NO	PO AMOUNT	PAID	BALANCE	REPORT SUBMITTED TO AFD	REPORT SUBMITTED TO USAID	TRAINING METS RECEIVED	REMARKS
1	ACHRM	Grant	N/A	N/A	623 0229 94 01	192 973 05	54 779 34	138 193 71	31 May 1995	9 May 1997	N/A	Grant included
2	ADA	Recruit Program	5 October 95	24 Nov 95	623 0229 95 0929	2 448 00	2 118 80	329 20	N/A	N/A	N/A	Venue
3	Advc II Associates	Deeds Program	N/A	N/A	623 0229 96 1005RR	269 998 00	269 998 00	1 361 33	N/A	N/A	N/A	IT Manager
4	Advc II Associates	Deeds Program	N/A	N/A	623 0229 96 1108a	249 838 00	249 837 50	0 50	N/A	N/A	N/A	IT Manager
5	Advc IF Associates	Deeds Computerization	N/A	N/A	623 0229 97 0211	94 875 00	94 875 00	0 00	N/A	N/A	N/A	IT Manager
6	Africare	Production Mills	8 March 94	12 May 94	623 0229 0294	91 200 00	78 921 00	12 279 00	3 September 1994	10 September 1994	YLS	Training
7	Africare	Micro Mill 2	29 October 94	3 Dec 94	623 0229 94 1012	176 767 51	161 230 41	15 537 10	8 December 1994	2 June 1995	YLS	Training
8	Africare	Micro Mill 3	30 January 95	11 Mar 95	623 0229 95 0123	186 969 01	149 305 26	37 663 75	4 May 1995	17 October 1995	YLS	Training
9	Ambassador Hotel	Micro Mill 2	12 November 94	19 Nov 84	623 0229 94 1108	36 850 00	30 421 00	6 429 00	N/A	N/A	N/A	Venue
10	Ambassador Hotel	Road Haulage 2	21 November 94	26 Nov 94	623 0229 94 1116	13 710 00	4 188 58	9 521 42	N/A	N/A	N/A	Venue
11	Ambassador Hotel	Industry Research	28 September 95	28 Sep 95	623 0229 95-0822	2 960 00	2 292 00	668 00	N/A	N/A	N/A	Venue
12	Ambassador Hotel	Industry Research	28 September 95	28 Sep 95	623 0229 95 0926	490 00	490 00	0 00	N/A	N/A	N/A	Venue
13	Ambassador Hotel	Ind Research Breakfast meeting	29 September 95	29 Sep 95	623 0229 95 0926	2 960 00	2 292 00	668 00	N/A	N/A	N/A	Venue
14	Atherstone and Cook	ASAE Training	15 April 96	13 May 96	623 0229 96 0508	5 750 00	5 750 00	0 00	N/A	N/A	YES	Training
15	Baobab Hotel	Micro Mill 3	6 March 95	11 Mar 95	623 0229 95 0303	44 990 00	16 825 76	28 164 24	N/A	N/A	N/A	Venue
16	Bindura Country Club	Agribusiness - Bindura	13 July 95	13 Jul 96	623 0229 95 1207	6 640 00	6 415 50	224 50	N/A	N/A	N/A	Venue
17	Bulawayo Sun Hotel	Micro Mill 3	20 May 95	25 May 95	623 0229 94 0317	62 204 00	41 405 00	20 799 00	N/A	N/A	N/A	Venue
18	Bulawayo Sun Hotel	Road Haulage 1	15 August 94	25 Aug 94	623 0229 94 0415a	41 648 00	27 116 60	14 531 40	N/A	N/A	N/A	Venue
19	Bulawayo Sun Hotel	Bulawayo Presentation (Accom)	N/A	N/A	623 0229 96 0402	2 678 00	1 491 60	1 186 40	N/A	N/A	N/A	Venue
20	Bulawayo Sun Hotel	Bulawayo Presentation	N/A	N/A	623-0229 96 0403	500 00	500 00	0 00	N/A	N/A	N/A	Venue
21	Bulawayo Sun Hotel	Bulawayo Presentation (Accom)	N/A	N/A	623 0229 96-0406	3 219 00	1 850 90	1 368 10	N/A	N/A	N/A	Venue
22	Business Dev Services	BSC Material Development	N/A	N/A	623 0229 95 1215b	34 431 72	32 374 51	2 057 21	N/A	N/A	YFS	Materials Development
23	Business Dev Services	TOT Materials Devp Mod 4 5	4 March 96	8 Mar 96	623 0229 96 0205	107 208 75	102 923 91	4 284 84	N/A	N/A	YLS	Materials Development
24	Business Dev Services	BSC TOT 2 (Revised PO)	7 October 96	8 Nov 96	623 0229 96-0801	242 920 09	134 713 87	108 206 22	10 January 1997	11 April 1997	YLS	Training
25	Carroll O Donovan Hardy	ZIMMAN Certification	N/A	N/A	623 0229 96 1125	5 775 00	5 775 00	0 00	N/A	N/A	N/A	Advert
26	Carroll O Donovan Hardy	Advertising campaign	N/A	N/A	623 0229 96 0214	91 097 82	27 644 21	63 453 61	N/A	N/A	N/A	Advert
27	Carroll O Donovan Hardy	Advertising campaign	N/A	N/A	623 0229 96 0215	191 954 60	134 309 33	57 645 27	N/A	N/A	N/A	Advert
28	CKK Agribusiness Consultants	CBT TOT 2	2 May 95	2 Jun 95	623 0229 95 0415	117 722 28	72 622 50	45 099 78	3 September 1995	20 November 1995	YLS	Training
29	CKK Agribusiness Consultants	Agribusiness Bindura	18 July 95	10 Aug 95	623 0229 95 0501a	195 727 13	113 295 47	82 431 66	18 September-1995	9 July 1996	YLS	Training
30	CKK Agribusiness Consultants	CBT TOT 2	24 July 95	9 Aug 95	623 0229 95 0725	73 006 14	70 678 14	2 328 00	3 September 1995	20 November 1995	YLS	Training
31	CKK Agribusiness Consultants	Agribusiness Materials	N/A	N/A	623 0229 95 0728	205 544 79	200 669 66	4 875 13	N/A	N/A	YLS	Materials Development
32	CKK Agribusiness Consultants	Agribusiness Materials	N/A	N/A	623 0229 95 0803	205 544 79	192 432 72	13 112 07	N/A	N/A	YLS	Materials Development
33	CKK Agribusiness Consultants	Deeds Training Needs Analysis	27 May 96	19 Oct 96	623 0229 95 0806	54 565 89	54 565 89	0 00	25 August 1995	31 August 1995	YFS	Training
34	CKK Agribusiness Consultants	Agribusiness Bindura	13 September 95	6 Oct 95	623 0229 95 0918	108 002 25	107 405 92	596 33	13 November 1995	9 July 1996	YLS	Training
35	CKK Agribusiness Consultants	Agribusiness Bindura	13 November 95	24 Nov 95	623 0229 95 1024	111 719 28	94 388 27	17 331 01	13 November 1995	9 July 1996	YLS	Training
36	CKK Agribusiness Consultants	Micro Mill 4	4 December 95	9 Dec 95	623 0229 95 1127	52 192 98	50 932 68	1 260 30	8 January 1996	16 April 1996	YLS	Training
37	CKK Agribusiness Consultants	Agribusiness Mvurwi	13 January 96	21 Jan 96	623 0229 96-0102	89 178 36	88 398 91	779 45	13 February 1996	17 October 1996	YLS	Training
38	CKK Agribusiness Consultants	Karoi Training Program	2 February 96	18 Feb 96	623 0229 96 0105	86 476 32	82 312 31	4 164 01	18 March 1996	17 October 1996	YLS	Training
39	CKK Agribusiness Consultants	Karoi Agribusiness	19 April 96	18 May-96	623 0229 96 0401	97 254 00	75 831 11	21 422 89	5 June-1996	17 October 1996	YES	Training
40	CKK Agribusiness Consultants	Agribusiness Chegutu/Kadoma	15 April 96	24 May 96	623 0229 96 0411a	73 560 90	73 494 74	66 16	6 June 1996	20 February 1997	YFS	Training
41	CKK Agribusiness Consultants	Agribusiness Mvurwi	23 April 96	10 May 96	623 0229 96 0416	82 213 50	81 494 05	719 45	13 June 1996	17 October 1996	YFS	Training
42	CKK Agribusiness Consultants	Agribusiness Karoi	19 April 96	19 May 96	623 0229 96 0421	82 213 50	81 550 08	663 42	5 June-1996	17 October 1996	YES	Training
43	CKK Agribusiness Consultants	Agribusiness Mvurwi TA	23 April 96	10 May 96	623 0229 96 0528	52 831 00	37 818 90	15 012 10	2 July-1996	17 October 1996	YES	Training
44	CKK Agribusiness Consultants	Agribusiness Chinhoyi (Part 1 3)	15 July 96	24 Aug 96	623 0229 96 0803	170 826 75	148 854 76	21 971 99	6 August 1996	11 April 1997	YFS	Training
45	CKK Agribusiness Consultants	Agribusiness Kadoma Part 4	8 July 96	26 Jul 96	623 0229 96 0806	161 620 43	130 472 14	31 148 29	6 August 1996	20 February 1997	YLS	Training
46	CKK Agribusiness Consultants	Certification Bindura (Part 4 5)	13 July 95	13 Jan 96	623 0229 96 0807	22 645 80	18 200 68	4 445 12	20 February 1997	9 July 1996	YLS	Training
47	CKK Agribusiness Consultants	Agribusiness Rusape (Part 1 3)	26 August 96	4 Oct 96	623 0229 96 0820	145 176 69	103 832 00	41 344 69	3 October 1996	12 May 1997	YLS	Training
48	CKK Agribusiness Consultants	Agribusiness Kadoma (Part 5)	2 September 96	2 Oct 96	623 0229 96 0819	176 573 76	165 679 23	10 894 53	21 October 1996	20 February 1997	YFS	Training

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49	CKK Agribusiness Consultants	Agribusiness Chinhoyi (Part 4)	2 September 96	26 Oct 96	623 0229 96 0903	162 881 40	96 706 77	66 174 63	21 October 1996	11 April 1997	YES	Training
50	CKK Agribusiness Consultants	Agribusiness Mvurwi and Karoi	16 October 95	29 Jun 96	623 0229 96 1010	142 730 64	129 674 75	13 055 89	5 June 1996	17 October 1996	YES	Training
51	CKK Agribusiness Consultants	Rusape Part 4	21 October 96	7 Dec 96	623 0229 96 1030	123 504 00	70 764 94	52 739 06	26 March 1997	12 May 1997	YES	Training
52	CKK Agribusiness Consultants	Chinhoyi Part 5	4 November 96	21 Dec 96	623 0229 96 1031	107 220 48	63 657 44	43 563 04	6 August 1996	11 April 1997	YES	Training
53	CKK Agribusiness Consultants	Rusape Agribusiness	6 January 97	27 Feb 97	623 0229 96 1210	124 432 88	103 041 52	21 391 36	26 March 1997	12 May 1997	YES	Training
54	CKK Agribusiness Consultants	ICFU BSC Nyamandlova	20 March 97	12 Jun 97	623 0229 97 0313	198 065 00	197 092 51	972 49	23 June 1997	23 July 1997	YES	Training
55	Centenary Guest House	Agribusiness Mvurwi	12 October 95	14 Jun 95	623 0229 95 1011	4 368 00	2 220 00	2 148 00	N/A	N/A	N/A	Venue
55	Centenary Country Club	Agribusiness Mvurwi	12 October 95	14 Jun 95	623 0229 95 0103b	6 680 00	3 727 80	2 952 20	N/A	N/A	N/A	Venue
56	Centenary Country Club	Agribusiness Mvurwi	12 October 95	14 Jun 95	623 0229 96 0102	6 720 00	1 688 10	5 031 90	N/A	N/A	N/A	Venue
57	Centenary Guest House	Agribusiness Mvurwi	12 October 95	14 Jun 95	623 0229 95 0104	3 800 00	3 280 00	520 00	N/A	N/A	N/A	Accommodation
58	Centenary Guest House	Agribusiness Mvurwi	12 October 95	14 Jun 95	623 0229 95 1012	6 720 00	2 768 90	3 951 10	N/A	N/A	N/A	Accommodation
59	Centenary Guest House	Agribusiness Mvurwi	12 October 95	14 Jun 95	623 0229 96 0409	3 800 00	2 220 00	1 580 00	N/A	N/A	N/A	Accommodation
60	CFU Farmer Magazine	ZIMMAN Adverts (Carroll O'Donnell)	N/A	N/A	623 0229 96 0210	26 256 00	25 632 00	624 00	N/A	N/A	N/A	Advert
61	Chippinge Hotel	Micro Mill 1	18 July 94	22 Jul 94	623 0229 94 0623	19 685 00	18 089 60	1 595 40	N/A	N/A	N/A	Venue
62	Chisumbanje	Retail	5 October 95	24 Nov 95	623 0229 95 0129	2 448 00	2 118 80	329 20	N/A	N/A	N/A	Venue
63	Chronicle	Adverts	N/A	N/A	623 0229 96 0203	36 528 00	30 442 50	6 085 50	N/A	N/A	N/A	Advert
64	Collin Butcher	ZIMMAN Certification	24 November 96	24 Nov 96	623 0229 96 1111	1 750 00	1 750 00	0 00	N/A	N/A	N/A	Certification
65	Collin Butcher	Certification 2	11 June 97	11 Jun 97	623 0229 97 0528	1 550 00	1 550 00	0 00	N/A	N/A	N/A	Certification
66	Consumer Council of Zimb	Grant	16 August 94	18 Aug 94	623 0229 94 0609	45 492 00	39 134 43	6 357 57	7 October 1994	20 June 1995	YES	Training
67	Crcodile Hotel	Micro Mill 2	29 October 94	5 Nov 94	623 0229 94 1026	45 268 00	42 380 90	2 887 10	N/A	N/A	N/A	Venue
68	CZI Industrial Review	ZIMMAN Advertising Campaign	N/A	N/A	623 0229 96 0221	11 997 00	7 980 00	4 017 00	N/A	N/A	N/A	Advert
69	Dalton and Touche	IT Manager Recruitment	N/A	N/A	623 0229 96 1006	20 931 75	20 931 75	0 00	N/A	N/A	N/A	Recruitment
70	Development Trng Associates	Business Leaders Conference	N/A	N/A	623 0229 95 0125	62 967 00	52 499 40	10 467 60	N/A	N/A	N/A	Venue
71	Frost & Young Accountants	CCK Audit	N/A	N/A	623 0229 96 0813	20 000 00	20 000 00	0 00	20 March 1997	24 June 1997	N/A	Audit
72	Gairmuk Hotel	Road Haulage 1	19 September 94	28 Sep 94	623 0229 94 0415d	19 453 00	9 248 20	10 204 80	N/A	N/A	N/A	Venue
73	Financial Gazette	ZIMMAN Advertising Campaign	N/A	N/A	623 0229 96 0204	66 224 00	61 627 00	4 597 00	N/A	N/A	N/A	Advert
74	Flamboyant Hotel	ICFU Presentation	N/A	N/A	623 0229 96 0407	771 32	771 32	0 00	N/A	N/A	N/A	Venue
75	Fountain Management Cons	Micro-Mill 1	4 July 94	29 Jul 94	623 0229 94-0610b	141 103 00	141 103 00	0 00	15 September 1994	13 January 1995	YES	Training
76	Fountain Management Cons	Micro Mill 1	4 July 94	29 Jul 94	623 0229 94 0715	109 779 00	108 655 68	1 123 32	15 September 1994	13 January 1995	YES	Training
77	Fountain Management Cons	NGO TOT	31 July 95	4 Aug 95	623 0229 95 0615	63 745 72	61 809 70	1 936 02	5 September 1995	31 October 1995	YES	Training
78	Franchise Ass Conference	Franchise Conference	17 November 95	14 Nov 95	623 0229 95 1011	182 988 00	103 082 73	79 905 27	14 December 1995	17 May 1996	N/A	Grant
79	G & K Gray Training	CBT TOT 3	7 October 95	24 Nov 95	623 0229 95 0802	211 392 03	217 005 54	5 613 51	16 January 1996	17 May 1997	YES	Training
79	G & K Gray Training	CBT TOT 4	18 September 95	30 Jan 96	623 0229 95 0904	210 348 27	164 010 49	46 337 78	6 May 1996	9 August 1996	YES	Training
80	G & K Gray Training	CBT TOT 2 Evaluation	N/A	N/A	623 0229 95 0905	26 891 11	28 551 54	1 660 43	9 September 1995	N/A	YES	Training
81	G & K Gray Training	CBT TOT 5	12 February 96	14 May 96	623 0229 96 0108	204 213 37	128 985 40	75 227 97	16 July 1996	13 September 1996	YES	Training
82	G & K Gray Training	CBT TOT 6	24 June 96	15 Oct 96	623 0229 96 0613	241 383 34	89 662 91	151 720 43	6 November 1996	13 December 1996	YES	Training
83	G & K Gray Training	CBT TOT 7	16 September 96	30 Jan 97	623 0229 96 0910	223 408 94	94 942 73	128 466 21	28 April 1997	9 May 1997	YES	Training
84	G Bull	Materials Development	N/A	N/A	623 0229 95 1215c	36 922 19	34 866 56	2 055 63	N/A	N/A	YES	Material Development
85	Golden Milk Hotel	Road Haulage 2	9 November 94	16 Nov 94	623 0229 94 1106	29 393 00	20 922 10	8 470 90	N/A	N/A	N/A	Venue
86	Harare Conference Centre	CBT TOT 2	2 May 95	9 Aug 95	623 0229 95 0428	4 522 50	4 396 87	125 63	N/A	N/A	N/A	Venue
87	Harare Conference Centre	CBT TOT 2	2 May 95	9 Aug 95	623 0229 95 0531	2 319 75	1 966 00	353 75	N/A	N/A	N/A	Venue
88	Harare Conference Centre	CBT TOT 2	2 May 95	9 Aug 95	623 0229 95-0707	6 024 35	5 954 61	69 74	N/A	N/A	N/A	Venue
89	Harare Conference Centre	CBT TOT 4	18 September 95	30 Jan 96	623 0229 95 0920	9 982 00	6 313 50	3 668 50	N/A	N/A	N/A	Venue
90	Harare Conference Centre	CBT TOT 4	18 September 95	30-Jan 96	623 0229 95 1019	4 960 00	4 809 80	150 20	N/A	N/A	N/A	Venue
91	Harare Conference Centre	Presentation Skills (Conference Room)	N/A	N/A	623 0229 96 0620	1 220 00	1 408 00	188 00	N/A	N/A	N/A	Venue
92	Harare Conference Centre	Certification	24 November 96	24 Nov 96	623 0229 96 1018	4 312 50	4 312 50	0 00	N/A	N/A	N/A	Venue
93	Harare Conference Centre	Certification	24 November 96	24 Nov 96	623 0229 96 1107	13 835 00	13 538 00	297 00	N/A	N/A	N/A	Venue
94	Herald	ZIMMAN Adverts Carroll O'Donnell	N/A	N/A	623 0229 96 0211	77 962 50	66 298 50	11 664 00	N/A	N/A	N/A	Advert

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95	HHC	National Seminar	3 October 95	4 Oct 95	623 0229 95 0915	9 500 00	6 210 00	3 290 00	N/A	N/A	N/A	Venue
96	Holiday Inn Hotel	CBT TOT 3	7 August 95	24 Nov 95	623 0229 95 0725 a	2 190 00	2 156 00	34 00	N/A	N/A	N/A	Accommodation
97	Holiday Inn Hotel	CBT TOT 3	7 August 95	24 Nov 95	623 0229 95 0725 b	2 920 00	2 450 00	470 00	N/A	N/A	N/A	Accommodation
98	Holiday Inn Hotel	CBT TOT 3	7 August 95	24 Nov 95	623 0229 95 0725 c	3 650 00	3 133 50	516 50	N/A	N/A	N/A	Accommodation
99	Holiday Inn Hotel	CBT TOT 3	7 August 95	24 Nov 95	623 0229 95 0725 d	2 920 00	2 267 00	653 00	N/A	N/A	N/A	Accommodation
100	Holiday Inn Hotel	CBT TOT 3	7 August 95	24 Nov 95	623 0229 95 0725 e	3 650 00	2 541 00	1 109 00	N/A	N/A	N/A	Accommodation
101	Holiday Inn Hotel	CBT TOT 3	7 August 95	24 Nov 95	623 0229 95 0725 f	2 190 00	2 021 00	169 00	N/A	N/A	N/A	Accommodation
102	Holiday Inn Hotel	Harare Presentation	N/A	N/A	623 0229 96 0422	700 00	700 00	0 00	N/A	N/A	N/A	Venue
103	Holiday Inn Hotel	Harare Presentation (Accom)	N/A	N/A	623 0229 96 0423	1 770 00	2 697 20	927 20	N/A	N/A	N/A	Venue
104	Holiday Inn Hotel	Evaluation Training	N/A	N/A	623 0229 96 0912	1 170 00	1 020 00	150 00	N/A	N/A	N/A	Accommodation
105	Holiday Inn Hotel	Business Simulation	23 September 96	27 Sep 97	623 0229 96 0913	8 100 00	5 220 00	2 880 00	N/A	N/A	N/A	Accommodation
106	Holiday Inn Hotel	Business Simulation (Accom)	23 September 96	27 Sep 97	623 0229 96 0914	8 400 00	5 129 25	3 270 75	N/A	N/A	N/A	Venue
107	Holiday Inn	Presentation	N/A	N/A	623 0229 96 0429	255 00	255 00	0 00	N/A	N/A	N/A	Venue
108	Holiday Inn	IFSC Marketing Workshop	N/A	N/A	623 0229 97 0224	13 530 00	7 215 00	6 315 00	N/A	N/A	N/A	Venue
109	Holiday Inn	Certification	11 June 97	11 Jun 97	623 0229 97 0527	11 800 00	8 875 00	2 925 00	N/A	N/A	N/A	Venue
110	Holiday Inn Hotel	Road Haulage 1	31 August 94	8 Sep 94	623 0229 94 0415 c	44 490 00	30 810 20	13 679 80	N/A	N/A	N/A	Venue
111	Holiday Inn Hotel	CBT TOT 3	18 September 95	30 Jan 96	623 0229 95 0731 a	10 756 00	10 756 98	0 98	N/A	N/A	N/A	Accommodation
112	Holiday Inn Hotel	CBT TOT 3	18 September 95	30 Jan 96	623 0229 95 0731 a	14 616 00	14 088 07	527 93	N/A	N/A	N/A	Accommodation
113	Holiday Inn Hotel	CBT TOT 3	18 September 95	30 Jan 96	623 0229 95 0731 b	15 834 00	14 788 07	1 045 93	N/A	N/A	N/A	Accommodation
114	Holiday Inn Hotel	CBT TOT 3	18 September 95	30 Jan 96	623 0229 95 0731 c	14 616 00	13 567 00	1 049 00	N/A	N/A	N/A	Accommodation
115	Holiday Inn Mutare	Mutare Impact Assessment	N/A	N/A	623 0229 97 0529	1 860 00	1 486 60	373 40	N/A	N/A	N/A	Accommodation
116	Human Resources (Pvt.)	CBT Conference	N/A	N/A	623 0229 94 1203	44 050 79	43 751 28	299 51	N/A	N/A	N/A	Outreach
116	I F Austin and Associates	G & K Gray Training Audit	N/A	N/A	623 0229 97 1201	7 430 00	3 420 00	4 010 00	N/A	N/A	N/A	Audit
117	ICFU	Congress 1	9 November 95	10 Nov 95	623 0229 95 1017	89 863 00	68 562 38	21 300 62	8 December 1995	2 April 1996	N/A	Grant
118	ICFU	Congress 2	5 October 96	6 Oct 96	623 0229 96 0904	35 000 00	25 316 03	9 683 97	11 November 1996	27 January 1997	N/A	Grant
119	ICFU Grant	Gweru Chegutu & Bulawayo	11 March 97	12 Jun 97	623 0229 97 01	271 365 00	60 000 00	211 365 00	30 June 1997	23 July 1997	N/A	Grant
120	IMANI Development	Industry Performance Research	1 May 95	4 Oct 95	623 0229 95 0505	174 850 62	174 481 52	42 369 10	2 November 1995	18 January 1996	N/A	Research
121	K Resources	Decds Program	27 May 96	19 Oct 96	623 0229 96 0430	230 712 50	237 611 40	6 898 90	18 July 1996	15 August 1997	YES	Training
122	Kadoma Ranch	Chegutu/Kadoma Program	15 April 96	26 Oct 96	623 0229 96 0406	3 021 00	3 021 00	0 00	N/A	N/A	N/A	Venue
123	Kadoma Ranch	Chegutu/Kadoma (Trainers Accom)	15 April 96	26 Oct 96	623 0229 96 0410	16 820 00	15 475 29	1 344 71	N/A	N/A	N/A	Accommodation
124	Kadoma Ranch	Chegutu/Kadoma (Conf Room H)	15 April 96	26 Oct 96	623 0229 96 0412	24 512 00	20 626 75	3 885 25	N/A	N/A	N/A	Venue
125	Kadoma Ranch	Chegutu/Kadoma (TAs Accom)	15 April 96	26 Oct 96	623 0229 96 0510	6 840 00	3 936 39	2 903 61	N/A	N/A	N/A	Accommodation
126	Kadoma Ranch	Kadoma Venue	15 April 96	26 Oct 96	623 0229 96 0612	7 260 00	5 840 41	1 419 59	N/A	N/A	N/A	Venue
127	Kadoma Ranch	Kadoma Venue	15 April 96	26 Oct 96	623 0229 96 0703/4	52 450 00	34 108 08	18 341 92	N/A	N/A	N/A	Venue
128	Karoi Country Club	Agribusiness Karoi	16 October 95	29 Jun 95	623 0229 95 1014	10 880 00	8 790 70	2 089 30	N/A	N/A	N/A	Venue
129	Karoi Country Club	Agribusiness Karoi	16 October 95	29 Jun 95	623 0229 96 0130	16 000 00	11 990 20	4 009 80	N/A	N/A	N/A	Venue
130	Karoi Country Club	Agribusiness Karoi	16 October 95	29 Jun 95	623-0229-96-0416	14 800 00	14 395 00	405 00	N/A	N/A	N/A	Venue
131	Karoi Hotel	Agribusiness Karoi	16 October 95	29 Jun 95	623 0229 95 1015	4 272 10	1 238 58	3 033 52	N/A	N/A	N/A	Accommodation
132	Karoi Hotel	Agribusiness Karoi	16 October 95	29 Jun 95	623 0229 96 0129	6 812 00	6 153 00	659 00	N/A	N/A	N/A	Accommodation
133	Karoi Hotel	Agribusiness Karoi	16 October 95	29 Jun 95	623 0229 96-0409	3 015 00	2 174 94	840 06	N/A	N/A	N/A	Accommodation
134	Kimberly Reef Hotel	Bindura BSC Presentation	13 July 95	13 Jul 96	623 0229 97 0312	800 00	457 00	343 00	N/A	N/A	N/A	Accommodation
135	Manna Manjengwa	Presentation Skills	22 January 96	24 Jan 96	623 0229 96-0122	4 780 00	4 780 00	0 00	N/A	N/A	N/A	Video recording
136	Management Development Ass	ICFU BSC Gweru Program	17 March 97	12 Jun 97	623 0229 97 0313 b	92 341 00	86 746 74	5 594 26	30 June 1997	23 July 1997	N/A	Training
137	Mandel Training Centre	CBT TOT 4	18 September 95	30-Jan 96	623 0229 95 1205	11 554 64	10 325 00	1 229 64	N/A	N/A	N/A	Venue
138	Mandel Training Centre	CBT TOT 6 (Conference Room H)	24 June 96	15 Oct 96	623 0229 96 0521	54 625 00	38 377 85	16 247 15	N/A	N/A	N/A	Venue
139	Mandel Training Centre	TOT 7 Venue	16 September 96	30 Jan 97	623 0229 97 0107	18 630 00	15 721 42	2 908 58	N/A	N/A	N/A	Venue
140	Mandel Training Centre	BSC	4 March 96	8 Mar 96	623 0229 95 0227	805 00	805 00	0 00	N/A	N/A	N/A	Venue
141	Mandel Training Centre	CFU ASAE Program	6 November 95	9 Dec 95	623 0229 95 1101	38 319 12	38 319 12	0 00	N/A	N/A	N/A	Venue

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142	Mindel Training Centre	CBT TOT 5 (Conf Room Hire)	12 February 96	14 May 96	623 0229 96 0208	46 440 00	50 464 11	4 024 11	N/A	N/A	N/A	Venue
143	Mindel Training Centre	CBT TOT 7 (Conference Room)	16 September 96	30 Jan 97	623 0229 96 0908	17 766 00	15 456 00	2 310 00	N/A	N/A	N/A	Venue
144	Mindel Training Centre	CBT TOT 7	16 September 96	30 Jan 97	623 0229 96 1017	18 006 00	15 318 00	2 688 00	N/A	N/A	N/A	Venue
145	Manica Hotel	Micro Mill 3	30 January 95	8 Feb 95	623 0229 95 0126	76 202 00	76 202 00	0 00	N/A	N/A	N/A	Venue
146	Manica Hotel	Outreach	30 January 95	8 Feb 95	623 0229 95 0725g	852 00	852 00	0 00	N/A	N/A	N/A	Venue
147	Manica Hotel	Outreach Retail Program	5 October 95	24 Nov 95	623 0229 95 1002	1 978 00	1 353 31	624 69	N/A	N/A	N/A	Venue
148	Manica Hotel	Retail	5 October 95	24 Nov 95	623 0229 95 1115	503 40	404 28	99 12	N/A	N/A	N/A	Venue
149	Manica Hotel	Retail Program	5 October 95	24 Nov 95	623 0229 95 1122	503 00	467 30	35 70	N/A	N/A	N/A	Venue
150	Manica Post	ZIMMAN Advertising Campaign	N/A	N/A	623 0229 96 0202	28 908 00	24 097 50	4 810 50	N/A	N/A	N/A	Advertis
151	Marunda E C Mr	Agribusiness Karor	11 March 96	15 Mar 96	623 0229 96 0306	15 900 15	14 642 67	1 257 48	3 April 1996	17 October 1996	N/A	Technical Assistance
152	Marunda E C Mr	BSC and TA Assignments (Chgo)	13 May 96	15 May 96	623 0229 96 0417	42 683 55	32 167 38	10 516 17	2 July 1996	20 February 1997	N/A	Technical Assistance
153	Meikles Hotel	Small Business Counselling	12 September 94	21 Sep 94	623 0229 94 0610a	24 423 75	23 578 00	845 75	N/A	N/A	N/A	Venue
154	Meikles Hotel	CBT TOT 1	9 January 95	3 Mar 95	623 0229 95 0117a	23 345 00	22 648 15	696 85	N/A	N/A	N/A	Accommodation
155	Meikles Hotel	CBT TOT 1	9 January 95	3 Mar 95	623 0229 95 0217	41 118 20	23 458 09	17 660 11	N/A	N/A	N/A	Accommodation
156	Meikles Hotel	CBT TOT 4	18 September 95	30 Jan 95	623 0229 95 0916	1 572 50	1 300 20	272 30	N/A	N/A	N/A	Accommodation
157	Meikles Hotel	CBT TOT 4	18 September 95	30 Jan 95	623 0229 95 0920	9 982 00	6 313 50	3 668 50	N/A	N/A	N/A	Accommodation
158	Meikles Hotel	ASAE 1 (Accommodation)	6 November 95	9 Dec 95	623 0229 95 1030	20 952 50	19 421 00	1 531 50	N/A	N/A	N/A	Accommodation
159	Meikles Hotel	ASAE 1 (Accommodation)	6 November 95	9 Dec 95	623 0229 95 1031	22 185 00	20 481 00	1 704 00	N/A	N/A	N/A	Accommodation
160	Meikles Hotel	ASAE 1 (Accommodation)	6 November 95	9 Dec 95	623 0229 95 1101	20 952 50	20 458 00	494 50	N/A	N/A	N/A	Accommodation
161	Meikles Hotel	Material Development BSC	N/A	N/A	623 0229 96 0108	1 050 00	1 050 00	0 00	N/A	N/A	N/A	Venue
162	Meikles Hotel	Business Simulation	13 July 95	13 Jul 96	623 0229 96 0216	7 700 00	8 215 00	515 00	N/A	N/A	N/A	Accommodation
163	Meikles Hotel	CBT TOT 4 (Trainers Accom)	18 September 95	30 Jan 95	623 0229 96 0218	12 760 00	12 168 35	591 65	N/A	N/A	N/A	Accommodation
164	Meikles Hotel	CBT TOT 6	24 June 96	15 Oct 96	623 0229 96 0308	16 008 00	16 390 60	382 60	N/A	N/A	N/A	Accommodation
165	Meikles Hotel	ASAE Training (Trainer Accom)	15 April 96	13 May 96	623 0229 96 0325	49 068 00	42 027 96	7 040 04	N/A	N/A	N/A	Accommodation
166	Meikles Hotel	ASAE Training (Conf Room Hire)	15 April 96	13 May 96	623 0229 96 0411	37 050 00	27 693 00	9 357 00	N/A	N/A	N/A	Accommodation
167	Meikles Hotel	CBT TOT 5 (Trainers Accom)	12 February 96	14 May 96	623 0229 96 0502	13 775 00	13 675 60	99 40	N/A	N/A	N/A	Accommodation
168	Meikles Hotel	CBT TOT 6 (Trainers Accom)	24 June 96	15 Oct 96	623 0229 96 0522	14 065 00	12 800 17	1 264 83	N/A	N/A	N/A	Accommodation
169	Meikles Hotel	CBT TOT 6 (Trainers Accom)	24 June 96	15 Oct 96	623 0229 96 0711	16 878 00	17 052 00	174 00	N/A	N/A	N/A	Accommodation
170	Meikles Hotel	CBT TOT 7	16 September 96	30 Jan 97	623 0229 96 0909	15 950 00	15 736 74	213 26	N/A	N/A	N/A	Accommodation
170	Meikles Hotel	CBT TOT 6 (Accommodation)	24 June 96	15 Oct 96	623 0229 96 1001	15 950 00	14 790 58	1 159 42	N/A	N/A	N/A	Accommodation
171	Meikles Hotel	BSC TOT Business Audit (Room)	7 October 96	11 Oct 96	623 0229 96 1002	11 250 00	9 135 00	2 115 00	N/A	N/A	N/A	Accommodation
172	Meikles Hotel	CBT TOT 7	16 September 96	30 Jan 97	623 0229 96 1016	17 400 00	18 165 60	765 60	N/A	N/A	N/A	Accommodation
173	Meikles Hotel	BSC TOT	7 October 96	11 Oct 96	623 0229 96 1029	9 000 00	11 739 50	2 739 50	N/A	N/A	N/A	Accommodation
174	Meikles Hotel	Business Simulation	17 February 97	19 Feb 97	623 0229 96 1202	8 004 00	6 830 00	1 174 00	N/A	N/A	N/A	Accommodation
175	Meikles Hotel	Presentation Skills	22 January 96	24 Jan 96	623 0229 96 1501	3 960 00	3 990 00	30 00	N/A	N/A	N/A	Accommodation
176	Meikles Hotel	Material Development	N/A	N/A	623 0229 96 1801	1 012 00	921 90	90 10	N/A	N/A	N/A	Accommodation
177	Meikles Hotel	TOT 7 Trainer's Accommodation	16 September 96	30 Jan 97	623 0229 97 0106	17 400 00	16 069 08	1 330 92	N/A	N/A	N/A	Accommodation
178	Meikles Hotel	BSC TOT 3	3 March 97	25 Apr 97	623 0229 97 0210	7 020 00	5 268 24	1 751 76	N/A	N/A	N/A	Accommodation
179	Meikles Hotel	Business Simulation III	17 February 97	19 Feb 97	623 0229 97 0211	6 322 00	5 391 93	930 07	N/A	N/A	N/A	Venue
180	Meikles Hotel	BSC TOT 3	3 March 97	25 Apr 97	623 0229 97 0225	11 925 00	12 526 50	-601 50	N/A	N/A	N/A	Accommodation
181	Meikles Hotel	BSC TOT 3	3 March 97	25 Apr 97	623 0229 97 0310	15 300 00	7 359 75	7 940 25	N/A	N/A	N/A	Accommodation
182	Monomatapa Hotel	CBT TOT 2	2 May 95	9 Aug 95	623 0229 95 0912	14 280 00	6 439 48	7 840 52	N/A	N/A	N/A	Accommodation
183	Monomatapa Hotel	CBT TOT 2	2 May 95	9 Aug 95	623 0229 95 0914	5 288 00	4 700 00	588 00	N/A	N/A	N/A	Accommodation
184	Monomatapa Hotel	CBT TOT 2	2 May 95	9 Aug 95	623 0229 95 1124	6 536 25	6 212 00	324 25	N/A	N/A	N/A	Accommodation
185	Monomatapa Hotel	CBT TOT 2	2 May 95	9 Aug 95	623 0229 95 1006	7 308 00	6 987 09	320 91	N/A	N/A	N/A	Accommodation
186	Monomatapa Hotel	CBT TOT 2	2 May 95	9 Aug 95	623 0229 95 1009	9 550 00	6 864 91	2 685 09	N/A	N/A	N/A	Accommodation
187	Mpole Executive Tour	Micro Mill 1	15 August 94	25 Aug 94	623 0229 94 0613	16 800 00	18 264 57	1 464 57	N/A	N/A	N/A	Accommodation
188	Mpole Executive Tour	Micro Mill 2	26 November 94	3 Dec 94	623 0229 94 1104a	56 724 00	51 155 00	5 569 00	N/A	N/A	N/A	Accommodation

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189	MTB	NGO TOI	31 July 95	4 Aug 95	623 0229 95 0724	5 975 00	3 925 00	2 050 00	N/A	N/A	N/A	Venue
190	MTI Manpower Consulting	CBT TOT 1	9 January 95	3 Mar 95	623 0229 94 1215	177 651 84	171 271 12	6 380 72	23 July 1995	23 November 1995	N/A	Training
191	MTI Manpower Consulting	Micro Development	9 January 95	3 Mar 95	623 0229 94 1216	66 933 06	62 675 49	4 257 57	1 April 1995	23 November 1995	YLS	Materials Development
192	MTI Manpower Consulting	CBT TOT 1	9 January 95	3 Mar 95	623 0229 94 1217	122 444 30	41 964 70	80 479 60	23 July 1995	23 November 1995	YLS	Training
193	MTI Manpower Consulting	CBT TOT 1	9 January 95	3 Mar 95	623 0229 94 1218	127 483 09	126 509 04	974 04	23 July 1995	23 November 1995	YLS	Training
194	MTI Manpower Consulting	CBT TOT 2	2 May 95	9 Aug 95	623 0229 94 1219	143 243 01	143 273 48	530 46	3 September 1995	22 November 1995	YLS	Training
195	MTI Manpower Consulting	CBT TOT 1	9 January 95	3 Mar 95	623 0229 94 1220	136 963 76	135 774 30	1 189 46	23 July 1995	23 November 1995	YLS	Training
196	MTI Manpower Consulting	CBT TOT 2	2 May 95	9 Aug 95	623 0229 95 0503	58 740 00	45 855 07	12 884 93	3 September 1995	22 November 1995	YLS	Training
197	MTI Manpower Consulting	CBT TOT 2	2 May 95	9 Aug 95	623 0229 95 0501	204 082 39	79 729 13	124 353 26	3 September 1995	22 November 1995	YLS	Training
198	Mushonga Shakespear Mr	Agribusiness Karoi	11 March 96	15 Mar 96	623 0229 96 0307	13 224 74	11 254 32	1 970 42	3 April 1996	17 October 1996	N/A	Technical Assistance
199	Mushonga Shakespear Mr	Agribusiness Kadoma	13 May 96	15 May 96	623 0229 96 0418	34 466 00	11 335 29	23 130 71	2 July 1996	20 February 1997	N/A	Technical Assistance
200	Mvurwi Country Club	Agribusiness Training	12 October 95	14 Jun 96	623 0229 96 0401	10 600 00	10 522 00	78 00	N/A	N/A	N/A	Venue
201	Nat Printing & Packaging	Micro Mill 1	4 July 94	8 Apr 94	623 0229 95 0501c	43 848 00	43 848 00	0 00	N/A	N/A	YFS	Printing of brochures
202	Nkayi Lodge	Micro Mill 1	4 July 94	8 Apr 94	623 0229 94 0617	14 120 00	14 155 00	35 00	N/A	N/A	N/A	Venue
203	OTD	Road Haulage 1	15 August 94	8 Sep 94	623 0229 94 0705	192 371 00	171 201 22	21 169 78	4 November 1994	28 February 1995	YFS	Training
204	OTD	Road Haulage 2	18 September 94	16 Nov 94	623 0229 94 1011b	170 865 36	92 477 54	78 387 82	13 December 1994	22 March 1995	YLS	Training
205	Paradise Hotel	Micro Mill 4	4 December 95	9 Dec 95	623 0229 95 1130	1 920 00	1 916 00	4 00	N/A	N/A	N/A	Venue
206	Paradise Hotel	Micro Mill 4	4 December 95	9 Dec 95	623 0229 95 1201	12 240 00	9 964 00	2 276 00	N/A	N/A	N/A	Accommodation
207	Pric Waterhouse	Decds Program	27 May 96	19 Oct 96	623 0229 96 0425	393 558 36	246 014 50	147 543 86	18 July 1996	N/A	YLS	Training
207	Pric Waterhouse	Ministry of Industry and Commerce	19 August 96	30 Jul 97	CONTRACT	3 504 381 64	934 385 60	2 569 996 04	30 August 1997	15 August 1997	YFS	Training
208	Professional Computer Services	Business Simulation (Laser Print)	23 September 96	28 Sep 96	623 0229 96 0923	1 500 00	900 00	600 00	N/A	N/A	N/A	Equipment Hire
209	Professional Computers	BSC TOT Printer Hire	17 February 97	19 Feb 97	623 0229 97 0213	1 200 00	1 200 00	0 00	N/A	N/A	N/A	Equipment Hire
210	Pswarayi TA	Agribusiness TA Mvurwi	29 January 96	2 Feb 96	623 0229 96 0113	40 997 25	32 087 35	8 909 90	7 February 1996	17 October 1996	N/A	Technical Assistance
211	Pswarayi Pctc Muncisi	Agribusiness (Bindura)	6 November 95	12 Nov 95	623 0229 95 1001	120 802 50	102 009 73	18 792 77	13 November 1995	9 July 1996	N/A	Technical Assistance
212	Pswarayi Pctc Muncisi	Agribus Chegutu/Kadoma TA	13 May 96	15 May 96	623 0229 96 0419	37 338 88	33 111 23	4 227 65	2 July 1996	20 February 1997	N/A	Technical Assistance
212	Ralman Management Cons	Pre Agribusiness Chegutu	15 April 96	26 Oct 96	623 0229 96 0415	54 203 99	44 455 96	9 748 03	14 May 1996	20 February 1997	N/A	Evaluation
213	Ralman Management Cons	Post Evaluation Rusape	26 August 96	27 Feb 97	623 0229 97 0314	51 715 00	45 081 28	6 633 72	9 May 1997	12 May 1997	N/A	Evaluation
214	Ralman Management Cons	Chinhoyi Evaluation	15 July 96	21 Dec 96	623 0229 96 0624	56 415 00	50 686 01	5 728 99	11 July 1996	11 April 1997	N/A	Evaluation
215	Ralman Management Cons	Rusape/Mutare Pre Evaluation	26 August 96	27 Feb 97	623 0229 96 0814	52 407 69	46 865 67	5 542 02	3 September 1996	12 May 1997	N/A	Evaluation
216	Redcliff Hotel	Road Haulage 2	9 November 94	16 Nov 94	623 0229 94 1110	22 586 00	13 394 90	9 191 10	N/A	N/A	N/A	Venue
217	Rowledge Consultants	Retail Material Development	17 November 95	24 Nov 95	623 0229 95 0905	107 431 00	97 290 90	10 140 10	N/A	N/A	N/A	Materials Development
218	Rowledge Consultants	Tech Assist and Training Retail	17 November 95	24 Nov 95	623 0229 95 1113	88 499 40	38 215 95	50 283 45	6 December 1995	7 March 1996	YLS	Training
219	Rylance	Production Millers	8 March 94	12 May 94	623 0229 94 0301	3 600 00	3 600 00	0 00	N/A	N/A	N/A	Venue
220	SADI	Chinhoyi/Chegutu Post Evaluation	15 July 96	21 Dec 96	623 0229 97 0205	71 433 00	59 499 79	11 933 21	18 February 1997	11 April 1997	N/A	Evaluation
221	SADI	Pre and Post Micro Mill 2	29 October 94	3 Dec 94	623 0229 94 1021	118 999 58	115 073 25	3 926 33	26 March 1996	2 June 1996	N/A	Evaluation
222	SADI	Pre and Post Road Haulage 1	15 August 94	8 Sep 94	623 0229 94 1031a	93 246 71	84 117 78	9 128 93	13 February 1995	28 February 1995	N/A	Evaluation
223	SADI	Pre and Post Road Haulage 2	9 November 94	26 Nov 94	623 0229 94 1031c	68 696 10	68 311 12	384 98	13 February 1995	22 March 1995	N/A	Evaluation
224	SADI	Micro Mill 1	4 July 94	29 Jul 94	623 0229 94 1101	16 379 55	15 637 88	741 67	15 September 1994	13 January 1995	N/A	Evaluation
225	SADI	CCZ Evaluation	16 August 94	18 Aug 94	623 0229 95 0114	73 824 70	53 938 29	19 886 41	18 January 1995	20 June 1995	N/A	Evaluation
226	SADI	Pre and Post Micro Mill 3	30 January 95	11 Mar 95	623 0229 95-0116	136 551 39	131 907 89	4 643 50	28 September 1995	17 October 1995	N/A	Evaluation
227	SADI	SME Consultants	12 September 94	21 Sep 94	623 0229 95 0117b	27 988 09	26 918 89	1 069 20	26 October 1994	30 May 1995	N/A	Evaluation
228	SADI	Post Road Haulage 1	15 August 94	8 Sep 94	623 0229-95 0220	57 678 51	41 176 92	16 501 59	13 February 1995	28 February 1995	N/A	Evaluation
229	SADI	Retail Program	5 October 95	24 Nov 95	623 0229 95 0906	196 138 80	38 951 64	157 187 16	6 December 1995	7 March 1997	N/A	Evaluation
230	SADI	Micro Mill 4 (Pre and Post)	4 December 95	9 Dec 95	623 0229 95 1113	132 051 84	112 659 46	19 392 38	8 January 1996	16 April 1996	N/A	Evaluation
231	SADI	Agribusiness Bindura	13 July 95	13 Jan 96	623 0229 96 0805	231 511 50	229 358 64	2 152 86	13 February 1996	9 July 1996	N/A	Evaluation
232	SADI	Certification Bindura (Part 4 & 5)	13 July 95	13 Jan 96	623 0229 96 0809	35 729 10	28 453 49	7 275 61	20 February 1997	9 July 1996	N/A	Evaluation
233	SADI	Statistical	N/A	N/A	623 0229 96 1105R	236 569 41	138 276 52	98 292 89	15 January 1997	N/A	N/A	Evaluation
234	SADI	Kadoma/Chegutu Post Evaluation	15 April 96	26 Oct 96	623 0229 96 1211	80 947 00	65 160 32	15 786 68	26 January 1997	20 February 1997	N/A	Evaluation

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235	Shirwan Hotel	Road Haulage 2	9 November 94	16 Nov 94	623 0229 94 1104b	5 423 60	581 10	4 842 50	N/A	N/A	N/A	Accommodation
236	Shiraton Hotel	CBT TOT 2	2 May 95	9 Aug 95	623 0229 95 0509a	5 552 00	5 300 98	251 02	N/A	N/A	N/A	Accommodation
237	Shiraton Hotel	CBT TOT 2	2 May 95	9 Aug 95	623 0229 95 0706	5 670 00	4 129 80	1 540 20	N/A	N/A	N/A	Accommodation
238	Shiraton Hotel	CBT TOT 2	2 May 95	9 Aug 95	623 0229 95 0711	2 295 00	2 102 00	193 00	N/A	N/A	N/A	Accommodation
239	Shiraton Hotel	CBT TOT 2	2 May 95	9 Aug 95	623 0229 95 0720	3 775 00	3 542 00	233 00	N/A	N/A	N/A	Accommodation
240	Shiraton Hotel	CBT TOT 4	18 September 95	30 Jan 96	623 0229 95 0913	12 622 50	10 844 00	1 778 50	N/A	N/A	N/A	Accommodation
241	Shiraton Hotel	Industry Research	3 October 95	4 Oct 95	623 0229 95 0917	2 295 00	2 295 00	0 00	N/A	N/A	N/A	Venue
242	Shiraton Hotel	Industry Research	3 October 95	4 Oct 95	623 0229 95 0919	2 295 00	2 295 00	0 00	N/A	N/A	N/A	Venue
243	Shiraton Hotel	Industry Research Seminar	3 October 95	4 Oct 95	623 0229 95 0927	17 000 00	17 000 00	0 00	N/A	N/A	N/A	Venue
244	Shiraton Hotel	Business Simulation	16 October 95	17 Oct 95	623 0229 95 1010	5 872 50	5 872 50	0 00	N/A	N/A	N/A	Accommodation
245	Shiraton Hotel	Business Simulation	16 October 95	17 Oct 95	623 0229 95 1107a	1 134 00	1 123 00	11 00	N/A	N/A	N/A	Accommodation
246	Shiraton Hotel	Bindura	13 July 95	14 Jul 95	623 0229 95 1407	8 400 00	5 265 20	3 134 80	N/A	N/A	N/A	Accommodation
247	Speciss College	Min. of Industry and Commerce	20 November 96	23 May 97	623 0229 96 1108b	118 300 00	72 250 00	46 050 00	N/A	N/A	N/A	Computer training
248	TDM Consulting	ICFU BSC Program	11 March 97	12 Jun 97	623 0229 97 0311	97 709 00	96 967 04	741 96	23 June 1997	23 July 1997	YES	Training
249	Trans Africa Consulting	Business Simulation Micro Mill 2	29 October 94	3 Dec 94	623 0229 94 0729	71 622 15	61 689 67	9 932 48	8 December 1994	2 June 1995	YES	Training
250	Trans Africa Consulting	Business Simulation Micro Mill 3	30 January 95	11 Mar 95	623 0229 94 1206	48 051 75	16 852 05	31 199 70	4 May-1995	17 October 1995	YES	Training
251	Trans Africa Consulting	Road Haulage 2	29 October 94	3 Dec 94	623 0229 94 1207	72 781 72	64 099 83	8 681 89	13 December 1994	22 March 1995	YES	Training
252	Trans Africa Consulting	Bus Simulation Road Haulage 2	29 October 94	3 Dec 94	623 0229 94 1003	71 622 00	53 820 89	17 801 11	4 November 1994	28 February 1995	YES	Training
253	Translingua (Pvt) Ltd	Presentation Skills	22 January 96	24 Jan 96	623 0229 96 1601	10 248 05	8 671 69	1 576 36	5 February 1996	17 May 1996	YES	Training
254	Triple Trust Organisation	Business Simulation TOT	22 March 95	24 Mar 95	623 0229 95 0316	39 125 98	35 910 40	3 215 57	7 April 1995	10 July 1996	YES	Training
255	Trisa Gemm	Deeds	27 May 96	19 Oct 97	623 0229 96 1118	150 000 00	100 000 00	50 000 00	N/A	N/A	N/A	Equipment Purchase
256	Twin River Inn	Agribusiness Kiton	17 October 95	26 Jun 96	623 0229 96 0213	6 500 00	4 196 00	2 304 00	N/A	N/A	N/A	Accommodation
257	Twin River Inn	Agribusiness Kiton	17 October 95	26 Jun 96	623 0229 96 0415	14 400 00	13 362 00	1 038 00	N/A	N/A	N/A	Accommodation
258	Twin River Inn	BSC Training Impact Assessment	N/A	N/A	623 0229 97 0318	2 409 52	1 675 00	734 52	N/A	N/A	N/A	Accommodation
259	Video Promotions	Micro Mill 1	N/A	N/A	623 0229 94 0627	128 404 00	128 404 00	0 00	N/A	N/A	N/A	Video recording
260	Video Promotions	Agribusiness Bindura	N/A	N/A	623 0229 95 1128	18 860 00	16 560 00	2 300 00	N/A	N/A	N/A	Video recording
261	Video Promotions	Grain Milling NGO TOT	N/A	N/A	623 0229 95 1507	14 240 00	14 240 00	0 00	N/A	N/A	N/A	Venue/Accommodation
262	VOCA	ZIMACE	N/A	N/A	623 0229 94 0518	20 000 00	0 00	20 000 00	None	N/A	N/A	No invoices submitted
263	Weardale Projects	Material Development	7 October 96	8 Nov 96	623 0229 95 1215a	41 904 00	40 972 18	931 82	N/A	N/A	N/A	Technical Assistance
264	Weardale Projects	BSC TOT 2	7 October 96	8 Nov 96	623 0229 96 0802	203 349 00	142 464 30	60 884 70	10 January 1997	11 April 1997	N/A	Technical Assistance
265	Weardale Projects	ICFU Tech Assistance Chigutu	17 March 97	21 Mar 97	623 0229 97 0315	241 615 00	34 941 67	206 673 33	1 April 1997	23 July 1997	N/A	Technical Assistance
266	Weardale Projects	ICFU Bulawayo Tech Assistance	Cancelled	Cancelled	623 0229 97 0317	266 409 00	0 00	266 409 00	N/A	N/A	N/A	Technical Assistance
267	Wise Owl Motel	Production Millers	12 April 94	12 May 94	623 0229 94 0415c	12 690 00	3 782 00	8 908 00	N/A	N/A	N/A	Accommodation
268	Wise Owl Motel	ZNCC Presentation	N/A	N/A	623 0229 94 0815	641 00	641 00	0 00	N/A	N/A	N/A	Accommodation
269	Women In Business	Training Workshop	23 September 95	26 Sep 95	623 0229 95 0924	56 735 80	25 355 00	31 380 80	24 October 1995	2 April 1996	YES	Training
270	Wonder Consultants	Material Development	N/A	N/A	623 0229 95 0831	116 090 00	112 335 04	3 754 96	N/A	N/A	YES	Materials Development
271	World Growth	Business Simulation	19 February 96	23 Feb 96	623 0229 95 1115	204 999 27	185 266 00	19 733 28	6 March 1996	10 July 1996	YES	Training
272	World Growth	Business Simulation	23 September 96	27 Sep 96	623 0229 96 0911	46 255 00	39 279 58	6 975 42	28 April 1997	30 May 1997	YES	Training
273	Xenia	Conference Grant	1 November 95	2 Nov 95	623 0229 95 1029	40 000 00	40 000 00	0 00	4 December 1995	2 April 1996	YES	Training
274	ZESA	Production Millers	8 March 94	7 Apr 94	623 0229 94 0303	3 745 00	3 745 00	0 00	N/A	N/A	N/A	Advert
275	Zesa Training Centre	Road Haulage 1	31 August 94	28 Sep 94	623 0229 94 0415b	11 300 00	6 044 00	5 256 00	N/A	N/A	N/A	Advert
276	Zesa Training Centre	Road Haulage 2	21 November 94	26 Nov 94	623 0229 94 1107	8 320 00	5 651 00	2 669 00	N/A	N/A	N/A	Advert
277	Zunguid	Conference	23 August 96	23 Aug 96	623 0229 96 0821	83 750 00	45 976 72	37 773 28	25 November 1996	28 July 1997	N/A	Association Development
278	ZNCC	National Workshop	N/A	N/A	623 0229 95 0925	105 699 00	54 899 30	50 799 70	N/A	N/A	N/A	Venue
279	ZNCC	National Conference	N/A	N/A	623 0229 96-0605	105 699 00	67 821 05	37 877 95	N/A	N/A	N/A	Venue
280	Tibbits (Agribusiness)	MSI TIBBITS	8 Jan 96	2 Feb 96	623 0229 C 00 2082 00	228 404 78	228 404 78	0 00	13 November 1995	9 July 2006	N/A	Technical Assistance
281	Association Management (CFU)	MSI TASK 1	6 Nov 95	9 Dec 96	623 0229 C 00 2082 00	842 452 02	800 330 88	42 121 14	11 January 1996	17 May 1996	6 November 1995	Training
282	Tibbits (Agribusiness)	MSI TASK 2	8 Jan 96	24 Nov 95	623 0229 C 00 2082 00	225 592 71	202 821 48	22 771 23	2 February 1996	9 July 1996	N/A	Technical Assistance

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283	MSI TASK 3	Association Management (2)	15 Apr 96	13 May 96	623 0229 C 00 2082 00	450 585 99	394 338 76	56 247 22	3 June 1996	13 September 1996	6 November 1995	Training
284	MSI TASK 4	Books	N/A	N/A	623 0229 C 00 2082 00	17 888 11	14 985 18	2 902 93	N/A	N/A	N/A	Purchase of books
285	MSI (HORTICULTURE)	Horticulture	27 Sep 93	8 Oct 93	623 0229 C 00 2082 00	422 533 85	422 533 85	0 00	3 November 1993	14 June 1994	17 September 1993	Training
286	MSI (61 2217 00)	Horticulture	11 Oct 93	27 Oct 93	623 0229 C 00 2082 00	218 858 18	218 858 18	0 00	3 November 1993	14 June 1994	17 September 1993	Training
287	MSI	SMF Business Counsellors (1)	12 Sep 94	16 Sep 94	623 0229 C 00 2082 00	391 122 92	288 708 90	102 414 02	26 October 1994	30 May 1995	12 September 1994	Training
288	MSI	SME Business Counsellors (2)	19 Sep 94	21 Sep 94	623 0229 C 00 2082 00	172 562 23	173 228 63	666 40	26 October 1994	30 May 1995	12 September 1994	Training
						23 032 298 85	16 198 848 98	6 833 449 86				

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Zimbabwe Manpower Development Project (ZIMMAN II)  
USAID Contract Number 623-0229-C-00-2082-00  
AED Contract Number 61-2217-00  
**Final Project Report**  
Report Period: 01 October 1992 to 30 September 1997

## APPENDIX C

1993-1997 TRAINING PROGRAM STATISTICS



ZIMBABWE MANPOWER DEVELOPMENT PROJECT - 1993-1997 TRAINING PROGRAM STATISTICS

ISCAT YR 1993-1997 PROGRAM STATISTICS	Program Dates	SME/SHS			Men		Women		Total		Prog. Cost (US\$)	Pr. Co/D Days	Prog. Co/D Parts	Totl Contrib CASH	%	Partl Contrib In Kind	Partl Contrib Total	C Total Contrib	Totl Days	Totl Firms Months	TRAINERS/ TA			Tr/A Person Months								
		Enrolled N	Completed N	%	Enrolled N	%	Enrolled N	%	Enrolled N	%											Men	Women	Total									
26	CBT TOT (1)																															
Modul A1	9-12 Jun 95	4	12	12	100%	9	75%	3	25%	12	9	75%	3	25%	12	100%	7 437	1 858	619	250	3%	3 972	4 377	57%	48	1 601	1	1 100%	0	0%	1	0.17
Modul A2	10-23-25 Jun 95	4	12	12	100%	9	75%	3	25%	12	9	75%	3	25%	12	100%	7 437	1 858	619	250	3%	3 972	4 222	57%	48	1 601	1	1 100%	0	0%	1	0.17
Modul A3	26-27 Jun 95	2	12	8	67%	9	75%	3	25%	12	7	88%	1	13%	8	67%	3 716	1 858	310	125	3%	1 943	2 068	56%	16	0 531	1	1 100%	0	0%	1	0.13
Modul A4	6-8 Feb 95	3	12	8	67%	9	75%	3	25%	12	7	88%	1	13%	8	67%	5 574	1 858	465	187	3%	2 916	3 103	56%	34	0 801	1	1 100%	0	0%	1	0.20
Modul A5	9-10 Feb 95	2	12	8	67%	9	75%	3	25%	12	7	88%	1	13%	8	67%	3 716	1 858	310	125	3%	1 943	2 068	56%	16	0 531	1	1 100%	0	0%	1	0.07
Modul B1	2-7 Feb 95	7	12	8	67%	9	75%	3	25%	12	7	88%	1	13%	8	67%	3 716	1 858	310	125	3%	1 943	2 068	56%	16	0 531	1	1 100%	0	0%	1	0.03
Modul B2	22-25 Feb 95	4	12	8	67%	9	75%	3	25%	12	7	88%	1	13%	8	67%	7 432	1 858	619	250	3%	3 888	4 138	56%	32	1 071	1	1 100%	0	0%	1	0.13
Modul B3	27 Feb-1 Mar 95	3	12	8	67%	9	75%	3	25%	12	7	88%	1	13%	8	67%	5 574	1 858	465	187	3%	2 916	3 103	56%	34	0 801	1	1 100%	0	0%	1	0.10
Modul B4	2-3 Mar 95	2	12	8	67%	9	75%	3	25%	12	7	88%	1	13%	8	67%	3 716	1 858	310	125	3%	1 943	2 068	56%	16	0 531	1	1 100%	0	0%	1	0.07
Sub Total		26	12	8	67%	9	75%	3	25%	12	7	88%	1	13%	8	67%	48 108	1 858	4 026	1 624	3%	25 436	27 060	56%	240	8 001	1	1 100%	0	0%	1	2.60
27	CBT TOT (2)																															
Modul A1	2-5 May 95	4	20	20	100%	15	75%	5	25%	20	15	75%	5	25%	20	100%	6 293	1 571	315	625	10%	6 334	6 959	111%	80	2 671	1	1 100%	0	0%	1	0.11
Modul A2	22-24 May 95	3	20	20	100%	15	75%	5	25%	20	15	75%	5	25%	20	100%	4 110	1 370	206	468	11%	4 750	5 218	127%	60	2 001	1	1 100%	0	0%	1	0.10
Modul A3	1-2 Jun 95	2	20	20	100%	15	75%	5	25%	20	15	75%	5	25%	20	100%	2 740	1 370	137	312	11%	3 166	3 478	127%	40	1 331	1	1 100%	0	0%	1	0.07
Modul A4	24-25 July 95	2	20	14	70%	15	75%	5	25%	20	10	71%	4	20%	14	70%	2 740	1 370	137	312	11%	2 057	2 369	86%	28	0 931	1	1 100%	0	0%	1	0.07
Modul A5	27-28 July 95	2	20	14	70%	15	75%	5	25%	20	10	71%	4	20%	14	70%	2 740	1 370	137	312	11%	2 057	2 369	86%	28	0 931	1	1 100%	0	0%	1	0.07
Modul C1	31 July-1 Aug 95	2	20	14	70%	15	75%	5	25%	20	10	71%	4	20%	14	70%	2 740	1 370	137	312	11%	2 057	2 369	86%	28	0 931	1	1 100%	0	0%	1	0.07
Modul C2	2-5 Aug 95	4	20	14	70%	15	75%	5	25%	20	10	71%	4	20%	14	70%	5 480	1 370	274	625	11%	4 115	4 740	86%	56	1 871	1	1 100%	0	0%	1	0.13
Modul C3	5-8 Aug 95	3	20	14	70%	15	75%	5	25%	20	10	71%	4	20%	14	70%	4 110	1 370	206	468	11%	3 086	3 554	86%	42	1 401	1	1 100%	0	0%	1	0.10
Modul C4	8-9 Aug 95	2	20	14	70%	15	75%	5	25%	20	10	71%	4	20%	14	70%	2 740	1 370	137	312	11%	2 057	2 369	86%	28	0 931	1	1 100%	0	0%	1	0.07
Sub Total		24	20	14	70%	15	75%	5	25%	20	10	71%	4	20%	14	70%	33 693	1 404	1 685	3 746	11%	30 708	34 454	102%	390	13 001	1	2 100%	0	0%	2	0.80
28	CBT TOT 3																															
Analysis and Eval	7-10 Aug 95	4	12	11	92%	8	67%	4	33%	12	8	67%	4	33%	12	100%	5 869	1 467	489	377	6%	2 349	2 726	46%	48	1 601	1	1 100%	0	0%	1	0.13
Design & Dev	14-16 Aug 95	3	12	10	83%	8	67%	4	33%	12	7	64%	4	36%	11	92%	4 263	1 421	355	283	7%	1 761	2 044	48%	33	1 110	1	1 100%	0	0%	1	0.10
Presentation Skills	28 Aug-1 Sep 95	5	12	10	83%	8	67%	4	33%	12	6	60%	4	40%	10	83%	6 790	1 358	566	377	6%	7 349	7 726	40%	50	1 671	1	0 0%	1 100%	1	0.17	
Writ. Learning Guides	4-7 Sep 95	4	12	10	83%	8	67%	4	33%	12	4	50%	4	50%	8	67%	4 441	1 110	370	377	8%	2 349	2 726	61%	32	1 071	1	0 0%	1 100%	1	0.13	
Writ. at Right	27-29 Nov 95	3	12	10	83%	8	67%	4	33%	12	4	50%	4	50%	8	67%	4 641	1 214	303	283	8%	1 761	2 044	56%	24	0 801	1	0 0%	1 100%	1	0.10	
Facilitation Skills	21-24 Nov 95	4	12	8	67%	8	67%	4	33%	12	4	50%	4	50%	8	67%	4 721	1 180	393	377	8%	2 349	2 725	58%	32	1 071	1	0 0%	1 100%	1	0.13	
Sub Total		23	12	8	67%	8	67%	4	33%	12	4	50%	4	50%	8	67%	29 725	1 292	2 477	2 074	7%	12 918	14 992	50%	219	7 301	1	1 33%	2	67%	3	0.77
29	CBT TOT 4																															
Analysis and Eval	18-22 Sept 95	4	14	12	86%	12	86%	2	14%	14	10	83%	2	17%	12	86%	5 422	1 356	387	676	12%	3 722	4 398	81%	48	1 601	1	1 100%	0	0%	1	0.13
Design & Dev	29 Sept-1 Oct 95	3	14	11	91%	12	86%	2	14%	14	11	85%	2	15%	13	93%	3 972	1 324	284	507	13%	2 528	3 035	76%	39	1 310	1	1 100%	0	0%	1	0.10
Presentation Skills	16-20 Oct 95	5	14	11	79%	12	86%	2	14%	14	9	82%	2	18%	11	79%	6 717	1 343	480	845	13%	4 212	5 057	75%	55	1 831	1	0 0%	1 100%	1	0.17	
Writ. Learning Guides	23-26 Oct 95	4	14	12	86%	12	86%	2	14%	14	10	83%	2	17%	12	86%	4 840	1 210	346	676	14%	3 170	3 846	79%	48	1 601	1	0 0%	1 100%	1	0.13	
Experiential Training Part 2	22-24 Jan 96	3	14	10	71%	12	86%	2	14%	14	9	82%	2	18%	11	79%	4 018	1 339	287	507	13%	2 380	2 687	67%	33	1 110	1	0 0%	1 100%	1	0.10	
Facilitation Skills	25-30 Jan 96	4	14	10	71%	12	86%	2	14%	14	9	82%	2	18%	11	79%	5 593	1 398	400	676	12%	2 906	3 583	64%	44	1 471	1	0 0%	1 100%	1	0.13	
Sub Total		23	14	10	71%	12	86%	2	14%	14	9	82%	2	18%	11	79%	30 562	1 329	2 183	3 887	13%	18 718	22 605	74%	267	8 901	1	1 33%	2	67%	3	0.77
30	CBT TOT 5																															
Analysis and Evaluation	12-15 Feb 96	4	17	17	100%	10	59%	7	41%	17	10	59%	7	41%	17	100%	4 958	1 240	293	795	16%	5 250	6 045	127%	68	2 227	1	1 100%	0	0%	1	0.13
Design and Development	16-20 Feb 96	3	17	17	100%	10	59%	7	41%	17	10	59%	7	41%	17	100%	3 787	1 262	223	596	16%	3 939	4 535	120%	51	1 710	1	1 100%	0	0%	1	0.10
Presentation Skills	11-15 March 96	5	17	16	94%	10	59%	7	41%	17	10	63%	6	38%	16	94%	7 553	1 471	433	993	14%	6 563	7 556	103%	80	2 671	1	0 0%	1 100%	1	0.17	
Experiential Training Part 1	18-21 March 96	4	17	16	94%	10	59%	7	41%	17	10	63%	6	38%	16	94%	5 123	1 281	301	874	17%	5 140	6 014	117%	64	2 131	1	0 0%	1 100%	1	0.13	
Facilitation Skills	6-10 May 96	5	17	16	94%	10	59%	7	41%	17	10	63%	6	38%	16	94%	6 558	1 312	386	952	15%	6 292	7 244	110%	80	2 671	1	1 100%	0	0%	1	0.17
Experiential Training Part 2	13-14 May 96	2	17	16	94%	10	59%	7	41%	17	10	63%	6	38%	16	94%	2 844	1 422	167	381	13%	2 517	2 898	102%	32	1 071	1	1 100%	0	0%	1	0.07
Sub Total		23	17	16	94%	10	59%																									

ZIMBABWE MANPOWER DEVELOPMENT PROJECT 1993-1997 TRAINING PROGRAM STATISTICS

FINANCIAL YEAR 1993-1997 PROGRAM STATISTICS	Program Dates	Total Training Days	SMI Enrol N	SMIs Completed N %	Men Enrolled		Women Enrolled		Total Enrolled		Total Completed		Prog. Cost (US\$)	Prog. Cost/ Day	Frg. Cost/ Part	Parti. Counth	% Counth	Furt. Counth	Furt. Counth Total	% Total	Furt. Days	Furt. Lesson Units	Furt. Items	TRAINERS/TA				Tr/TA Lesson Months		
					N	%	N	%	N	%	N	%												Men	W	T	TA			
<b>CURT TO 7</b>																														
Analysis and Evaluation	16-19 Sept 96	4	10	10	100%	6	60%	4	40%	10	6	60%	4	40%	8 020	2 005	80%	879	11%	1 411	3 790	29%	40	1 33	1	1 100%	0	0	1	0 13
Design and Development	20-25 Sept 96	4	10	10	100%	6	60%	4	40%	10	6	60%	4	40%	4 709	1 052	421	879	21%	1 411	2 790	51%	40	1 33	1	1 100%	0	0	1	0 13
Practical Skills	21-25 Oct 1996	5	10	10	100%	6	60%	4	40%	10	6	60%	4	40%	5 111	1 022	511	755	15%	1 926	2 681	57%	50	1 67	1	0 04	1	1 100%	1	0 17
Experimental Training - Part 1	28-31 Oct 1996	3	10	10	100%	6	60%	4	40%	10	6	60%	4	40%	5 264	1 755	526	755	14%	1 926	3 681	51%	30	1 00	1	0 04	1	1 100%	1	0 10
Practical Skills	21-27 Jan 1997	5	10	12	120%	8	67%	4	33%	12	8	67%	4	33%	5 635	1 127	470	1 404	25%	3 262	3 666	65%	60	2 00	1	1 100%	0	0%	1	0 17
Experimental Training - Part 2	28-30 Jan 1997	3	10	12	120%	8	67%	4	33%	12	8	67%	4	33%	3 026	1 009	252	842	28%	1 352	2 199	73%	36	1 30	1	1 100%	0	0%	1	0 10
Sub Total		24	10	12	120%	8	67%	4	33%	12	8	67%	4	33%	31 265	1 203	2 685	5 514	18%	10 293	15 807	61%	256	8 53	1	1 50%	1	1 100%	2	0 80
Presentation Skills	22-24 Jan 96	3	5	5	100%	8	73%	3	27%	11	8	73%	3	27%	1 875	625	170	897	47%	3 488	4 375	23%	33	5 00	1	0 0%	1	1 100%	1	0 10
<b>BSC TOT SER 1</b>																														
BSC Business Simulation TOT	19-23 Feb 96	5	8	8	100%	11	79%	3	21%	14	11	79%	3	21%	23 200	4 640	1 657	5 111	22%	5 656	10 767	46%	70	2 33	1	1 100%	0	0%	1	0 17
BSC TOT Production and Enterprise Mngt Systems	4-8 Mar 96	5	8	5	63%	20	83%	4	17%	24	20	83%	4	17%	11 606	2 321	484	5 376	46%	10 114	15 490	133%	120	4 00	2	2 100%	0	0%	2	0 33
Sub Total		10	8	5	63%	20	83%	4	17%	24	20	83%	4	17%	34 806	3 481	1 450	10 487	30%	15 770	26 257	75%	190	6 33	3	3 100%	0	0%	3	0 50
<b>BSC TOT SER 2</b>																														
BSC TOT Business Simulation	23-27 Sept 96	3	5	4	80%	7	58%	5	42%	12	7	58%	5	42%	5 251	1 750	438	962	18%	2 213	3 175	60%	36	1 30	1	1 100%	0	0%	1	0 10
BSC TOT Business Audit & 30 Day Solution	7-11 Oct 1996	5	5	4	80%	7	58%	5	42%	12	4	33%	3	43%	7 957	1 591	663	967	12%	1 697	2 654	33%	35	1 17	2	2 100%	0	0%	2	0 33
BSC TOT Production Management Systems	30 Oct - 1 Nov 1996	3	5	3	60%	7	58%	5	42%	12	4	33%	3	43%	4 685	1 562	390	1 442	31%	1 305	2 747	59%	21	0 70	2	2 100%	0	0%	2	0 20
BSC TOT Enterprise Management Systems	6-8 November 1996	3	5	3	60%	7	58%	5	42%	12	4	33%	2	33%	4 714	1 571	393	1 202	25%	948	2 150	46%	18	0 60	2	2 100%	0	0%	2	0 30
Sub Total		14	5	3	60%	7	58%	5	42%	12	4	33%	2	33%	22 607	1 615	1 884	4 568	20%	6 158	10 726	47%	110	3 67	3	2 100%	0	0%	2	0 83
<b>BSC TOT SER 3</b>																														
BSC TOT Business Simulation	17-19 Feb 1997	3	6	6	100%	4	36%	7	64%	11	4	36%	7	64%	5 751	1 917	533	967	17%	1 697	2 654	46%	33	1 10	1	1 100%	0	0%	1	0 10
BSC TOT Business Audit & 30 Day Solution	3-7 March 1997	5	6	8	133%	4	36%	7	64%	11	4	36%	7	64%	5 667	1 888	515	886	16%	1 305	2 191	39%	55	1 83	2	2 100%	0	0%	2	0 33
BSC TOT Production Management Systems	24-26 March 1997	3	6	8	133%	4	36%	7	64%	11	4	36%	6	60%	7 649	883	241	1 330	50%	1 254	2 584	98%	30	1 00	2	2 100%	0	0%	2	0 20
BSC TOT Enterprise Management Systems	23-25 April 1997	3	6	8	133%	4	36%	7	64%	11	4	36%	6	60%	5 163	1 771	469	1 330	76%	1 254	2 584	50%	30	1 00	2	2 100%	0	0%	2	0 20
Sub Total		14	6	8	133%	4	36%	7	64%	11	4	36%	6	60%	19 230	1 374	1 748	4 508	23%	5 505	10 013	52%	148	4 93	3	3 100%	0	0%	3	0 83
TOTAL		219	314	193	90%	284	71%	85	29%	289	186	71%	75	29%	330 571	3 509	1 144	46 775	14%	171 211	217 987	66%	2 653	91 67	20	21 70%	9	30%	30	10 80
<b>C SAME TRAINING PROVIDER DEVELOPMENT (REFERENCE)</b>																														
<b>BSC Series (Chitungo Agribusiness)</b>																														
Module 1 Business Simulation	11-17 March 1997	7	10	10	100%	11	73%	4	27%	15	11	73%	4	27%	440	220	29	0	0%	0	0%	0%	30	1 00	1	1 100%	0	0%	1	0 07
Module 2 Business Audit	13 Mar 97	1	10	10	100%	11	73%	4	27%	15	11	73%	4	27%	440	440	29	0	0%	0	0%	0%	15	0 50	1	1 100%	0	0%	1	0 03
Module 2 Technical Assistance	17-21 March 1997	0 50	10	10	100%	11	73%	4	27%	15	11	73%	4	27%	3 379	676	775	0	0%	0	0%	5	0 17	2	1 100%	0	0%	1	0 17	
Module 3 30 Day Solution	23-27 March 1997	5	10	10	100%	11	73%	4	27%	15	11	73%	4	27%	880	176	59	0	0%	0	0%	0%	75	2 50	1	1 100%	0	0%	1	0 17
Module 4 Production Management Systems	28 Apr - 9 May 1997	10	10	10	100%	11	73%	4	27%	15	11	73%	4	27%	2 201	220	147	0	0%	0	0%	0%	150	5 00	1	1 100%	0	0%	1	0 33
Module 5 Enterprise Management Systems	12-28 May 1997	10	10	10	100%	11	73%	4	27%	15	11	73%	4	27%	2 201	220	147	0	0%	0	0%	0%	150	5 00	1	1 100%	0	0%	1	0 33
Sub Total		28 50	10	10	100%	11	73%	4	27%	15	11	73%	4	27%	9 542	289	636	0	0%	0	0%	0%	425	14 17	2	2 100%	0	0%	2	1 10
<b>BSC Series (Gweru Agribusiness)</b>																														
Module 1 Business Simulation	17-18 March 1997	2	10	10	100%	7	58%	5	42%	12	7	58%	5	42%	553	277	46	0	0%	0	0%	0%	34	0 80	1	1 100%	0	0%	1	0 07
Module 2 Business Audit	19 Mar 97	1	10	10	100%	7	58%	5	42%	12	7	58%	5	42%	553	553	46	0	0%	0	0%	0%	17	0 40	1	1 100%	0	0%	1	0 03
Module 3 30 Day Solution	7-11 April 1997	5	10	10	100%	7	58%	5	42%	12	7	58%	5	42%	1 106	221	97	0	0%	0	0%	0%	60	2 00	1	1 100%	0	0%	1	0 17
Module 4 Production Management Systems	21-30 April 1997	10	10	10	100%	7	58%	5	42%	12	7	58%	5	42%	2 766	277	231	0	0%	0	0%	0%	170	4 00	1	1 100%	0	0%	1	0 33
Module 5 Enterprise Management Systems	12-28 May 1997	10	10	10	100%	7	58%	5	42%	12	7	58%	5	42%	2 766	277	231	0	0%	0	0%	0%	170	4 00	1	1 100%	0	0%	1	0 33
Sub Total		28 00	10	10	100%	7	58%	5	42%	12	7	58%	5	42%	7 745	277	645	0	0%	0	0%	0%	336	11 20	1	1 100%	0	0%	1	0 93
<b>BSC Series (Nyamandlovu Agribusiness)</b>																														
Module 1 Business Simulation Group 1	20-21 March 1997	7	6	6	100%	6	100%	0	0%	6	6	100%	0	0%	1 257	628	209	0	0%	0	0%	0%	17	0 40	1	1 100%	0	0%	1	0 07
Module 2 Business Audit Group 1 (Day 1)	22 Mar 97	1	6	6	100%	6	100%	0	0%	6	6	100%	0	0%	1 257	1 257	209	0	0%	0	0%	6	0 20	1	1 100%	0	0%	1	0 03	
Module 3 30 Day Solution	29 April - 20 May 1997	5	10	10	100%	13	93%	1	7%	14	13	93%	1	7%	3 142	628	224	0	0%	0	0%	0%	70	2 33	1	1 100%	0	0%	1	0 17
Module 4 Production Management Systems	22-31 May 1997	10	10	10	100%	13	93%	1	7%	14	13	93%	1	7%	6 229	623	445	0	0%	0	0%	0%	140	4 67	1	1 100%	0	0%	1	0 33
Module 5 Enterprise Management Systems	16-25 June 1997	10	10	10	100%	13	93%	1	7%	14	13	93%	1	7%	6 229	623	445	0	0%	0	0%	0%	140	4 67	1	1 100%	0	0%	1	0 33
Sub Total		28 00	10	10	100%	13	93%	1	7%	14	13	93%	1	7%	18 115	647	1 294	0	0%	0	0%	0%	368	12 27	1	1 100%	0	0%	1	0 93
TOTAL		84 50	30	30	100%	31	76%	10	24%	41	31	76%	10	24%	35 402	419	863	0	0%	0	0%	0%	1 129	37 63	4	4 100%	0	0%	4	2 97
<b>H ASSOCIATION DEVELOPMENT</b>																														
Association Executives Training (CFU)	6 Nov - 9 Dec 95	19	9	9	100%	19	95%	1	5%	20	19	95%	1	5%	94 118	4 954	4 706	5 718	6%	34 233	39 951									

ZIMBABWE MANPOWER DEVELOPMENT PROJECT 1993 - 1997 TRAINING PROGRAM STATISTICS

FISCAL YEAR 1993-1997 PROGRAM STATISTICS	Program Dates	Total Training Days	SMIs Enrol N	SMIs Completed N %	Men Enrol N %		Women Enrol N %		Total Enrol N %		Men Completed N %		Women Completed N %		Total Completed N %		Prog. Cost (US\$)	Prog. Cost/ Day	Prog. Cost/ Lark	Fatic Contrib Cash	% Fatic Contrib In Kind	Fatic Contrib Total	% Fatic Contrib	Fatic Eng. Days	Fatic Eng. Months	Fatic Eng. Person	TRAINERS/IA				Tr/IA Person Month			
					Men	%	Women	%	Total	%	Men	%	Women	%	Total	%											Men	%	Women	%		Total		
SME Business Development (ICEU Grant Agribusiness)																																		
42 BSC Series (Agribusiness)																																		
Module 1 Business Simulation	11-12 March 1997	7	10	10	100%	11	73%	4	27%	15	11	73%	4	27%	15	100%	587	291	39	50%	88%	0	50%	88	30	100	1	1	100%	0	0%	1	0.07	
Module 2 Business Audit	13 Mar 97	1	10	10	100%	11	73%	4	27%	15	11	73%	4	27%	15	100%	291	291	19	25%	88%	0	25%	88	15	0.50	1	1	100%	0	0%	1	0.03	
Module 2 Technical Assistance	17-21 March 1997	0.50	10	10	100%	11	73%	4	27%	15	11	73%	4	27%	15	100%	1,450	290	97	1,273	88%	0	1,273	88	5	0.17	1	1	100%	0	0%	1	0.17	
Module 3 30 Day Solution	23-27 March 1997	5	10	10	100%	11	73%	4	27%	15	11	73%	4	27%	15	100%	1,450	290	97	1,273	88%	0	1,273	88	75	2.50	1	1	100%	0	0%	1	0.17	
Module 3 Technical Assistance	2-12 April 1997	1	10	10	100%	11	73%	4	27%	15	11	73%	4	27%	15	100%	2,900	290	193	2,547	88%	0	2,547	88	10	0.33	1	1	100%	0	0%	1	0.33	
Module 4 Production Management Systems	28 Apr - 9 May 1997	10	10	10	100%	11	73%	4	27%	15	11	73%	4	27%	15	100%	2,900	290	193	2,547	88%	0	2,547	88	150	5.00	1	1	100%	0	0%	1	0.33	
Module 4 Technical Assistance	10-20 May 1997	1	10	10	100%	11	73%	4	27%	15	11	73%	4	27%	15	100%	2,900	290	193	2,547	88%	0	2,547	88	10	0.33	1	1	100%	0	0%	1	0.33	
Module 5 Enterprise Management Systems	12-28 May 1997	10	10	10	100%	11	73%	4	27%	15	11	73%	4	27%	15	100%	2,900	290	193	2,547	88%	0	2,547	88	150	5.00	1	1	100%	0	0%	1	0.33	
Module 5 Technical Assistance	2-12 June 1997	1	10	10	100%	11	73%	4	27%	15	11	73%	4	27%	15	100%	2,900	290	193	2,547	88%	0	2,547	88	10	0.33	1	1	100%	0	0%	1	0.33	
Sub Total		31.50	10	10	100%	11	73%	4	27%	15	11	73%	4	27%	15	100%	18,273	290	1,218	16,044	0%	0	16,044	88%	455	15.17	1	2	100%	0	0%	2	2.10	
43 BSC Series (General Agribusiness)																																		
Module 1 Business Simulation	17-18 March 1997	2	10	10	100%	7	58%	5	42%	12	7	58%	5	42%	12	100%	582	291	49	40%	70%	0	40%	70	24	0.80	1	1	100%	0	0%	1	0.07	
Module 2 Business Audit	19 Mar 97	1	10	10	100%	7	58%	5	42%	12	7	58%	5	42%	12	100%	291	291	24	20%	70%	0	20%	70	12	0.40	1	1	100%	0	0%	1	0.03	
Module 2 Technical Assistance	27 Mar - 4 April 1997	0.50	10	10	100%	7	58%	5	42%	12	7	58%	5	42%	12	100%	1,450	290	121	1,019	70%	0	1,019	70	5	0.17	1	1	100%	0	0%	1	0.17	
Module 3 30 Day Solution	7-11 April 1997	5	10	10	100%	7	58%	5	42%	12	7	58%	5	42%	12	100%	1,450	290	121	1,019	70%	0	1,019	70	60	2.00	1	1	100%	0	0%	1	0.17	
Module 3 Technical Assistance	14-20 April 1997	1	10	10	100%	7	58%	5	42%	12	7	58%	5	42%	12	100%	2,900	290	242	2,037	70%	0	2,037	70	10	0.33	1	1	100%	0	0%	1	0.03	
Module 4 Production Management Systems	21-30 April 1997	10	10	10	100%	7	58%	5	42%	12	7	58%	5	42%	12	100%	2,900	290	242	2,037	70%	0	2,037	70	170	4.00	1	1	100%	0	0%	1	0.33	
Module 4 Technical Assistance	2-10 May 1997	1	10	10	100%	7	58%	5	42%	12	7	58%	5	42%	12	100%	2,900	290	242	2,037	70%	0	2,037	70	10	0.33	1	1	100%	0	0%	1	0.03	
Module 5 Enterprise Management Systems	12-28 May 1997	10	10	10	100%	7	58%	5	42%	12	7	58%	5	42%	12	100%	2,900	290	242	2,037	70%	0	2,037	70	120	4.00	1	1	100%	0	0%	1	0.33	
Module 5 Technical Assistance	2-12 June 1997	1	10	10	100%	7	58%	5	42%	12	7	58%	5	42%	12	100%	2,900	290	242	2,037	70%	0	2,037	70	10	0.33	1	1	100%	0	0%	1	0.03	
Sub Total		31.50	10	10	100%	7	58%	5	42%	12	7	58%	5	42%	12	100%	18,273	290	1,523	12,846	70%	0	12,846	70%	171	12.37	1	1	100%	0	0%	1	1.20	
44 BSC Series (My mandava Agribusiness)																																		
Module 1 Business Simulation Group 1	20-21 March 1997	2	6	6	100%	6	100%	0	0%	6	6	100%	0	0%	6	100%	554	277	92	45%	82%	0	45%	82	15	0.40	1	0	0%	1	100%	1	0.07	
Module 2 Business Audit Group 1 (day 1)	22 Mar 97	1	6	6	100%	6	100%	0	0%	6	6	100%	0	0%	6	100%	277	277	46	22%	82%	0	22%	82	0	0.20	1	0	0%	1	100%	1	0.03	
Module 1 Business Simulation Group 2	14-15 April 1997	2	4	4	100%	5	83%	1	17%	6	7	88%	1	13%	8	133%	554	277	92	45%	82%	0	45%	82	16	0.53	1	0	0%	1	100%	1	0.07	
Module 2 Business Audit Group 2 (Day 1)	16 Apr 97	1	4	4	100%	5	83%	1	17%	6	7	88%	1	13%	8	133%	277	277	46	22%	82%	0	22%	82	8	0.27	1	0	0%	1	100%	1	0.03	
Module 2 Technical Assistance	27 Mar - 4 April 1997	0.50	10	10	100%	13	93%	1	7%	14	13	93%	1	7%	14	100%	1,384	277	99	1,134	82%	0	1,134	82	5	0.17	1	1	100%	0	0%	1	0.17	
Module 3 30 Day Solution	29 April - 20 May 1997	5	10	10	100%	13	93%	1	7%	14	13	93%	1	7%	14	100%	1,384	277	99	1,134	82%	0	1,134	82	70	2.33	1	0	0%	1	100%	1	0.17	
Module 3 Technical Assistance	12-19 May 1997	1	10	10	100%	13	93%	1	7%	14	13	93%	1	7%	14	100%	2,769	277	198	2,269	82%	0	2,269	82	10	0.33	1	1	100%	0	0%	1	0.33	
Module 4 Production Management Systems	22-31 May 1997	10	10	10	100%	13	93%	1	7%	14	13	93%	1	7%	14	100%	2,769	277	198	2,269	82%	0	2,269	82	140	4.67	1	0	0%	1	100%	1	0.33	
Module 4 Technical Assistance	2-10 June 1997	1	10	10	100%	13	93%	1	7%	14	13	93%	1	7%	14	100%	2,769	277	198	2,269	82%	0	2,269	82	10	0.33	1	1	100%	0	0%	1	0.33	
Module 5 Enterprise Management Systems	16-25 June 1997	10	10	10	100%	13	93%	1	7%	14	13	93%	1	7%	14	100%	2,769	277	198	2,269	82%	0	2,269	82	140	4.67	1	0	0%	1	100%	1	0.33	
Module 5 Technical Assistance	27 June - 7 July 1997	1	10	10	100%	13	93%	1	7%	14	13	93%	1	7%	14	100%	2,769	277	198	2,269	82%	0	2,269	82	10	0.33	1	1	100%	0	0%	1	0.33	
Sub Total		34.50	10	10	100%	13	93%	1	7%	14	13	93%	1	7%	14	100%	18,273	590	1,505	14,974	82%	0	14,974	82%	427	14.23	2	1	50%	1	50%	2	2.20	
TOTAL		135.50	46	46	100%	56	77%	17	23%	73	56	77%	17	23%	73	100%	200,374	1,479	2,745	54,464	27%	0	57,009	111,473	56%	1,861	57.77	6	7	88%	1	13%	8	7.40
45 BSC RETAIL CHIPPING																																		
Module 1 Business Simulation	5-6 Oct 1995	2	10	8	80%	9	75%	3	25%	12	6	67%	3	33%	9	75%	607	304	51	130	21%	0	270	400	66%	18	0.60	1	1	100%	0	0%	1	0.03
Module 2 Business Audit	17 & 27 Nov 1995	2	10	7	70%	9	75%	3	25%	12	4	57%	3	43%	7	58%	15,449	7,725	1,287	130	1%	0	270	400	3%	14	0.47	1	1	50%	1	50%	2	0.13
Module 2 Technical Assistance	20-24 Nov 1995	1	10	7	70%	9	75%	3	25%	12	4	57%	3	43%	7	58%	225	64	19	326	145%	676	1,002	445%	4	0.13	1	1	100%	0	0%	1	0.13	
TOTAL		5	10	7	70%	9	75%	3	25%	12	4	57%	3	43%	7	58%	16,281	2,171	1,357	586	4%	0	1,216	1,802	11%	36	1.18	2	1	75%	1	25%	4	0.22

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ZIMBABWE MANPOWER DEVELOPMENT PROJECT 1993-1997 TRAINING PROGRAM STATISTICS

FISCAL YEAR 1993-1997 PROGRAM STATISTICS	Program Dates	Total Training Days	SMTs Enrolled	SMTs Completed	Men Enrolled		Women Enrolled		Total Enrolled		Total Completed		Prog. Cost (US\$)	Prog. Cost/Day	Prog. Cost/Part	Part. Contrib. Cash	% Cash Contb.	Part. Contrib. In Kind	Part. Contrib. Total	% Total Contb.	Part. Days	Part. Person Months	IP	TRAINERS				1774 Person Months			
					N	%	N	%	N	%	N	%												Men	%	Women	%		Total		
<b>46 BSC Svc. (Buhira Ag.)</b>																															
Module 1 Business Simulation	13-14 July 95	2	15	15	100%	16	94%	1	6%	17	16	94%	1	6%	17	100%	1007	501	59	66	7%	584	650	65%	34	11%	1	1 100%	0 0%	1	0.07
Module 2 Business Audit	18 July & 25 July 95	2	15	15	100%	16	94%	1	6%	17	16	94%	1	6%	17	100%	9 233	4 617	543	66	14%	584	650	74%	34	11%	1	2 47%	1 33%	3	0.30
Module 3 Technical Assistance (Local)	19-24 July 95	1	7	7	100%	8	89%	1	11%	9	8	89%	1	11%	9	100%	6 125	1 750	681	115	24%	1 072	1 137	49%	4	0.17%	1	1 100%	0 0%	1	0.17
Module 4 Technical Assistance (US)	19-24 July 95	1	8	8	100%	8	100%	0	0%	8	8	100%	0	0%	8	100%	2 671	668	334	131	5%	1 168	1 299	49%	4	0.13%	1	1 100%	0 0%	1	0.13
Module 3 30 Day Solution	7-10 Aug 95	4	15	15	100%	16	94%	1	6%	17	16	94%	1	6%	17	100%	10 845	2 711	638	131	14%	1 168	1 299	17%	8	2.27%	1	2 67%	1 33%	3	0.40
Module 3 Technical Assistance (Local)	14-27 Aug 95	1	8	8	100%	8	100%	0	0%	8	8	100%	0	0%	8	100%	3 387	485	485	262	7%	2 335	2 597	67%	8	0.27%	1	1 100%	0 0%	1	0.27
Module 3 Technical Assistance (US)	14-27 Aug 95	1	7	7	100%	8	89%	1	11%	9	8	89%	1	11%	9	100%	12 653	1 808	1 406	230	2%	2 043	2 273	18%	7	0.23%	1	1 100%	0 0%	1	0.23
Module 4 Production Management	13 Sept - 6 Oct 95	10	15	11	73%	16	94%	1	6%	17	12	92%	1	8%	13	76%	14 481	1 448	857	1 333	9%	2 120	3 453	24%	130	4.33%	1	2 67%	1 33%	3	1.00
Module 4 Technical Assistance (Local)	6-12 Nov 95	1	5	5	100%	8	89%	1	11%	9	6	89%	1	14%	7	78%	5 723	1 145	636	76	7%	1 241	1 317	73%	5	0.17%	1	1 100%	0 0%	1	0.17
Module 4 Technical Assistance (US)	6-12 Nov 95	1	6	6	100%	8	100%	0	0%	8	6	100%	0	0%	6	75%	5 115	853	639	76	14%	1 241	1 317	26%	4	0.20%	1	1 100%	0 0%	1	0.20
Module 5 Enterprise Management Systems	13-24 Nov 95	10	15	11	73%	16	94%	1	6%	17	11	92%	1	8%	12	71%	12 764	1 276	751	1 010	8%	1 404	2 414	19%	170	4.00%	1	2 67%	1 33%	3	1.00
Module 5 Technical Assistance (Local)	8-13 Jan 96	1	6	6	100%	8	100%	0	0%	8	6	100%	0	0%	6	75%	1 593	266	199	51	3%	1 241	1 297	81%	6	0.20%	1	1 100%	0 0%	1	0.20
Module 5 Technical Assistance (US)	8-13 Jan 96	1	5	5	100%	8	89%	1	11%	9	5	83%	1	17%	6	67%	8 677	1 735	964	51	1%	1 241	1 292	15%	5	0.17%	1	1 100%	0 0%	1	0.17
Sub Total		35	15	11	73%	16	94%	1	6%	17	11	92%	1	8%	12	71%	94 764	1 307	5 574	3 598	4%	17 392	20 990	22%	431	14.45%	5	4 80%	1 20%	5	4.15
<b>47 BSC Svc. (Kumali Ag.)</b>																															
Module 1 Business Simulation	16-17 Oct 95	2	10	10	100%	13	87%	2	13%	15	13	87%	2	13%	15	100%	746	371	50	72	10%	233	305	41%	30	1.00%	1	1 100%	0 0%	1	0.07
Module 2 Business Audit	18 Oct & 30 Oct 95	2	10	10	100%	13	87%	2	13%	15	13	87%	2	13%	15	100%	2 734	1 367	182	72	3%	233	305	11%	30	1.00%	1	2 67%	1 33%	3	0.30
Module 3 Business Audit TA (Local)	21-28 Oct 95	1	5	5	100%	7	100%	0	0%	7	7	100%	0	0%	7	100%	1 106	442	158	83	8%	291	374	34%	3	0.08%	1	1 100%	0 0%	1	0.08
Module 3 Business Audit TA (US)	23-28 Oct 95	1	5	5	100%	6	75%	2	25%	8	6	75%	2	25%	8	100%	4 073	1 629	509	89	7%	291	380	9%	3	0.08%	1	1 100%	0 0%	1	0.08
Module 3 30 Day Solution	31 Oct - 3 Nov 95	4	10	10	100%	13	87%	2	13%	15	13	87%	2	13%	15	100%	5 486	1 372	366	143	3%	466	609	11%	60	2.00%	1	2 67%	1 33%	3	0.30
Module 3 30 Day Sol TA (Local)	1-10 Nov 95	1	10	10	100%	13	87%	2	13%	15	13	87%	2	13%	15	100%	2 390	239	159	358	15%	1 167	1 525	64%	10	0.33%	1	1 100%	0 0%	1	0.33
Module 4 Production Management Systems	2-18 Feb 96	10	10	9	90%	13	87%	2	13%	15	10	83%	2	17%	12	80%	11 921	1 192	795	665	6%	1 818	2 483	71%	120	4.00%	1	2 100%	0 0%	2	0.67
Module 4 Technical Assistance	11-15 March 96	1	10	9	90%	13	87%	2	13%	15	10	83%	2	17%	12	80%	5 058	562	337	598	12%	861	1 459	29%	9	0.30%	3	3 100%	0 0%	3	0.90
Module 5 Enterprise Management Systems	19 Apr - 19 May 96	10	10	9	90%	13	87%	2	13%	15	10	83%	2	17%	12	80%	11 607	1 161	774	651	6%	1 632	2 283	20%	120	4.00%	1	2 100%	0 0%	2	0.67
Module 5 Technical Assistance	25-29 June 96	1	10	9	90%	13	87%	2	13%	15	10	83%	2	17%	12	80%	4 275	475	285	586	14%	1 469	2 055	48%	9	0.30%	3	3 100%	0 0%	3	0.90
Sub Total		32	10	9	90%	13	87%	2	13%	15	10	83%	2	17%	12	80%	49 396	810	3 293	3 317	7%	8 461	11 778	24%	191	13.10%	7	7 88%	1 1%	8	4.30
<b>48 BSC Svc. (Mvurwi)</b>																															
Module 1 Business Simulation	12-13 Oct 95	2	10	10	100%	10	77%	3	23%	13	10	77%	3	23%	13	100%	952	476	73	62	7%	226	288	30%	26	0.87%	1	1 100%	0 0%	1	0.07
Module 2 Business Audit	14 Oct 95	1	10	10	100%	10	77%	3	23%	13	10	77%	3	23%	13	100%	2 617	2 617	201	62	2%	226	288	11%	13	0.43%	1	2 67%	1 33%	3	0.10
Module 2 Technical Assistance (Local)	14 Oct & 23 Oct 95	1	5	5	100%	5	83%	1	17%	6	5	83%	1	17%	6	100%	1 850	740	308	71	4%	282	353	19%	3	0.08%	1	1 100%	0 0%	1	0.08
Module 2 Technical Assistance (US)	14 Oct & 23 Oct 95	1	5	5	100%	5	71%	2	29%	7	5	71%	2	29%	7	100%	2 014	806	288	77	4%	649	726	36%	3	0.08%	1	1 100%	0 0%	1	0.08
Module 3 30 Day Solution	23-27 Oct 95	5	10	10	100%	10	77%	3	23%	13	10	77%	3	23%	13	100%	5 234	1 047	403	124	2%	451	575	11%	65	2.17%	1	2 67%	1 33%	3	0.50
Module 3 30 Day Solution TA (Local)	30 Oct - 3 Nov 95	1	5	5	100%	5	71%	2	29%	7	5	71%	2	29%	7	100%	1 642	328	235	155	9%	564	719	44%	5	0.17%	1	1 100%	0 0%	1	0.17
Module 3 30 Day Solution TA (US)	30 Oct - 3 Nov 95	1	5	5	100%	5	83%	1	17%	6	5	83%	1	17%	6	100%	2 014	403	336	155	8%	564	719	36%	5	0.17%	1	1 100%	0 0%	1	0.17
Module 4 Production Management Systems	13-21 Jan 96	10	10	8	80%	10	77%	3	23%	13	8	73%	3	27%	11	85%	10 291	1 029	792	597	6%	1 587	2 184	21%	110	3.67%	1	2 100%	0 0%	2	0.67
Module 4 Technical Assistance (Local)	29 Jan - 2 Feb 96	1	5	4	80%	5	83%	1	17%	6	4	67%	2	33%	6	100%	3 894	974	649	263	7%	635	898	23%	4	0.13%	2	2 100%	0 0%	2	0.27
Module 4 Technical Assistance (US)	29 Jan - 2 Feb 96	1	5	4	80%	5	71%	2	29%	7	4	80%	5	71%	6	77%	6 779	1 695	968	263	4%	635	898	13%	4	0.13%	1	1 100%	0 0%	1	0.13
Module 5 Enterprise Management Systems	23 Apr - 10 May 96	10	10	8	80%	10	77%	3	23%	13	8	73%	3	27%	11	85%	9 824	982	756	630	6%	1 522	2 157	22%	110	3.67%	1	2 100%	0 0%	1	0.67
Module 5 Technical Assistance	10-14 June 96	1	10	8	80%	10	77%	3	23%	13	8	73%	3	27%	11	85%	4 779	597	368	504	11%	1 217	1 721	3%	8	0.27%	3	3 100%	0 0%	3	0.80
Sub Total		34	10	8	80%	10	77%	3	23%	13	8	73%	3	27%	11	85%	51 889	879	3 991	2 963	6%	8 558	11 521	22%	355	11.83%	5	7 88%	1 1%	8	4.70
<b>49 BSC Svc. (Kadoma Agribusiness)</b>																															
Module 1 Business Simulation	15-16 April 96	2	14	14	100%	13	81%	3	19%	16	13	81%	3	19%	16	100%	2 825	1 413	177	353	12%	984	1 337	47%	33	1.07%	1	2 100%	0 0%	2	0.13
Module 2 Business Audit	17 Apr 96	1	14	14	100%	13	81%	3	19%	16	13	81%	3	19%	16	100%	2 825	2 825	177	353	12%	984	1 337	47%	16	0.53%	1	2 100%	0 0%	2	0.07
Module 2 Technical Assistance	13-15 May 96	1	14	13	93%	13	81%	3	19%	16	13	81%	3	19%	16	100%	4 333	667	271	530	12%	1 476	2 006	46%	7	0.22%	3	3 100%	0 0%	3	0.65
Module 3 30 Day Solution	20-24 May 96	5</																													



ZIMBABWE MANPOWER DEVELOPMENT PROJECT - 1993 - 1997 TRAINING PROGRAM STATISTICS

FISCAL YEAR 1997 PROGRAM STATISTICS	Program Dates	Total Training Days	SMEs Enrol N	SMEs Completed N %	Men Enrolled N %	Women Enrolled N %	Total Enrol N	Men Completed N %	Women Completed N %	Total Completed N %	Prog. Cost (US\$)	Prog. Cosu/ Day	Prog. Cosu/ Partic	Partic Contrib Cash	% Contrib In Kind	Partic Contrib Total	% Total Contrib	Partic Days	Partic Fees in Months	Partic Fees Trms	TRAINERS/ TA				Total Person Month											
																					Men	%	Women	%		Total										
67	Trk. Atklic	19-30 Aug 1996	10	0	0	0	14	74.4	5	26.4	19	14	74.4	5	26.4	19	100.0	14,991	1,499	789	0	0	0	0	0	0	0	1	1	100	0	0	1	0.33		
68	Management of Staff (Group 1)	4-5 Nov 1996	2	0	0	0	11	73.4	4	27.4	15	11	73.4	4	27.4	15	100.0	10,788	5,394	219	0	0	0	0	0	0	0	0	1	1	33.6	3	67.4	3	0.70	
69	Management of Staff (Group 1)	11-12 Nov 1996	2	0	0	0	11	73.4	4	27.4	15	11	73.4	4	27.4	15	100.0	10,788	5,394	219	0	0	0	0	0	0	0	0	1	1	33.6	3	67.4	3	0.70	
70	Management of Staff (Group 1)	18 Nov 1996	1	0	0	0	11	73.4	4	27.4	15	11	73.4	4	27.4	15	100.0	5,398	5,398	360	0	0	0	0	0	0	0	0	1	1	33.6	3	67.4	3	0.10	
71	Management of Staff (Group 2)	7-8 Nov 1996	2	0	0	0	8	67.4	4	33.4	12	8	67.4	4	33.4	12	100.0	5,394	5,394	899	0	0	0	0	0	0	0	0	1	1	33.4	3	67.4	3	0.20	
72	Management of Staff (Group 2)	14-15 Nov 1996	2	0	0	0	9	75.4	3	25.4	12	9	75.4	3	25.4	12	100.0	10,788	5,394	899	0	0	0	0	0	0	0	0	1	1	33.4	3	67.4	3	0.70	
73	Management of Staff (Group 2)	19 Nov 1996	1	0	0	0	8	67.4	4	33.4	12	8	67.4	4	33.4	12	100.0	5,398	5,398	450	0	0	0	0	0	0	0	0	1	1	33.4	3	67.4	3	0.10	
74	Management of Staff (Group 3)	10-11 Feb 1997	2	0	0	0	13	65.4	7	35.4	20	13	65.4	7	35.4	20	100.0	4,257	2,129	213	0	0	0	0	0	0	0	0	1	1	100.0	0	0	1	0.07	
75	Management of Staff (Group 3)	24-26 Feb 1997	3	0	0	0	13	65.4	7	35.4	20	9	43.4	8	38.4	21	105.4	5,186	1,729	259	0	0	0	0	0	0	0	0	1	1	100.0	0	0	1	0.10	
76	Management of Staff (Group 4)	2-4 Jun 1997	3	0	0	0	13	72.4	5	28.4	18	13	72.4	5	28.4	18	100.0	9,100	3,033	506	0	0	0	0	0	0	0	0	1	1	33.4	2	67.4	3	0.30	
77	Management of Staff (Group 5)	5-9 Jun 1997	3	0	0	0	9	56.4	7	44.4	16	9	56.4	7	44.4	16	100.0	15,166	5,055	948	0	0	0	0	0	0	0	0	1	1	33.4	2	67.4	3	0.30	
78	Management of Staff (Group 6)	10-12 Jun 1997	3	0	0	0	9	56.4	7	44.4	16	9	56.4	7	44.4	16	100.0	9,100	3,033	569	0	0	0	0	0	0	0	0	1	1	33.4	2	67.4	3	0.30	
79	Negotiation Skills Group 1	20-21 Nov 1996	2	0	0	0	5	71.4	2	29.4	7	5	71.4	2	29.4	7	100.0	2,998	1,499	428	0	0	0	0	0	0	0	0	1	1	50.4	1	50.4	2	0.13	
80	Negotiation Skills Group 2	22-23 Nov 1996	2	0	0	0	5	83.4	1	17.4	6	5	83.4	1	17.4	6	100.0	2,998	1,499	500	0	0	0	0	0	0	0	0	1	1	50.4	1	50.4	2	0.13	
81	Negotiation Skills	27 March - 1 April 1997	3	0	0	0	21	81.4	5	19.4	26	21	81.4	5	19.4	26	100.0	9,291	3,097	357	0	0	0	0	0	0	0	0	2	2	100.0	0	0	2	0.20	
82	Financial Management	9-10 Dec 1996	2	0	0	0	17	94.4	1	6.4	18	17	94.4	1	6.4	18	100.0	940	470	52	0	0	0	0	0	0	0	0	1	1	100.0	0	0	1	0.07	
83	Foundation Modul. (Group 1)	5-7 Dec 1996	3	0	0	0	7	54.4	6	46.4	13	5	45.4	6	55.4	11	85.4	1,410	470	108	0	0	0	0	0	0	0	0	1	1	100.0	0	0	1	0.30	
84	Foundation Modul. (Group 2)	5-7 Dec 1996	3	0	0	0	7	54.4	6	46.4	13	5	45.4	6	55.4	11	85.4	1,410	470	108	0	0	0	0	0	0	0	0	1	1	100.0	0	0	1	0.30	
85	Foundation Modul. (Group 3)	16-18 Jan 1997	3	0	0	0	15	79.4	4	21.4	19	15	79.4	4	21.4	19	100.0	5,280	1,760	278	0	0	0	0	0	0	0	0	1	1	100.0	0	0	1	0.30	
86	Budget Management	13-14 Dec 1996	2	0	0	0	8	80.4	2	20.4	10	8	80.4	2	20.4	10	100.0	940	470	94	0	0	0	0	0	0	0	0	1	1	100.0	0	0	1	0.07	
87	Microeconomics I	6-8 Feb 1997	3	0	0	0	10	63.4	6	38.4	16	10	63.4	6	38.4	16	100.0	5,280	1,760	330	0	0	0	0	0	0	0	0	1	1	100.0	0	0	1	0.10	
88	Microeconomics II	13-15 Feb 1997	3	0	0	0	13	62.4	8	38.4	21	13	62.4	8	38.4	21	100.0	5,186	1,729	247	0	0	0	0	0	0	0	0	1	1	100.0	0	0	1	0.10	
89	Enterprise Development I	6-8 Feb 1997	3	0	0	0	13	62.4	8	38.4	21	13	62.4	8	38.4	21	100.0	5,280	1,760	251	0	0	0	0	0	0	0	0	1	1	100.0	0	0	1	0.10	
90	Enterprise Development II	13-15 Feb 1997	3	0	0	0	13	76.4	4	24.4	17	13	76.4	4	24.4	17	100.0	5,186	1,729	305	0	0	0	0	0	0	0	0	1	1	100.0	0	0	1	0.10	
91	Report Writing I	6-7 March 1997	2	0	0	0	12	80.4	3	20.4	15	12	80.4	3	20.4	15	100.0	3,716	1,858	248	0	0	0	0	0	0	0	0	0	1	1	33.4	2	67.4	3	0.20
92	Report Writing II	13-14 March 1997	2	0	0	0	16	94.4	1	6.4	17	16	94.4	1	6.4	17	100.0	3,716	1,858	219	0	0	0	0	0	0	0	0	0	1	1	100.0	0	0	1	0.70
93	Report Writing III	20-21 March 1997	2	0	0	0	7	64.4	4	36.4	11	7	64.4	4	36.4	11	100.0	3,716	1,858	338	0	0	0	0	0	0	0	0	0	1	1	100.0	0	0	1	0.07
94	Resrch Methods I	6-11 March 1997	5	0	0	0	15	68.4	7	32.4	22	15	68.4	7	32.4	22	100.0	11,149	2,330	507	0	0	0	0	0	0	0	0	0	1	1	100.0	0	0	2	0.13
95	Resrch Methods II	20-25 March 1997	5	0	0	0	21	81.4	5	19.4	26	21	81.4	5	19.4	26	100.0	11,149	2,330	429	0	0	0	0	0	0	0	0	0	1	1	100.0	0	0	2	0.13
96	Resrch Methods III	27 March - 1 April 1997	3	0	0	0	21	81.4	5	19.4	26	21	81.4	5	19.4	26	100.0	9,291	3,097	357	0	0	0	0	0	0	0	0	0	1	1	100.0	0	0	2	0.20
97	Trck. Modul.	11-17 April 1997	5	0	0	0	16	73.4	6	27.4	22	14	67.4	7	31.4	21	95.4	13,007	2,601	591	0	0	0	0	0	0	0	0	0	1	1	100.0	0	0	1	0.17
98	Asset Management	12-13 May 1997	2	0	0	0	6	75.4	2	25.4	8	6	75.4	2	25.4	8	100.0	6,121	3,061	765	0	0	0	0	0	0	0	0	0	1	1	100.0	0	0	1	0.07
99	Portfolio Management	16-17 May 1997	3	0	0	0	11	79.4	3	21.4	14	7	64.4	4	36.4	11	79.4	6,121	2,040	437	0	0	0	0	0	0	0	0	0	1	1	100.0	0	0	1	0.10
100	B.C.E. (Group 1)	17-19 Jun 1997	3	0	0	0	11	61.4	7	39.4	18	11	61.4	7	39.4	18	100.0	6,121	2,040	340	0	0	0	0	0	0	0	0	0	1	1	30.4	3	50.4	6	0.60
101	B.C.E. (Group 1 Continued)	22 Jul 97	1	0	0	0	11	61.4	7	39.4	18	11	61.4	7	39.4	18	100.0				0	0	0	0	0	0	0	0	1	1	30.4	3	50.4	6	0.20	
102	B.C.E. (Group 2)	19-20 Jun 1997	2	0	0	0	15	75.4	5	25.4	20	15	75.4	5	25.4	20	100.0	6,066	3,033	303	0	0	0	0	0	0	0	0	1	1	30.4	3	50.4	6	0.40	
103	B.C.E. (Group 2 Continued)	23 Jul 97	1	0	0	0	15	75.4	5	25.4	20	11	61.4	7	39.4	18	90.4				0	0	0	0	0	0	0	0	1	1	30.4	3	50.4	6	0.20	
104	B.C.E. (Group 3)	24-25 Jun 1997	2	0	0	0	13	65.4	7	35.4	20	13	65.4	7	35.4	20	100.0	6,066	3,033	303	0	0	0	0	0	0	0	0	0	1	1	30.4	3	50.4	6	0.40

ZIMBABWE MANPOWER DEVELOPMENT PROJECT 1993 - 1997 TRAINING PROGRAM STATISTICS

FISCAL YEAR 1997 PROGRAM STATISTICS	Program Dates	Total Training Days	SMIs Enrolled N	SMIs Completed N %	Men Enrolled N %	Women Enrolled N %	Total Enrolled N	Men Completed N %	Women Completed N %	Total Completed N %	Prog. Cost (US\$)	Prog. Cost/ Day	Prog. Cost/ Partic	Partic Contrib Cash	% Contrib Cash	Partic Contrib In Kind	Partic Contrib Total	% Contrib Total	Partic Days	Partic Person Months	TP Terms	TRAINERS/ TA				Tr/TA Person Months							
																						Men	%	Women	%		Total						
C. MINISTRY OF INDUSTRY AND COMMERCE (COMPUTER TRAINING)																																	
109	Keyboard Skills A	20-21 Nov 1996	2	0	0	0%	6	80%	1	14%	7	4	80%	1	20%	5	71%	153	77	22	0	0%	10	0.33	1	1	100%	0	0	1	0.07		
110	Introduction to Computers A	23 Nov 1996	1	0	0	0%	7	80%	1	14%	8	4	80%	1	20%	5	63%	154	354	44	0	0%	5	0.17	1	1	100%	0	0	1	0.04		
111	Introduction to Word A	2-5 December 1996	4	0	0	0%	7	64%	4	36%	11	4	50%	4	50%	8	73%	283	983	26	0	0%	12	1.07	1	1	100%	0	0	1	0.13		
112	Powerpoint A	16-17 December 1996	3	0	0	0%	8	80%	1	11%	9	4	80%	1	20%	5	56%	247	82	27	0	0%	13	0.50	1	1	100%	0	0	1	0.10		
113	Introduction to Windows 3.1A	16-19 December 1996	3	0	0	0%	7	78%	2	22%	9	6	75%	2	25%	8	89%	401	134	45	0	0%	24	0.80	1	1	100%	0	0	1	0.10		
114	Introduction to Excel A	16-19 December 1996	4	0	0	0%	8	80%	2	20%	10	6	75%	2	25%	8	80%	511	133	53	0	0%	27	1.07	1	1	100%	0	0	1	0.13		
115	Introduction to Access A	18-19 December 1996	2	0	0	0%	8	80%	2	20%	10	6	75%	2	25%	8	80%	405	203	41	0	0%	16	0.53	1	1	100%	0	0	1	0.07		
116	Keyboard Skills B	21-22 Nov 1996	2	0	0	0%	5	64%	3	38%	8	3	50%	3	50%	6	75%	153	77	19	0	0%	12	0.40	1	1	100%	0	0	1	0.07		
117	Introduction to Computers B	11 Jan 97	1	0	0	0%	6	86%	1	14%	7	4	80%	1	20%	5	71%	154	354	51	0	0%	5	0.17	1	1	100%	0	0	1	0.04		
118	Introduction to Word B	9-11 January 1997	3	0	0	0%	8	89%	1	13%	9	7	88%	1	13%	8	89%	283	94	31	0	0%	24	0.80	1	1	100%	0	0	1	0.10		
119	Introduction to Windows 3.1B	18 Jan 97	1	0	0	0%	9	82%	2	18%	11	6	75%	2	25%	8	73%	401	401	36	0	0%	8	0.27	1	1	100%	0	0	1	0.04		
120	Introduction to Excel B	13-15 January 1997	3	0	0	0%	15	88%	2	12%	17	6	75%	2	25%	8	47%	511	177	31	0	0%	24	0.80	1	1	100%	0	0	1	0.10		
121	Introduction to Access B	22-23 January 1997	2	0	0	0%	7	78%	2	22%	9	6	75%	2	25%	8	89%	405	203	45	0	0%	16	0.53	1	1	100%	0	0	1	0.07		
122	Powerpoint B	23-24 January 1997	2	0	0	0%	2	67%	1	33%	3	4	80%	1	20%	5	167%	247	124	82	0	0%	10	0.33	1	1	100%	0	0	1	0.07		
123	Keyboard Skills C	7-9 January 1997	3	0	0	0%	9	90%	1	10%	10	5	83%	1	17%	6	60%	153	51	15	0	0%	18	0.60	1	1	100%	0	0	1	0.10		
124	Introduction to Computers C	14-16 January 1997	3	0	0	0%	9	80%	1	10%	10	4	80%	1	20%	5	50%	354	118	35	0	0%	15	0.50	1	1	100%	0	0	1	0.10		
125	Introduction to Windows 3.1C	20-23 January 1997	3	0	0	0%	3	64%	2	40%	5	6	75%	2	25%	8	160%	401	134	80	0	0%	24	0.80	1	1	100%	0	0	1	0.10		
126	Introduction to Word C	21-24 January 1997	3	0	0	0%	9	82%	2	18%	11	6	75%	2	25%	8	73%	283	94	26	0	0%	24	0.80	1	1	100%	0	0	1	0.10		
127	Introduction to Excel C	27-30 January 1997	4	0	0	0%	5	71%	2	29%	7	6	75%	2	25%	8	114%	511	133	76	0	0%	32	1.07	1	1	100%	0	0	1	0.13		
128	Introduction to Access C	26 Jan 97	1	0	0	0%	6	75%	2	25%	8	6	75%	2	25%	8	100%	405	405	51	0	0%	8	0.27	1	1	100%	0	0	1	0.04		
129	Keyboard Skills D	8-9 January 1997	2	0	0	0%	6	86%	1	14%	7	5	83%	1	17%	6	86%	153	77	23	0	0%	17	0.40	1	1	100%	0	0	1	0.07		
130	Introduction to Excel D	29-31 January 1997	3	0	0	0%	7	78%	2	22%	9	6	75%	2	25%	8	89%	511	177	59	0	0%	24	0.80	1	1	100%	0	0	1	0.10		
131	Introduction to Access D	1 Feb 97	1	0	0	0%	8	80%	2	20%	10	6	75%	2	25%	8	80%	405	405	41	0	0%	8	0.27	1	1	100%	0	0	1	0.04		
132	Introduction to Word D	3-6 February 1997	3	0	0	0%	4	67%	2	33%	6	6	75%	2	25%	8	133%	983	94	47	0	0%	24	0.80	1	1	100%	0	0	1	0.10		
133	Introduction to Word E	26-28 February 1997	3	0	0	0%	4	57%	3	43%	7	5	63%	3	38%	8	114%	283	94	40	0	0%	24	0.80	1	1	100%	0	0	1	0.10		
134	Keyboard Skills (Group F)	1-2 April 1997	2	0	0	0%	5	83%	1	17%	6	5	83%	1	17%	6	100%	153	77	26	0	0%	17	0.40	1	1	100%	1	50%	1	50%	2	0.13
135	Windows 3.1 (Group F)	4-9 April 1997	6	0	0	0%	7	100%	0	0%	7	7	100%	0	0%	7	100%	401	67	57	0	0%	42	1.40	1	1	100%	1	50%	1	50%	2	0.40
136	Access (Group F)	5-7 May 1997	3	0	0	0%	8	100%	0	0%	8	8	100%	0	0%	8	100%	0	0	0	0	0%	24	0.80	1	1	100%	1	50%	1	50%	2	0.70
137	Excel (Group F)	8-9 May 1997	2	0	0	0%	7	100%	0	0%	7	7	100%	0	0%	7	100%	0	0	0	0	0%	14	0.47	1	1	100%	1	50%	1	50%	2	0.13
138	Powerpoint (Group F)	9-12 May 1997	2	0	0	0%	8	73%	3	27%	11	8	73%	3	27%	11	100%	0	0	0	0	0%	33	0.73	1	1	100%	1	50%	1	50%	2	0.13
139	Word (Group F)	19-22 May 1997	4	0	0	0%	8	80%	2	20%	10	8	80%	2	20%	10	100%	0	0	0	0	0%	40	1.11	1	1	100%	1	50%	1	50%	2	0.77
140	Keyboard Skills (Group G)	1-3 April 1997	3	0	0	0%	13	87%	2	13%	15	13	87%	2	13%	15	100%	153	51	10	0	0%	45	1.50	1	1	100%	1	50%	1	50%	2	0.40
141	Windows 3.1 (Group G)	7-9 April 1997	3	0	0	0%	13	87%	2	13%	15	13	87%	2	13%	15	100%	401	134	77	0	0%	45	1.50	1	1	100%	1	50%	1	50%	2	0.40
142	Powerpoint (Group G)	5-6 May 1997	2	0	0	0%	8	80%	2	20%	10	8	80%	2	20%	10	100%	0	0	0	0	0%	30	0.67	1	1	100%	1	50%	1	50%	2	0.13
143	Access (Group G)	12-14 May 1997	3	0	0	0%	7	100%	0	0%	7	7	100%	0	0%	7	100%	0	0	0	0	0%	21	0.70	1	1	100%	1	50%	1	50%	2	0.70
144	Excel (Group G)	22-23 May 1997	2	0	0	0%	5	83%	1	17%	6	5	83%	1	17%	6	100%	0	0	0	0	0%	17	0.40	1	1	100%	1	50%	1	50%	2	0.13
145	Keyboard Skills (Group H)	4-5 April 1997	2	0	0	0%	8	100%	0	0%	8	8	100%	0	0%	8	100%	153	77	19	0	0%	16	0.53	1	1	100%	1	50%	1	50%	2	0.13
146	Windows 3.1 (Group H)	10-12 April 1997	2	0	0	0%	7	100%	0	0%	7	7	100%	0	0%	7	100%	401	143	57	0	0%	14	0.47	1	1	100%	1	50%	1	50%	2	0.13
147	Word (Group H)	14-16 April 1997	3	0	0	0%	7	100%	0	0%	7	7	100%	0	0%	7	100%	283	94	40	0	0%	21	0.70	1	1	100%	1	50%	1	50%	2	0.70

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Zimbabwe Manpower Development Project (ZIMMAN II)  
USAID Contract Number 623-0229-C-00-2082-00  
AED Contract Number 61-2217-00  
**Final Project Report**  
Report Period 01 October 1992 to 30 September 1997

## APPENDIX D

### BSC TRAINING IMPACT SUMMARY

Zimbabwe Manpower Development Project (ZIMMAN)  
**BSC Training Impact Summary**  
 Final Report 15 July 1997

**I. Introduction**

This report covers the results of the ZIMMAN post-training impact assessment conducted one year after the six 5-module Business Success Competency (BSC) training series were completed. The training was conducted for three purposes (market-demand testing, product-suitability testing, and trainer-competency testing) as part of achieving the Project's goal of developing a support industry for SME businesses in Zimbabwe

The training was offered both publicly (newspaper advertising) and through the Indigenous Commercial Farmers Union (ICFU). Participants were grouped by geographic area for ease of access to the training venue. They were a self-selected group who paid for the training in cash, and who received a USAID ZIMMAN Project price subsidy.

All participants who were certified competent in all 32 modules were interviewed by a team consisting of Project staff and ICFU staff. All post-training impact information is reported by these certified farm owner-managers who were participants in the six series (Bindura, Karoi, Mvurwi, Kadoma, Chinhoyi, and Rusape) at the end of 1995 and in 1996. An open-ended interview technique using the same set of questions for each respondent was employed in collecting the impact information.

**II. Quantitative Impact**

Primary impact measurement areas related to the recipient of the training are changes in sales and employment. Sustainability measurement related to the market include the perceived value of the course and the calculated return on investment for every dollar of course cost. The training results reported by the 36 owner-managers as directly attributable to the course are:

- Sales increased by a total of Z\$77.6 million for the 36 businesses
- Employment increased by a total of 1,120 for the 36 businesses
- The business owner-managers value the course at over Z\$2.1 million per farm
- The average calculated return on investment is Z\$111 for every dollar (cash and in-kind) invested in the training

The census indicates that for the 36 participating owner-managers, the return from the training were significant. Average changes (percent and Zimbabwe dollar) in gross sales, labor productivity, and employment are shown in Table One.

Table One Average Changes, by Year, and Average Unit Change

Average Changes Directly Attributed to the ZIMMAN BSC Training	1st Yr Actual	2nd Yr Projected	Two Year Change
• Gross sales increased	92%	237%	Z\$2,154,867
• Productivity (sales per employee) increased	46%	108%	Z\$47,059
• Full-time employment increased	32%	62%	15
• Part-time employment increased	26%	65%	18

In further analyzing the results (Table Two), the range of reported sales is wide, but with a clear trend towards significant improvement

Table Two Range of Reported Gross Sales and Percent Change, By Year (All Participants)

Range of Reported Sales	Yr0 95-96	Yr1 96-97	Yr2 97-98	Yr0-Yr1 Δ%	Yr1-Yr2 Δ%	Yr0-Yr2 Δ%
Highest (All)	4,500,000	7,500,000	10,000,000	49,999,900%	700%	399,999,900%
Average (All)	908,058	1,743,368	3,062,925	92%	76%	237%
Lowest (All)	-409,000	108,000	412,000	-6%	1%	3%

Table Three shows the results of a test of the effect of removing the highest and lowest sales figures. Note that dropping the extremes has an overall enhancing effect on the percent changes for both the average and the low-end of the range

Table Three Range of Reported Gross Sales and Percent Change, By Year (High & Low Scores Dropped)

Range of Reported Sales	Yr0 95-96	Yr1 96-97	Yr2 97-98	Yr0-Yr1 Δ%	Yr1-Yr2 Δ%	Yr0-Yr2 Δ%
Highest (-h)	3,500,000	7,500,000	9,784,300	22,999,900%	567%	59,999,900%
Average (-h-l)	841,150	1,661,948	2,936,862	98%	77%	249%
Lowest (-l)	1	217,840	451,000	2%	13%	41%

In analyzing the range of the reported sales figures, we investigated potential reasons for the ranges in each year, base-year (1995-96 growing season), one-year post (1996-97 growing season), and two-year post (1997-98 growing season).

#### A Base Year Range

The range of sales figures for the base year is due to the full potential range of business success and failure variables. For example, some farms were producing low profit margin crops, some were producing high profit margin crops, some farms were not managed by the owner, some were; some farms were not managed to a plan, some were, some farms were financially well-managed, some were not. The primary variables, as in most cases of differences in gross sales, were the degree of owner business management experience, the degree of owner drive for results, and the degree of owner implementation of business systems; all other technical knowledge variables were secondary

#### B Year-One Range

The range of sales figures for the first post-training year is due almost entirely to the degree of implementation of the series competencies, those that fully implemented the learnings produced the best sales and the best profits

#### C Year-Two Range

The range of sales figures for the second post-training year are due to the varying degrees of readiness for and commitment to business growth those that were preparing for business growth did, others used this year as a consolidating year, to prepare for

growth in the third year, still others did not have the business drive to grow, even though they had the capacity to do so. In analyzing the data further, a sort by base year gross sales (Table Four) shows that the worst performing (lowest gross sales in the base year) quartiles made the largest percent improvements in sales. This suggests that the training is not only useful for relatively healthy businesses, but also for businesses in severe turn-around situations.

Table Four Average Quartile Gross Sales Changes, by Year (Zimbabwe Dollars and Percent)

AVERAGES	Yr0	Yr1	Yr2	Yr0-Yr1	Yr1-Yr2	Yr0-Yr2
4th Quartile	-7,389	496,667	1,481,333	6,822%	198%	20,149%
3rd Quartile	381,833	1,293,138	2,408,000	239%	86%	531%
2nd Quartile	866,899	1,404,778	2,699,111	62%	92%	211%
1st Quartile	2,390,889	3,778,889	5,663,256	58%	50%	137%

### III. Qualitative Impact Areas

#### A. Business Loan Payments

It was not until the one-year post training impact evaluation had begun, that we learned the Indigenous Commercial Farmers Union (ICFU) had gone to the government in mid-1995 pleading that their members' farms not be sold. Most of the Bindura group of farmers had seriously delinquent loans from the Agriculture Finance Corporation (AFC), many farms had already been advertised for sale. This single set of foreclosures would mean that over 400 jobs and 5,300 hectares of farm land were in jeopardy. ICFU convinced government to intervene and to give the farmers one year to take and implement the ZIMMAN 5-module Business Success Competency (BSC) training course before the foreclosure process would continue. Many of the farms in the other five series (Karoi, Mvurwi, Kadoma, Chinhoyi, and Rusape) were in the same situation.

Of the 36 farms certified in all 32 competencies from these first five courses, not one has required foreclosure. Using earnings made in the first year after the training, 21 farms have paid off all loans, 10 farms have made payments amounting to 50%-80% of their loans, and 5 farms have negotiated new terms based on their current business earnings.

#### B. Business Awards

One participant was elected the first indigenous director of the Burley Tobacco Marketing Association and another participant was chosen as the Rothman's Small Scale Tobacco Grower of the Year (1996) - Second Runner-Up, both participants attribute these honors to the changes they made from the ZIMMAN course.

#### C. Product Diversification and Multiple-Cropping

Nearly all the participating farms were growing the same, traditional, low profit margin crops (maize and cotton) before the training, most were also only growing a single crop each season. After training, all farms shifted into high profit margin crops

(tobacco and horticulture) and began growing crops in succession, in companion plantings, and in every season, which significantly increased their effective growing hectareage and actual sales potential

#### D Labor Structure

Most farms were very heavily staffed by full-time employees before the training, resulting in low productivity and high costs. After the training, all but one farm shifted their balance to more casual labor with a smaller base of full-time staff. They all had under-supported their labor-force, and changed to much higher employee-support levels after the training. This new support included building worker housing, recreational facilities, and schools for the children. Plus, nearly all farms were managed by a single person without using the advantages of teamwork. All farms added supervisory staff, developed self-managed teams, and instituted performance incentives for all levels of workers. All farms increased the base pay rates to become more competitive with other employers and to retain trained workers.

#### E Succession Planning and Expanding Management Capacity

Little attention had been given to replacing the owner-manager. After the training, all farms developed succession plans and immediately increased the experience base (delegation and responsibilities) of their interested children and professional supervisors. Thirty-four of the 36 farms (94%) requested the identical BSC course for their children and their supervisors, and thirty-five of the 36 farms (97%) requested an advanced course for themselves; all at full market-price.

#### F. Financial and Technical Independence

During the impact interviews, each owner-manager was asked about additional support desired after the Project closed. Twenty-four of 36 (67%) requested technical assistance (TA) for crops, 27 (75%) requested TA for general management support, and only 4 (11%) requested TA for financial management.

When asked about access to capital after training, 4 (11%) requested access to funding for operations, 15 (42%) requested access to irrigation/dam financing, and 19 (53%) requested access to equipment financing. Before the training, nearly all had requested funding for operations, after the training, all participants are requesting appropriate financing for their situations.

#### G. Willingness to Pay Full Market Price for Training

Many factors underpin "full-market price" sustainability. For the purposes of this Project, the most important factors in charging for the training are: the perceived-value of the training program and the training provider, the affordability of the training, the cost and perceived-value of competing products/services, and the willingness to pay

### 1 Training Program Value

The participants reported that the BSC series is worth more than Z\$2.1 million (average) over two years and that the return on investment is over Z\$111 for every dollar of the cost.

### 2 Training Provider Value

The Project developed training-of-trainers certification courses to screen trainers and to provide third-party evaluation of trainers, only 20 of 96 trainers entering the series were certified. The participants have given very high marks to the trainers certified by the Project and have requested them to develop other training products at full-cost pricing.

### 3 Affordability:

While the 1995-1997 BSC course training costs were partially subsidized to penetrate the market, subsequent owner-manager requests for training for themselves and for their families and staff are at full costs. All participants said the price was well within their ability and willingness to pay, and good value for money.

4 Competing Products and Services Value and Cost: ZIMMAN's 1993 and 1994 nation-wide surveys of 2,000 SME owner-managers revealed considerable anger among SME owner-managers about the products and services they had received from Zimbabwe's training providers. No other new training programs have been introduced into Zimbabwe to this date. Zimbabwe's trainers/consultants were perceived as offering services irrelevant to SME needs, as having less business experience than the SME owner-managers, and as having no personal experience implementing what they were teaching in a business environment. At this time, there are no other training courses that have any perceived value to the SME owner-manager. The cost of the BSC series is 75% of the average cost of all other training courses currently being offered in Zimbabwe.

5. Willingness to Pay. The demand for follow-up courses at full-price from these 36 owner-managers indicates a high willingness to pay for a course that is proven to increase revenue and profits, delivered by certified trainers who are experienced in the industry, at prices that are lower than other (lower impact) training courses, that have an average ROI of Z\$111 for every dollar invested, and that are supported by the relevant industry associations and financial institutions.

## IV. Transfer of Responsibility

The Project has transferred responsibility for the BSC program to local organisations. ICFU has sponsored ten series of this 32-day training program and plans to continue offering this series as an in-house program for its members. For the last three series, the participants paid 80% of the full cost of the training in cash, full market price recovery is expected before September. Zimbabwe Development Bank (ZDB) is providing 12 month-2% loans for this program and AFC is adding the cost of the program to their customers' existing business loan packages.

Similar support is under consideration by both the Small Enterprise Development Corporation (SEDCO) and by Barclays Bank

ZDB has completed its first loan officer training program using the ZIMMAN 5-module BSC training course to improve their ability to make and to service SME loans, the second series will be conducted after the ZIMMAN Project closes support operations. SEDCO and Barclays have requested their loan officers and in-house trainers be enrolled in the second series with ZDB. The banks are paying 100% of the full cost of the training in cash. All four banks have requested the list of certified SME owner-manager participants to use for their active loan sales efforts. And, two microenterprise finance institutions (Zimbabwe Women's Finance Trust and Zimbabwe Women's Bureau) are asking for a special course for their staff to develop the capacity to train their members in a microenterprise version of the BSC series.

To date, 53 SME farm owner-managers and 7 loan officers from Zimbabwe Development Bank have been certified in all five modules of the BSC training. Also, 20 trainers have been certified to deliver all five modules of the BSC training, they have the capacity to train over 3,000 business owner-managers per year in the full BSC series, and to re-design it for any industry and business size. The Zimbabwe National Chamber of Commerce has one trainer certified, and intends to offer the BSC series as an in-house service to members.

## V. Possible Mitigating Factors

Because of the significant results reported by the participants, it is expected that questions will be raised regarding the possible influence of factors such as rainfall and commodity price changes. These and another possible mitigating factor have been examined to determine if they had an instrumental role in effecting the census results. Our analysis shows that the training and no other outside circumstance was the basis for the substantial increases in revenue and employment.

### A Rainfall:

The base year (1995-96) is considered a "good" rain year and the massive rainfall in 1996-97 actually reduced expected yield and sales per hectare; see Table Five. Participants believe that if 1996-97 rainfall had been the same as 1995-96, they would have had significantly higher gross sales for 1996-97 than estimated. Rainfall was not a factor effecting sales or labor productivity, but rainfall was a small factor effecting part-time or casual labor usage increases, due to the urgency of flood control measures and getting the crop harvested in time.

### B Crop Prices:

The gross sales estimates used for 1996-97 and 1997-98 are based on the 1995-96 crop prices. While both yield and quality have dramatically improved, no corresponding price increases have been factored into the participants' estimates, this ensued a conservative estimate. Crop prices were not a factor.

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Table Five Rainfall, by Annual Rainy Season

RAINFALL 95-96/96-97	Normal	Oct95-Apr96		Oct96-Apr97	
	mm	mm	%	mm	%
Bindura	818	748	91%	955	117%
Chinhoyi	812	858	106%	931	115%
Gweru	650	728	112%	913	140%
Kadoma	750	514	69%	932	124%
Karoi	817	733	90%	1,084	133%
Mt Darwin	767	686	89%	1,266	165%
Mvurwi	845	806	95%	1,337	158%
Rusape	405	724	179%	966	239%

Source Rainfall Section - Meteorological Department, Government of Zimbabwe

C Normal Annual Improvements in Management Practices

All participants report using the same previous traditional practices for the past five years or more, with no change from year to year. They report that the changes they made are solely based on the ZIMMAN training. Normal (and expected) annual improvements in management practices were not a factor.



- Attachments. BSC Training Impact Analysis Individual Farm Statistics Impact Analysis (Sales)
- Impact Analysis (Sales) Sorted by Base Year Revenue
- Support Requested

af

BSC Training Impact Analysis  
(2-9-97)

FARM	PRE TRAINING	POST (1Yr) TRAINING	POST (2Yr) TRAINING	CHANGE (ONE YR)		CHANGE (TWO YR)		Training VALUE	Training ROI
				N or Z\$	%	N or Z\$	%		
<b>Farm A</b>								\$3 000 000	\$142
Cultv Hectares	140	165	230	25	18%	90	64%		
FT Staff	24	34	45	10	42%	21	88%		
PT Staff	16	21	50	5	31%	34	213%		
Sales	\$1,600,000	\$3,300,000	\$4,600,000	\$1 700 000	106%	\$3 000 000	188%		T
Productivity	\$66 667	\$97 059	\$102,222	\$30,392	46%	\$35 556	53%		
<b>Farm B</b>								\$2 675 000	\$126
Cultv Hectares	90	181	160	91	101%	70	78%		
FT Staff	10	20	20	10	100%	10	100%		
PT Staff	30	70	70	40	133%	40	133%		
Sales	\$1 125 000	\$1 900,000	\$3,800,000	\$775,000	69%	\$2,675 000	238%		NT
Productivity	\$112,500	\$95 000	\$190,000	-\$17,500	-16%	\$77 500	69%		
<b>Farm C</b>								\$3 300 000	\$156
Cultv Hectares	161	161	161	0	0%	0	0%		
FT Staff	80	160	160	80	100%	80	100%		
PT Staff	40	40	40	0	0%	0	0%		
Sales	\$500,000	\$2,100,000	\$3,800,000	\$1,600,000	320%	\$3,300,000	660%		NT
Productivity	\$6,250	\$13,125	\$23 750	\$6,875	110%	\$17 500	280%		
<b>Farm D</b>								\$600 000	\$28
Cultv Hectares	62	47	72	-15	-24%	10	16%		
FT Staff	10	15	15	5	50%	5	50%		
PT Staff	20	40	40	20	100%	20	100%		
Sales	\$0	\$230,000	\$600,000	\$230,000	23,000 000%	\$600,000	60,000,000%		T
Productivity	\$0	\$15,333	\$40,000	\$15,333	1,533,333%	\$40 000	4 000 000%		
<b>Farm E</b>								\$4,560,000	\$216
Cultv Hectares	460	372	372	-88	-19%	-88	-19%		
FT Staff	30	15	15	-15	-50%	-15	-50%		
PT Staff	50	40	40	-10	-20%	-10	-20%		
Sales	\$440,000	\$4,427,000	\$5,000,000	\$3,987,000	906%	\$4,560,000	1,036%		NT
Productivity	\$14,667	\$295,133	\$333,333	\$280,467	1,912%	\$318 667	2,173%		
<b>Farm F</b>								\$900 000	\$42
Cultv Hectares	300	193	292	-107	-36%	-8	-3%		
FT Staff	20	15	40	-5	-25%	20	100%		
PT Staff	100	65	100	-35	-35%	0	0%		
Sales	\$100,000	\$500,000	\$1,000,000	\$400,000	400%	\$900,000	900%		NT
Productivity	\$5,000	\$33,333	\$25,000	\$28,333	567%	\$20 000	400%		
<b>Farm G</b>								\$5 284 300	\$251
Cultv Hectares	410	385	410	-25	-6%	0	0%		
FT Staff	15	40	40	25	167%	25	167%		
PT Staff	40	100	100	60	150%	60	150%		
Sales	\$4,500,000	\$6,000,000	\$9,784,300	\$1,500,000	33%	\$5,284,300	117%		NT
Productivity	\$300,000	\$150 000	\$244,608	-\$150,000	-50%	-\$55 393	-18%		
<b>Farm H</b>								\$1 500 000	\$70
Cultv Hectares	200	250	250	50	25%	50	25%		
FT Staff	10	25	30	15	150%	20	200%		
PT Staff	0	75	75	75	7,500%	75	7,500%		
Sales	\$1,500,000	\$2,050 000	\$3,000,000	\$550,000	37%	\$1,500 000	100%		NT
Productivity	\$150 000	\$82 000	\$100 000	-\$68 000	-45%	-\$50 000	-33%		
<b>Farm I</b>								\$2 985 000	\$141
Cultv Hectares	32	25	40	-7	-22%	8	25%		
FT Staff	25	40	50	15	60%	25	100%		
PT Staff	0	50	70	50	5,000%	70	7,000%		
Sales	\$15 000	\$1,500,000	\$3,000,000	\$1,485 000	9 900%	\$2 985 000	19 900%		T
Productivity	\$600	\$37 500	\$60,000	\$36,900	6,150%	\$59 400	9 900%		
<b>Farm J</b>								\$3 800 000	\$180
Cultv Hectares	100	150	160	50	50%	60	60%		
FT Staff	40	70	70	30	75%	30	75%		
PT Staff	20	15	20	-5	-25%	0	0%		
Sales	\$3,500 000	\$5,500 000	\$7,300 000	\$2 000,000	57%	\$3 800 000	109%		T
Productivity	\$87 500	\$78,571	\$104,286	-\$8 929	-10%	\$16 786	19%		
<b>Farm K</b>								\$2 887 700	\$137
Cultv Hectares	70	95	100	25	36%	30	43%		
FT Staff	35	65	75	30	86%	40	114%		
PT Staff	25	45	45	20	80%	20	80%		
Sales	\$612,300	\$2,100 000	\$3,500 000	\$1,487,700	243%	\$2,887 700	472%		T
Productivity	\$17,494	\$32 308	\$46,667	\$14 813	85%	\$29 172	167%		
<b>Farm L</b>								\$4 100 000	\$194
Cultv Hectares	70	70	70	0	0%	0	0%		
FT Staff	54	83	85	29	54%	31	57%		
PT Staff	0	0	0	0	0%	0	0%		
Sales	\$1 600,000	\$2 100 000	\$5,700 000	\$500,000	31%	\$4 100 000	256%		T
Productivity	\$29,630	\$25,301	\$67,059	-\$4,328	-15%	\$37 429	126%		

BSC Training Impact Analysis  
(2-9-97)

FARM	PRE TRAINING	POST (1Yr) TRAINING	POST (2Yr) TRAINING	CHANGE (ONE YR)		CHANGE (TWO YR)		Training VALUE	Training ROI
				N or Z\$	%	N or Z\$	%		
<b>Farm M</b>								\$2,050,000	\$97
Cultv Hectares	30	30	30	0	0%	0	0%		
FT Staff	35	35	55	0	0%	20	57%		
PT Staff	10	10	50	0	0%	40	400%		
Sales	\$750,000	\$1,400,000	\$2,800,000	\$650,000	87%	\$2,050,000	273%		T
Productivity	\$21,429	\$40,000	\$50,909	\$18,571	87%	\$29,481	138%		
<b>Farm N</b>								\$2,538,000	\$120
Cultv Hectares	25	60	90	35	140%	65	260%		
FT Staff	25	25	50	0	0%	25	100%		
PT Staff	10	10	20	0	0%	10	100%		
Sales	\$462,000	\$915,000	\$3,000,000	\$453,000	98%	\$2,538,000	549%		T
Productivity	\$18,480	\$36,600	\$60,000	\$18,120	98%	\$41,520	225%		
<b>Farm O</b>								\$3,282,000	\$155
Cultv Hectares	40	48	50	8	20%	10	25%		
FT Staff	30	32	40	2	7%	10	33%		
PT Staff	35	55	50	20	57%	15	43%		
Sales	\$1,218,000	\$2,100,000	\$4,500,000	\$882,000	72%	\$3,282,000	269%		T
Productivity	\$40,600	\$65,625	\$112,500	\$25,025	62%	\$71,900	177%		
<b>Farm P</b>								\$990,000	\$59
Cultv Hectares	34	34	35	0	0%	1	3%		
FT Staff	15	20	35	5	33%	20	133%		
PT Staff	10	10	20	0	0%	10	100%		
Sales	\$510,000	\$750,000	\$1,500,000	\$240,000	47%	\$990,000	194%		T
Productivity	\$34,000	\$37,500	\$42,857	\$3,500	10%	\$8,857	26%		
<b>Farm Q</b>								\$1,609,000	\$97
Cultv Hectares	50	53	52	3	6%	2	4%		
FT Staff	15	7	20	-8	-53%	5	33%		
PT Staff	25	30	40	5	20%	15	60%		
Sales	-\$409,000	\$255,000	\$1,200,000	\$664,000	162%	\$1,609,000	393%		T
Productivity	-\$27,267	\$36,429	\$60,000	\$63,695	234%	\$87,267	320%		
<b>Farm R</b>								\$6,700,000	\$405
Cultv Hectares	70	140	180	70	100%	110	157%		
FT Staff	40	45	60	5	13%	20	50%		
PT Staff	100	50	80	-50	-50%	-20	-20%		
Sales	\$3,300,000	\$7,500,000	\$10,000,000	\$4,200,000	127%	\$6,700,000	203%		T
Productivity	\$82,500	\$166,667	\$166,667	\$84,167	102%	\$84,167	102%		
<b>Farm S</b>								\$415,000	\$24
Cultv Hectares	10	14	12	4	40%	2	20%		
FT Staff	4	8	12	4	100%	8	200%		
PT Staff	40	16	20	-24	-60%	-20	-50%		
Sales	\$485,000	\$735,000	\$900,000	\$250,000	52%	\$415,000	86%		T
Productivity	\$121,250	\$91,875	\$75,000	-\$29,375	-24%	-\$46,250	-38%		
<b>Farm T</b>								\$2,800,000	\$169
Cultv Hectares	30	30	70	0	0%	40	133%		
FT Staff	23	21	40	-2	-9%	17	74%		
PT Staff	60	110	150	50	83%	90	150%		
Sales	\$1,200,000	\$1,700,000	\$4,000,000	\$500,000	42%	\$2,800,000	233%		T
Productivity	\$52,174	\$80,952	\$100,000	\$28,778	55%	\$47,826	92%		
<b>Farm U</b>								\$2,000,000	\$60
Cultv Hectares	15	44	45	29	193%	30	200%		
FT Staff	5	10	15	5	100%	10	200%		
PT Staff	5	20	30	15	300%	25	500%		
Sales	\$500,000	\$1,500,000	\$2,500,000	\$1,000,000	200%	\$2,000,000	400%		NT
Productivity	\$100,000	\$150,000	\$166,667	\$50,000	50%	\$66,667	67%		
<b>Farm V</b>								\$296,500	\$13
Cultv Hectares	20	20	45	0	0%	25	125%		
FT Staff	6	4	9	-2	-33%	3	50%		
PT Staff	8	8	12	0	0%	4	50%		
Sales	\$154,500	\$217,840	\$451,000	\$63,340	41%	\$296,500	192%		NT
Productivity	\$25,750	\$54,460	\$50,111	\$28,710	111%	\$24,361	95%		
<b>Farm W</b>								\$1,050,000	\$49
Cultv Hectares	28	105	115	77	275%	87	311%		
FT Staff	15	18	25	3	20%	10	67%		
PT Staff	5	25	10	20	400%	5	100%		
Sales	\$150,000	\$350,000	\$1,200,000	\$200,000	133%	\$1,050,000	700%		NT
Productivity	\$10,000	\$19,444	\$48,000	\$9,444	94%	\$38,000	380%		
<b>Farm X</b>								\$1,113,610	\$52
Cultv Hectares	160	173	200	13	8%	40	25%		
FT Staff	18	18	24	0	0%	6	33%		
PT Staff	60	40	50	-20	-33%	-10	-17%		
Sales	\$986,390	\$1,200,000	\$2,100,000	\$213,610	22%	\$1,113,610	113%		NT
Productivity	\$54,799	\$66,667	\$87,500	\$11,867	22%	\$32,701	60%		

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BSC Training Impact Analysis  
(2-9-97)

FARM	PRE TRAINING	POST (1Yr) TRAINING	POST (2Yr) TRAINING	CHANGE (ONE YR)		CHANGE (TWO YR)		Training VALUE	Training ROI
				N or Z\$	%	N or Z\$	%		
<b>Farm Y</b>								\$890,000	\$41
Cultv Hectares	45	40	5	-5	-11%	-40	-89%		
FT Staff	2	5	5	3	150%	3	150%		
PT Staff	37	4	5	-33	-89%	-32	-86%		
Sales	\$30,000	\$527,000	\$920,000	\$497,000	1,657%	\$890,000	2,967%		NT
Productivity	\$15,000	\$105,400	\$184,000	\$90,400	603%	\$169,000	1,127%		
<b>Farm Z</b>								\$1,256,000	\$58
Cultv Hectares	72	73	165	1	1%	93	129%		
FT Staff	10	8	12	-2	-20%	2	20%		
PT Staff	20	27	60	7	35%	40	200%		
Sales	\$380,000	\$484,400	\$1,636,000	\$104,400	27%	\$1,256,000	331%		NT
Productivity	\$38,000	\$60,550	\$136,333	\$22,550	59%	\$98,333	259%		
<b>Farm AA</b>								\$1,700,000	\$79
Cultv Hectares	250	175	170	-75	-30%	-80	-32%		
FT Staff	50	30	20	-20	-40%	-30	-60%		
PT Staff	60	90	60	30	50%	0	0%		
Sales	\$1,800,000	\$2,900,000	\$3,500,000	\$1,100,000	61%	\$1,700,000	94%		NT
Productivity	\$36,000	\$96,667	\$175,000	\$60,667	169%	\$139,000	386%		
<b>Farm BB</b>								\$383,600	\$23
Cultv Hectares	140	160	160	20	14%	20	14%		
FT Staff	19	19	19	0	0%	0	0%		
PT Staff	100	107	200	7	7%	100	100%		
Sales	\$942,400	\$993,000	\$1,326,000	\$50,600	5%	\$383,600	41%		T
Productivity	\$49,600	\$52,263	\$69,789	\$2,663	5%	\$20,189	41%		
<b>Farm CC</b>								\$2,350,000	\$146
Cultv Hectares	30	20	25	-10	-33%	-5	-17%		
FT Staff	5	10	10	5	100%	5	100%		
PT Staff	15	15	25	0	0%	10	67%		
Sales	\$465,000	\$1,400,000	\$2,815,000	\$935,000	201%	\$2,350,000	505%		T
Productivity	\$93,000	\$140,000	\$281,500	\$47,000	51%	\$188,500	203%		
<b>Farm DD</b>								\$1,590,000	\$99
Cultv Hectares	37	37	110	0	0%	73	197%		
FT Staff	20	20	35	0	0%	15	75%		
PT Staff	6	6	16	0	0%	10	167%		
Sales	\$1,176,000	\$1,100,000	\$2,766,000	-\$76,000	-6%	\$1,590,000	135%		T
Productivity	\$58,800	\$55,000	\$79,029	-\$3,800	-6%	\$20,229	34%		
<b>Farm EE</b>								\$1,840,000	\$114
Cultv Hectares	6	12	60	6	100%	54	900%		
FT Staff	10	10	20	0	0%	10	100%		
PT Staff	10	15	20	5	50%	10	100%		
Sales	\$160,000	\$300,000	\$2,000,000	\$140,000	88%	\$1,840,000	1,150%		T
Productivity	\$16,000	\$30,000	\$100,000	\$14,000	88%	\$84,000	525%		
<b>Farm FF</b>								\$1,680,000	\$104
Cultv Hectares	55	44	43	-11	-20%	-12	-22%		
FT Staff	25	31	30	6	24%	5	20%		
PT Staff	6	0	10	-6	-100%	4	67%		
Sales	\$390,000	\$1,059,000	\$2,070,000	\$669,000	172%	\$1,680,000	431%		T
Productivity	\$15,600	\$34,161	\$69,000	\$18,561	119%	\$53,400	342%		
<b>Farm GG</b>								\$85,000	\$4
Cultv Hectares	50	55	55	5	10%	5	10%		
FT Staff	20	20	20	0	0%	0	0%		
PT Staff	40	55	55	15	38%	15	38%		
Sales	\$2,500,000	\$2,560,000	\$2,585,000	\$60,000	2%	\$85,000	3%		T
Productivity	\$125,000	\$128,000	\$129,250	\$3,000	2%	\$4,250	3%		
<b>Farm HH</b>								\$382,000	\$23
Cultv Hectares	2	2.5	5	0.5	25%	3	150%		
FT Staff	3	5	5	2	67%	2	67%		
PT Staff	4	4	10	0	0%	6	150%		
Sales	\$30,000	\$108,000	\$412,000	\$78,000	260%	\$382,000	1,273%		NT
Productivity	\$10,000	\$21,600	\$82,400	\$11,600	116%	\$72,400	724%		
<b>Farm II</b>								\$982,500	\$61
Cultv Hectares	6	4.5	8	-1.5	-25%	2	33%		
FT Staff	4	4	4	0	0%	0	0%		
PT Staff	6	6	12	0	0%	6	100%		
Sales	\$17,500	\$500,000	\$1,000,000	\$482,500	2,757%	\$982,500	5,614%		NT
Productivity	\$4,375	\$125,000	\$250,000	\$120,625	2,757%	\$245,625	5,614%		
<b>Farm JJ</b>								\$4,000,000	\$249
Cultv Hectares	0	18	20	18	1,800%	20	2,000%		
FT Staff	0	5	8	5	500%	8	800%		
PT Staff	0	4	12	4	400%	12	1,200%		
Sales	\$0	\$500,000	\$4,000,000	\$500,000	50,000,000%	\$4,000,000	400,000,000%		NT
Productivity	\$0	\$100,000	\$500,000	\$100,000	10,000,000%	\$500,000	50,000,000%		

BSC Training Impact Analysis  
(2-9-97)

TOTALS 36	PRE TRAINING	POST (1Yr) TRAINING	POST (2Yr) TRAINING	CHANGE (ONE YR)		CHANGE (TWO YR)		Training VALUE	Training ROI
				N or Z\$	%	N or Z\$	%		
<b>All Farms (36)</b>								\$77,575,210	\$3,985
Cultv Hectares	3,300	3,486	4,067	186	6%	767	23%		
FT Staff	752	992	1,218	240	32%	466	62%		
PT Staff	1,013	1,278	1,667	265	26%	654	65%		
Sales	\$32,690,090	\$62,761,240	\$110,265,300	\$30,071,150	92%	\$77,575,210	237%		
Productivity	\$43,471	\$63,267	\$90,530	\$19,797	46%	\$47,059	108%		
Average Sales	\$908,058	\$1,743,368	\$3,062,925	\$835,310	92%	\$2,154,867	237%	\$2,154,867	\$111
<b>Tobacco Farms (20)</b>								\$45,685,300	\$2,438
Cultv Hectares	1,081	1,289	1,644	208	19%	563	52%		
FT Staff	474	610	786	136	29%	312	66%		
PT Staff	548	660	981	112	20%	433	79%		
Sales	\$20,476,700	\$37,497,000	\$66,162,000	\$17,020,300	83%	\$45,685,300	223%		
Productivity	\$43,200	\$61,470	\$84,176	\$18,271	42%	\$40,976	95%		
Average Sales	\$1,462,621	\$2,678,357	\$4,725,857	\$1,215,736	83%	\$3,263,236	223%	\$3,263,236	\$174
<b>Non-Tobacco Farms (16)</b>								\$31,889,910	\$1,547
Cultv Hectares	2,219	2,197	2,423	-22	-1%	204	9%		
FT Staff	278	382	432	104	37%	154	55%		
PT Staff	465	618	686	153	33%	221	48%		
Sales	\$12,213,390	\$25,264,240	\$44,103,300	\$13,050,850	107%	\$31,889,910	261%		
Productivity	\$43,933	\$66,137	\$102,091	\$22,204	51%	\$58,158	132%		
Average Sales	\$1,017,783	\$2,105,353	\$3,675,275	\$1,087,571	107%	\$2,657,493	261%	\$2,657,493	\$129

NOTES

- 1 "Training value" equals the "2-year change in sales" While Owner estimates were much higher the sales figure is used as a more conservative estimate
- 2 "Return on Investment" (ROI) is calculated by subtracting the cost of the training from the value estimate and dividing the result by the cost of the training
- 3 "Productivity" is calculated by dividing sales by full-time employees, giving sales per full-time employee
- 4 All dollar figures are in Zimbabwe dollars

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Impact Analysis (Sales)  
(Sorted by base year revenue)

Gross Sales by Business	Yr0 95-96	Yr1 96-97	Yr2 97-98	Yr0-Yr1 Δ%	Yr1-Yr2 Δ%	Yr0-Yr2 Δ%
Q	-409,000	255,000	1,200,000	162%	371%	393%
D	1	230,000	600,000	22,999,900%	161%	59,999,900%
JJ	1	500,000	4,000,000	49,999,900%	700%	399,999,900%
I	15,000	1,500,000	3,000,000	9,900%	100%	19,900%
II	17,500	500,000	1,000,000	2,757%	100%	5,614%
Y	30,000	527,000	920,000	1,657%	75%	2,967%
HH	30,000	108,000	412,000	260%	281%	1,273%
F	100,000	500,000	1,000,000	400%	100%	900%
W	150,000	350,000	1,200,000	133%	243%	700%
V	154,500	217,840	451,000	41%	107%	192%
EE	160,000	300,000	2,000,000	88%	567%	1,150%
Z	380,000	484,400	1,636,000	27%	238%	331%
FF	390,000	1,059,000	2,070,000	172%	95%	431%
E	440,000	4,427,000	5,000,000	906%	13%	1,036%
N	462,000	915,000	3,000,000	98%	228%	549%
CC	465,000	1,400,000	2,815,000	201%	101%	505%
S	485,000	735,000	900,000	52%	22%	86%
C	500,000	2,100,000	3,800,000	320%	81%	660%
U	500,000	1,500,000	2,500,000	200%	67%	400%
P	510,000	750,000	1,500,000	47%	100%	194%
K	612,300	2,100,000	3,500,000	243%	67%	472%
M	750,000	1,400,000	2,800,000	87%	100%	273%
BB	942,400	993,000	1,326,000	5%	34%	41%
X	986,390	1,200,000	2,100,000	22%	75%	113%
B	1,125,000	1,900,000	3,800,000	69%	100%	238%
DD	1,176,000	1,100,000	2,766,000	-6%	151%	135%
T	1,200,000	1,700,000	4,000,000	42%	135%	233%
O	1,218,000	2,100,000	4,500,000	72%	114%	269%
H	1,500,000	2,050,000	3,000,000	37%	46%	100%
A	1,600,000	3,300,000	4,600,000	106%	39%	188%
L	1,600,000	2,100,000	5,700,000	31%	171%	256%
AA	1,800,000	2,900,000	3,500,000	61%	21%	94%
GG	2,500,000	2,560,000	2,585,000	2%	1%	3%
R	3,300,000	7,500,000	10,000,000	127%	33%	203%
J	3,500,000	5,500,000	7,300,000	57%	33%	109%
G	4,500,000	6,000,000	9,784,300	33%	63%	117%
<b>TOTALS</b>						
	Yr0	Yr1	Yr2	Yr0-Yr1	Yr1-Yr2	Yr0-Yr2
4th Quartile	-66,498	4,470,000	13,332,000	6,822%	198%	20,149%
3rd Quartile	3,436,500	11,638,240	21,672,000	239%	86%	531%
2nd Quartile	7,802,090	12,643,000	24,292,000	62%	92%	211%
1st Quartile	21,518,000	34,010,000	50,969,300	58%	50%	137%
<b>AVERAGES</b>						
	Yr0	Yr1	Yr2	Yr0-Yr1	Yr1-Yr2	Yr0-Yr2
4th Quartile	-7,389	496,667	1,481,333	6,822%	198%	20,149%
3rd Quartile	381,833	1,293,138	2,408,000	239%	86%	531%
2nd Quartile	866,899	1,404,778	2,699,111	62%	92%	211%
1st Quartile	2,390,889	3,778,889	5,663,256	58%	50%	137%

Support Requested

FARM	BSC Course	Adved Course	Grads Courses	TA Crop	TA Gen Mgt	TA Fin Mgt	Finance Opns	Finance Elect	Finance Irrig/Dam	Finance Eqmt	Tech Bultn	Info Mkts	Info Prices	Info Profits	Info IndAvg
Farm A	1	1			1						1	1	1	1	1
Farm B	2	1		1	1				1		1	1	1	1	1
Farm C	2	1	1	1							1	1	1	1	1
Farm D	1	1		1						1	1	1	1	1	1
Farm E		1									1	1	1	1	1
Farm F	3			1						1	1	1	1	1	1
Farm G		1	1	1	1					1	1	1	1	1	1
Farm H	1	1	1		1						1	1	1	1	1
Farm I	2	1	1								1	1	1	1	1
Farm J	3	1							1		1	1	1	1	1
Farm K	1	1			1				1	1	1	1	1	1	1
Farm L	4	2	2	1							1	1	1	1	1
Farm M	1	1	1	1	1						1	1	1	1	1
Farm N	2	1	1		1				1	1	1	1	1	1	1
Farm O	3	1		1						1	1	1	1	1	1
Farm P	4	1			1					1	1	1	1	1	1
Farm Q	2	1		1	1						1	1	1	1	1
Farm R	1	1									1	1	1	1	1
Farm S	1	2		1	1						1	1	1	1	1
Farm T	1	1			1					1	1	1	1	1	1
Farm U	2	2	2		2	2		1	1		1	1	1	1	1
Farm V	2	1			1						1	1	1	1	1
Farm W	4	1	4	1	1				1	1	1	1	1	1	1
Farm X	2	1	1	1	1						1	1	1	1	1
Farm Y	2	1		1					1		1	1	1	1	1
Farm Z	3	1	1	1	1				1	1	1	1	1	1	1
Farm AA	1	1	1	1	1		1				1	1	1	1	1
Farm BB	3	1		1	1				1	1	1	1	1	1	1
Farm CC	2	1		1	1				1	1	1	1	1	1	1
Farm DD	1	1		1	1	1	1				1	1	1	1	1
Farm EE	1	2		1	1	1	1		1		1	1	1	1	1
Farm FF	1	1		1	1						1	1	1	1	1
Farm GG	2	3		1	1		1				1	1	1	1	1
Farm HH	1	1	1	1	1				1	1	1	1	1	1	1
Farm II	1	1		1	1						1	1	1	1	1
Farm JJ	1	1	1	1	1				1	1	1	1	1	1	1
TOTALS	64	41	19	24	27	4	4	1	15	19	37	37	37	37	37
N= 36	BSC Course	Adved Course	Grads Courses	TA Crop	TA Gen Mgt	TA Fin Mgt	Finance Opns	Finance Elect	Finance Irrig/Dam	Finance Eqmt	Tech Bultn	Info Mkts	Info Prices	Info Profits	Info IndAvg

Zimbabwe Manpower Development Project (ZIMMAN II)  
USAID Contract Number 623-0229-C-00-2082-00  
AED Contract Number 61-2217-00  
**Final Project Report**  
Report Period 01 October 1992 to 30 September 1997

## **APPENDIX E**

### **DELIVERABLES CHECKLIST**

## Prime Contract Deliverables Check List

### SECTION B. SUPPLIES OR SERVICES AND PRICE/COSTS

#### B.1 PURPOSE (Page 2/48)

The purpose of this contract is to provide Technical Assistance to USAID/Harare to develop, administer and support short term professional, technical and managerial training activities for the Private Sector

#### B.2 SUPPLIES AND SERVICES (Page 2/48)

This is a Cost Plus Fixed Fee contract. For the consideration set forth in this Section B, the Contractor shall, during the period specified in Section F.1 of this contract, provide/performance the following services and submit/deliver the following reports and other deliverables

##### a. Services (Page 2/48)

The Contractor shall provide/performance the person-months of direct employee, consultant, and/or subcontract labor, as described in Sections C and F of this contract.

##### b. Reports and Other Deliverables (Page 2/48)

The Contractor shall submit/deliver the quantities of reports and other deliverables as specified in Section F of this contract

##### c. Distribution of Services Required (Page 2/48)

This contract represents an innovative approach to a requirement for essential training services to assist the country of Zimbabwe as it makes the transition to a market based economy. The exact number and precise nature of training activities to be provided are not known, as they depend on the ever changing needs of the Zimbabwe Private Sector, the number of proposals for the provision of USAID-financed training, requirements included in these proposals submitted to the contractor and ultimately, the number approved by USAID following Private Sector Advisory Board (PSAB) review and acceptance [For further discussion see Section C of this contract] For purposes of preparing cost proposals, offerers may assume that 50 training activities will be provided over the two year life of the basic contract. The average length of a training activity is anticipated to be three weeks. Approximately 60% of the training will be conducted in Harare, approximately 25% of the training will be conducted at other locations in Zimbabwe, and approximately 15% of the training will be conducted at locations in other East and Southern Africa countries

*In Place/* *Approved/* *USAID*  
*Completed* *Not Req.d* *Initials* *Date*

Reference

B 4 Budget

c Budget Notes (Page 4/48)

1 The inclusion of an amount for subcontract(s) and/or consultants in the above budget does not obviate the requirements of the clause of this contract entitled "Subcontracts Under Cost-Reimbursement and Letter Contracts" (FAR 52 244-02), or Part 4 (a) (4) of Section H of this contract for prior written approval by the AID official indicated therein

*MAH* *8/15/97*

2. The Contractor also agrees to furnish data which the Contracting Officer may request on costs expended or accrued under this Contract in support of the budget information provided herein (Page 5/48)

3 The following cost data pertaining to the budget are provided to eliminate confusion or controversy

(a) Defense Base Act Insurance is a mandatory, reimbursable cost for U S citizens employed under this contract (Page 5/48)

(b) All contractor employees are required to have medical clearance prior to overseas travel (Page 5/48)

B 5 Establishment of Indirect Cost Rates

An indirect cost rate or rates shall be established for each of the Contractor's accounting periods which apply to this Contract (Page 6/48)

SECTION C — DESCRIPTION/WORK STATEMENT

C I Overview

4 The contractor shall identify organizations interested in providing or receiving professional, technical, and managerial training, and, as directed by USAID/Harare, subcontract with and provide Technical Assistance to organizations selected for funding by AID (Page 10/48)

Trust Fund

The prime contractor will be responsible for ensuring that all for profit organizations who obtain foreign exchange funded technical assistance, trainers, etc. from the project, make the required deposits in local currency to the AID Trust Fund (Page 11/48)

C II Major Objectives (Page 11/48)

*This section is subject to post project evaluation*

A In addition to Institution Strengthening, the project goal is to strengthen private sector productivity and increase national economic growth, thereby generating additional employment opportunities through

a Improvement of the technical capacity and management capability of the private sector, and the strengthening of institutional support to private sector development, (Page 11/48)

b Improvement of the policy environment and skills in the application of government regulations affecting the private sector, thereby improving the efficiency of public sector services to the private sector and the enhancement of the private sector's contribution to the economy (Page 12/48)

*32*

<u>Reference</u>	<u>In Place/ Completed</u>	<u>Approved/ Not Req d</u>	<u>USAID Initials</u>	<u>Date</u>
B The goals stated above will be accomplished with successful implementation of project activities designed to				
a Increase numbers of trained private sector professionals, technicians managers, and entrepreneurs in enterprises ranging from small to large scale (Page 12/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MHA	8/15/97
b Increase numbers of women trained in professional, technical, managerial and entrepreneurial skills, (Page 12/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
c. Expand private sector capacity to provide quality training Organizations targeted for strengthening will include business associations and Non-Governmental Organizations (NGOs), (Page 12/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
d Highly motivate public sector individuals oriented to private sector interests who are responsible for policy provision of services and development and implementation of regulations pertaining to the private sector (Page 12/48) <i>subject to post project evaluation</i>	<input type="checkbox"/>	<input type="checkbox"/>		
C The achievement of project outputs will be measured by indicators such as numbers of participants trained, person-months of consultants provided, number of faculty or staff from local training institutions trained private sector oriented courses conducted, improvement in regulatory implementation (Page 12/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MHA	8/15/97
<b>C III SCOPE OF WORK</b>				
In order to accomplish the objectives stated above, the Contractor shall provide Technical Assistance to USAID/Zimbabwe to develop and support professional technical, and managerial training courses to the Private Sector (Page 12/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MHA	8/15/97
The Contractor shall also provide modest local and regional short-term training to Government officials to enhance public sector interest and motivation supporting private sector development (Page 12/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
The Contractor shall establish and maintain a fully functional Project Management office within Harare which will be capable of providing logistic support to organizations funded under the project Support will include communications, secretarial, reproduction, projectors or overheads, data processing, and accounting for the functions required under this contract The Contractor's Harare office should contain facilities large enough to accommodate meetings of up to 20 people (Page 12/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MHA	8/15/97
The Contractor shall monitor and report project implementation progress to USAID/Zimbabwe Detailed reporting requirements are located in Section C IV C and Section F 6 (Page 13/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>A PRIVATE SECTOR SUPPORT</b>				
The Contractor shall provide technical assistance to USAID/Zimbabwe to identify and review viable private sector training program proposals and prepare them for submission to the AID-established Private Sector Advisory Board which will evaluate the proposals and make recommendations to AID (Page 13/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MHA	8/15/97
Pursuant to AID approval of funding for selected training programs the Contractor shall subcontract with and provide Technical Assistance to organizations which will implement the training activities (Page 13/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
In cases where AID elects to fund a grant from a proposal submission the Contractor shall assist USAID in the preparation of the scope of work of the grant and other related documentation and shall provide Technical Assistance to the AID Grantee to implement the Grantee's training program (Page 13/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		

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<u>Reference</u>	<u>In Place/ Completed</u>	<u>Approved/ Not Req'd</u>	<u>USAID Initials</u>	<u>Date</u>
The Contractor shall also monitor and evaluate the Grant's impact on and contribution to the Zimbabwe Manpower Development II Project (Page 13/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	M/A	8/15/97

Activities to be undertaken by the Contractor shall include, but not be limited to the following  
 1 Identification Preparation and Submission of Proposals for Training Related Activities

The Contractor shall identify and solicit proposals from organizations interested in training related activities

- |   |                                     |                          |     |         |
|---|-------------------------------------|--------------------------|-----|---------|
| a Develop and standardize a format for proposal submissions (Page 13/48)  | <input checked="" type="checkbox"/> | <input type="checkbox"/> | M/A | 8/15/97 |
| b Make all arrangements to publicize and solicit proposals ensuring adequate levels of participation required for the achievement of project objectives (Page 13/48)  | <input checked="" type="checkbox"/> | <input type="checkbox"/> |     |         |
| c Communicate with parties interested in and/or submitting proposals to assist in any modifications to the documentation needed to comply with submission procedures (Page 13/48)                                   | <input checked="" type="checkbox"/> | <input type="checkbox"/> |     |         |
| d Establish administrative management plans and procedures to ensure the expeditious processing and PSAB review/recommendation of proposals (Page 13/48)  | <input checked="" type="checkbox"/> | <input type="checkbox"/> |     |         |
| e Review, synopsis, and categorize proposals for consideration and recommendation by the PSAB, against "minimum" proposed acceptance criteria to be established by USAID and advised to the Contractor (Page 13/48) | <input checked="" type="checkbox"/> | <input type="checkbox"/> |     |         |
| f Advise PSAB members of selection meetings to be held not less than 2 times per year to review training proposals, and provide the agenda for the meetings (Page 14/48)  | <input checked="" type="checkbox"/> | <input type="checkbox"/> |     |         |
| g Notify submitters of proposals as to PSAB and USAID actions and decisions regarding financing for proposed activity (Page 14/48)  | <input checked="" type="checkbox"/> | <input type="checkbox"/> |     |         |

2 Subcontracts and Grants With and Technical Assistance To Organizations Selected For Funding by AID

For organizations whose training related proposals have been selected for funding by AID, the contractor shall

- |  |                                     |                          |     |         |
|--|-------------------------------------|--------------------------|-----|---------|
| a Develop Subcontract and grant formats acceptable to USAID to implement approved training proposals (Page 14/48)  | <input checked="" type="checkbox"/> | <input type="checkbox"/> | M/A | 8/15/97 |
| b Negotiate and enter into subcontracts and grants with AID approved organizations to implement their proposals Terms of each agreement shall include an agreed upon reimbursement mechanism for making local currency contributions to the AID -established Trust Fund (Page 14/48) | <input checked="" type="checkbox"/> | <input type="checkbox"/> |     |         |
| c Develop and implement systems and procedures to ensure proper accounting and financial control of all AID funding and incorporate such systems and procedures into all subcontracts and grants negotiated under the contract (Page 14/48)  | <input checked="" type="checkbox"/> | <input type="checkbox"/> |     |         |
| d Where indicated, provide technical assistance and/or commodities to subcontractors and grantees to   |                                     |                          |     |         |
| 1 assist in course/curriculum development at local institutions and provide for the design of appropriate training modules. (Page 14/48)   | <input checked="" type="checkbox"/> | <input type="checkbox"/> |     |         |
| 2 identify training courses to address specific managerial and technical requirements of local institutions. (Page 14/48)  | <input checked="" type="checkbox"/> | <input type="checkbox"/> |     |         |

<u>Reference</u>	<u>In Place/ Completed</u>	<u>Approved/ Not Req'd</u>	<u>USAID Initials</u>	<u>Date</u>
3 organize, conduct and/or manage workshops and seminars on specific management and technical topics, making all necessary arrangements for physical facilities required for seminars, workshops and other training activities, (Page 14/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MA	8/15/97
4 Training of trainers, (Page 14/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MA	8/15/97
5 Training in USAID accounting and monitoring requirements. (Page 14/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MA	8/15/97

3 Support For Grantees' Training Proposals Selected For Funding By AID

The Contractor shall prepare Program Descriptions and other project implementation related actions for grants to be executed and administered by AID to organizations from which training related proposals have been approved for funding (Page 15/48)

	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MA	8/15/97
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For all such Grantees selected by AID, at the direction of the USAID/Zimbabwe Project Officer, the Contractor shall provide technical assistance as described in C III A 2 d above (Page 15/48)

	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MA	8/15/97
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4 Other Programs

The contractor shall organize and manage other in-country or regional training activities as, from time to time, directed by the USAID/Zimbabwe Project Officer (Page 15/48)

	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MA	8/15/97
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B SUPPORT FOR TRAINEES

Where indicated and in concurrence with USAID/Zimbabwe, the Contractor shall provide the following support to Training Recipients

1 Make arrangements for necessary in-country and international travel for training recipients, (Page 15/48)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	MA	8/15/97
2 Make arrangements for lodging and subsistence payments for recipients of training activities, (Page 15/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MA	8/15/97
3 Design a program to provide local currency subsidies where necessary for trainees at local training institutions (Page 15/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MA	8/15/97

C PUBLIC SECTOR SUPPORT

The Contractor shall provide modest short-term training to Government of Zimbabwe officials in Zimbabwe or other countries in the region to enhance public sector interest and motivation supporting private sector development, to include, inter alia, import-export licensing, foreign exchange allocation and customs regulations, policy planning, decentralization of public sector management, non-tariff barriers to trade, etc (Page 15/48)

	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MA	8/15/97
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C IV MONITORING AND EVALUATION

The Contractor shall develop and implement a comprehensive monitoring and evaluation program and report project implementation progress to USAID/Zimbabwe in achieving specified outputs and inputs in the format and at the frequency to be specified by AID to include data on

A OUTPUTS

a Number of participants trained, categorized by (1) type/subject of training activity, e g professional, technical, managerial, (2) employees position (3) institutions providing training, (4) institutions or groups receiving benefits, and (5) public or private (Page 16/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MA	8/15/97
b Number of women providing and receiving training on professional technical, managerial and programmatic skills (Page 16/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MA	8/15/97

<u>Reference</u>	<u>In Place/ Completed</u>	<u>Approved/ Not Req'd</u>	<u>USAID Initials</u>	<u>Date</u>
c Obtaining and summarizing exit comments from training participants re benefits received (Page 16/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	MAH	8/15/97
Measuring results of training programs and achievement of project outputs (Page 16/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
d Number and distribution of programs offered by private sector organizations, public sector organizations, indigenous organizations, U S organizations, regional organizations, etc (Page 16/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
e Person-months of training and technical assistance identified by source - prime contractor, subcontractor, grantee, or individual consultant (Page 16/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		

**B INPUTS**

Performance reports with summary subcontract and grant descriptions, names of subcontractors and grantees, objectives, signing and completion dates and disbursements amounts (Page 16/48)

<input checked="" type="checkbox"/>	<input type="checkbox"/>	MAH	8/15/97
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**C WORKPLAN AND REPORTING REQUIREMENTS**

1 The PSAB will meet no less than twice a year (Page 16/48) Within 30 days of USAID approval of PSAB recommendations, the Contractor will submit to USAID a workplan implementing the USAID approved activities This workplan will detail specific tasks of the Contractor to provide and support implementation of the approved activities (Page 16/48)

<input type="checkbox"/>	<input checked="" type="checkbox"/>		
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The workplan shall propose benchmarks to measure performance of the activities (Page 16/48)

<input type="checkbox"/>	<input checked="" type="checkbox"/>	MAH	8/15/97
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Included in the workplan will be a detailed budget estimate identifying the amount of foreign exchange and local currency funds required for programming for project activities, derived from the budgets of approved activities (Page 16/48)

<input type="checkbox"/>	<input checked="" type="checkbox"/>		
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**2 Quarterly Technical Reports on Implementation Progress**

Within 30 days following the end of each calendar quarter. (March/June/September/December) the Contractor shall submit to USAID/Zimbabwe a report describing inputs and accomplishments during the past three-month period toward achieving the objectives of each workplan, to include identification and analysis of implementation problems and proposed solutions (Page 17/48)

<input checked="" type="checkbox"/>	<input type="checkbox"/>	MAH	8/15/97
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**3 Technical Reports of Short-Term Consultants**

Each consultant providing Technical Assistance to subcontractors or grantees specified by USAID/Zimbabwe shall be required to submit to the Contractor and USAID/Zimbabwe before departure, three copies of a report covering the scope of work, and major activities undertaken, findings, conclusions and recommendations (Page 17/48)

<input checked="" type="checkbox"/>	<input type="checkbox"/>		
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**4 Quarterly Financial Reports**

Within 30 days of the end of each calendar quarter the Contractor will provide to USAID/Zimbabwe an accounting of contract funds (both the U S dollar budget and the Zimbabwe dollar budget) by line item expended by the Contractor Three copies of this report will be sent to USAID/Zimbabwe (Page 17/48)

<input checked="" type="checkbox"/>	<input type="checkbox"/>		
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**6 Summary Reports**

As directed by the CTO the Contractor shall submit summary reports to USAID/Zimbabwe describing and documenting training activities that have been performed/completed through all subcontracts and grants monitored under this Contract, to ensure satisfactory performance and compliance with terms and conditions of the undertaking (Page 17/48)

<input checked="" type="checkbox"/>	<input type="checkbox"/>		
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*In Place/* *Approved/* *USAID*  
*Completed* *Not Req'd* *Initials* *Date*

Reference

SECTION D PACKAGING AND MARKING

D 1 Pursuant to the clause of this contract entitled "Reports" (AIDAR 752 7026), the cover page of all reports prepared by the Contractor shall include at a minimum, the Project Title, the Project Number, and the Contract Number (Page 18/48)

*MAL* *8/12/97*

INSPECTION AND ACCEPTANCE

E 3 52 246-5 INSPECTION OF SERVICES--COST-REIMBURSEMENT (APR 1984)

(b) The Contractor shall provide and maintain an inspection system acceptable to the Government covering the services under this contract (Page 19/48)

*MAL* *8/12/97*

Complete records of all inspection work performed by the Contractor shall be maintained and made available to the Government during contract performance and for as long afterwards as the contract requires (Page 19/48)

*Documents to be provided by Sept 30, 1997*

*L* \_\_\_\_\_

SECTION F DELIVERIES OR PERFORMANCE

F 3 TECHNICAL DIRECTIONS

Contractor shall comply with the clause of this contract entitled "Notification of Changes" (FAR 52 243-07) (Page 21/48)

*MAL* *8/12/97*

F 4 LEVEL OF EFFORT

The contractor shall provide 120 person-months (p/m) during the base period to perform the services stated in section C of this contract (Page 22/48)

*up graded to 480 P/m (upper limit) - actual 380 P/m.*

*L* \_\_\_\_\_

Following table, organized by Labor Category provides a maximum limitation for technical services to be rendered under this contract

<u>Level of Effort</u>	<u>Years 1&amp;2</u>
Project Coordinator	24 months
Admin Assist /Accountant	24 months
Contract Assistant/Program Manager	24 months
Secretarial	48 months
	120 months

F 5 WORK HOURS AND WORK WEEK

a Overseas Employee The Contractor's overseas employees' normal work week shall be Monday through Friday Work hours shall not be less than 40 hours a week (Page 22/48)

*MAL* *8/12/97*

b Non overseas Employee The work for the Contractor's non overseas employees shall not be less than the established practice of the Contractor (Page 22/48)

*L* \_\_\_\_\_

F 6 REPORTS AND OTHER DELIVERABLES

In addition to the requirements set forth for submission of reports in the clause of this contract entitled "Reports" (AIDAR 752 7026) The contractor shall prepare and submit to AID the following

<u>Reference</u>	<u>In Place/ Completed</u>	<u>Approved/ Not Req d</u>	<u>USAID Initials</u>	<u>Date</u>
a <u>Workplans</u> The PSAB will meet no less than twice a year (Page 23/48)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<i>[Signature]</i>	8/12/97
Within 30 days of USAID approval of PSAB recommendations, the Contractor will submit to USAID a workplan implementing the USAID approved activities This workplan will detail specific tasks of the Contractor to provide and implement the approved activities (Page 23/48)	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
The workplan shall propose benchmarks to measure performance of the activities (Page 23/48)	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
Included in the workplan will be a detailed budget estimate identifying the amount of foreign exchange and local currency funds required for programming for project activities, derived from the budgets of approved activities (Page 23/48)	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
b <u>Quarterly Technical Reports on Implementation Progress</u> Within 30 days following the end of each quarter. (March/June/September/December) the Contractor shall submit to USAID/Zimbabwe a report describing inputs and accomplishments during the past three-month period toward achieving the objectives of each workplan, to include identification and analysis of implementation problems and proposed solutions (Page 23/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
c <u>Technical Reports of Short-Term Consultants</u> Each consultant providing Technical Assistance under this contract to subcontractors or grantees specified by USAID/Zimbabwe shall be required to submit to the Contractor and USAID/Zimbabwe before departure, three copies of a report covering the scope of work, and major activities undertaken, findings, conclusions and recommendations (Page 23/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
d <u>Quarterly Financial Reports</u> Within 30 days of the end of each calendar quarter the Contractor will provide to USAID/Zimbabwe an accounting of contract funds (both the U S dollar budget and the Zimbabwe dollar budget) by line item expended by the Contractor Three copies of this report will be sent to USAID/Zimbabwe (Page 23/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
e <u>SUMMARY REPORTS</u> As directed by the CTO, the Contractor shall submit summary reports to USAID/Zimbabwe describing and documenting training activities that have been performed/completed through all subcontracts and grants monitored under this Contract, to ensure satisfactory performance and compliance With terms and conditions of the undertaking (Page 23/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>[Signature]</i>	8/12/97
F 7 <u>KEY PERSONNEL</u> a The key personnel which the Contractor shall furnish for the performance of this contract are as follows (Page 24/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		

- | <u>Name</u>              | <u>Position Title</u>      |
|--------------------------|----------------------------|
| 1 William Cain           | Project Coordinator        |
| 2 Beatrice Chirikumarara | Accountant/Admun Assistant |
| 3 Joyce Nyandoro         | Programs Manager           |

*In Place/* *Approved/* *USAID*  
*Completed* *Not Req'd* *Initials* *Date*

Reference

b The personnel specified above are considered to be essential to the work being performed hereunder. Prior to diverting any of the specified individuals to other programs, the Contractor shall notify the Contracting Officer reasonably in advance and shall submit justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact on the program. (Page 24/48)

*MH 8/10/97*

F 8 PLACE OF DELIVERY

The Final Report shall be delivered to the Contracting Officer at the following address (Page 24/48) *To be completed*

*[Signature] 9/1/97*

Agency for International Development  
 REDSO/ESA/Contracts *SAC [Signature]*  
 Unit 64102 *[Signature]*  
 APO-AE 09831-4102

Fifteen (<sup>6</sup>~~15~~) copies of the Final Report and all other reports shall be delivered to the Project Officers at the following address (Page 24/48) *To be completed*

*[Signature] 9/1/97*

USAID/Harare  
 Department of State  
 Washington, D C 20520-2180

SECTION G— CONTRACT ADMINISTRATION DATA

G 5 Submission of Completion Voucher

The clause of this contract entitled "Allowable Cost and Payment" (FAR 52 216-7) provides in paragraph (h) (1) that " the Contractor shall submit a completion invoice or voucher, designated as such within 60 days from the physical completion date of the contract, unless otherwise approved in writing by the Contracting Officer (Page 27/48) *To be completed by AED/W*

\_\_\_\_\_

The Contractor shall have up to one year after completion of the contract effort (or longer, as the Contracting Officer may approve in writing), or until a mutually acceptable final release has been signed, to submit a revised completion voucher, should circumstances warrant. Upon receipt of the final voucher, the Contracting Officer shall begin actions necessary to properly close the contract. Processing of the final voucher for payment shall not begin until compliance by the Contractor with all terms and conditions of the contract (Page 27/48) *To be completed by AED/W*

\_\_\_\_\_

G 8 Submission of Vouchers

In accordance with the clause of this Contract entitled "Documentation for Payment" (AIDAR 752 7003) vouchers shall be submitted monthly (Page 28/48)

*[Signature] 8/12/97*

G 9 Logistic Support to the Contractor

The Contractor shall provide or arrange for all logistic support required in the performance of this contract (Page 28/48)

\_\_\_\_\_

<i>In Place/ Completed</i>	<i>Approved/ Not Req'd</i>	<i>USAID Initials</i>	<i>Date</i>
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Reference

SECTION H SPECIAL CONTRACT REQUIREMENTS

H 1 SPECIAL PROVISION REGARDING THE CAUSES ENTITLED  
"TRAVEL AND TRANSPORTATION" (AIDAR 752 7002 )  
AND "PERSONNEL" (AIDAR 752 7027)

a In accordance with each of the above clauses of this contract, whereunder the Contractor must obtain the Contracting Officer's prior written approval for all international travel under this contract, (Page 29/48) the Contracting Officer does, hereby, provide said approval for those individuals required to travel outside the United States, provided however, that concurrence with the assignment of any and all said individuals outside the United States is obtained by the Contractor, in writing, from the cognizant AID Project Officer prior to their assignment abroad Such approval must be within the terms of this contract, is subject availability of funds, and should not be construed as authorization to increase the total estimated cost or the obligated-amount (see Section B 2 ), whichever is less, which is subject to the clauses of this contract entitled "Limitation of Funds" (FAR 52 232-22) (see Section I of this contract) (Page 29/48)

A copy of each approval issued pursuant to this paragraph shall be retained by the Contractor for audit purposes (Page 29/48)

b After approval of the proposed international travel, the Contractor shall notify the USAID Mission and the cognizant AID Project Officer, of the arrival date and time and flight identification of AID financed travelers (Page 29/48)

H 3 MEDEVAC INSURANCE

In addition to any insurance provided under the Contractor's normal personnel policies, the Contractor shall obtain medevac insurance for all its employees and consultants working overseas, on either long-term or short-term assignments (Page 29/48)

H 4 EMERGENCY LOCATOR INFORMATION

The Contractor agrees to provide the following information to the U S Embassy Administrative Officer on or before the arrival in the Cooperating Country of every contract employee or dependent (Page 30/48)

- a The individual's full name, home address, and telephone number
- b The name and number of the contract, and whether the individual is an employee or dependent
- c The contractor's name, home office address and telephone number, including any after-hours emergency number(s), and the name of the Contractor's home office staff member having administrative responsibility for the contract
- d The name, address, and telephone number(s) of each individual's next of kin
- e Any special instructions pertaining to emergency situations such as power of attorney designees or alternate contact persons

H 5 PERSONNEL COMPENSATION

a Limitations

Compensation of personnel which is charged as a direct cost under this Contract, like other costs will be reimbursable in accordance with Section B 2 of this Contract and other applicable provisions of this Contract, but subject to the following additional specified understandings which set limits on items which otherwise might be reasonable, allocable, and allowable (Page 7777/48)

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>MAE/15/97</i>	
<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<input checked="" type="checkbox"/>	<input type="checkbox"/>		

*In Place/* *Approved/* *USAID*  
*Completed* *Not Req'd* *Initials* *Date*

Reference

(4) U S Consultants

No compensation for U S consultants will be reimbursed unless their use under the contract has the advance written approval of the cognizant AID Project Officer, (Page 32/48) and if such provision has been made or approval given, compensation shall not exceed, without specific approval of the rate by the Contracting Officer, (1) the current compensation or the highest rate of annual compensation received by the consultant during any full year of the immediately preceding three years or (2) the maximum daily salary rate of ES-6, whichever is less (Page 32/48)

MAH 8/15/97

(5) Third Country and Cooperating Country National Consultants

No compensation for third country or Cooperating Country national consultants will be reimbursed unless their use under the contract has the prior written approval of the cognizant AID Project Officer (Page 32/48)

Salaries and wages paid to such persons may not, without specific written approval of the Contracting Officer, exceed the current compensation or the highest rate of annual compensation received by the consultant during any full year of the immediately preceding three years, the level of salaries paid to equivalent personnel by the USAID Mission in the Cooperating Country, or the prevailing rates in the Cooperating Country, as determined by AID, paid to personnel of equivalent technical competence. In no event shall compensation for such persons exceed the Mission Foreign Service National Class 12 rate unless approved in advance by the Contracting Officer (Page 32/48)

(6) Annual Salary Increases

(b) No compensation for consultants will be reimbursed unless their use under the contract has the advance written approval of the cognizant AID Contracting Officer, and if such provision has been made or approval given, compensation shall not exceed, specific approval of the rate by the Contracting Officer, (1) the current compensation of the highest rate of annual compensation received by the consultant during any full year of the immediately preceding three years, or (2) the maximum daily salary rate of ES-6, whichever is less (Page 33/48)

H 6 PROCUREMENT AND SUBCONTRACTING

For the purposes of this contract, the following AID eligibility rules apply (see also AIDAR 752 7004)

f Anticipated Purchases

Notwithstanding the foregoing, prior to purchasing any non expendable equipment, the Contractor shall perform an analysis of the cost of purchasing such equipment vs the cost of leasing such equipment and shall retain such analyses in their files (Page 35/48)

g Government Property

With respect to non expendable equipment purchased by the Contractor hereunder, the Contractor shall comply with all requirements of the clauses of this contract entitled "Government Property (Cost Reimbursement, Time-and-Material, or Labor-Hour Contracts)" (FAR 52 245-05) and "Government Property -- AID Reporting Requirements" (AIDAR 752 245-70) (Page 36/48)

<u>Reference</u>	<u>In Place/ Completed</u>	<u>Approved/ Not Req'd</u>	<u>USAID Initials</u>	<u>Date</u>
<p><u>h Small Business and Small Disadvantaged Business Subcontracting</u>                      The Contractor shall comply with the requirements of the clauses of this contract entitled, "Utilization of Small Business Concerns and Small Disadvantaged Business Concerns" (FAR 52 219-08 and AIDAR 752 219-08) and, if applicable, "Small Business and Small Disadvantaged Business Subcontracting Plan" (FAR 52 219-09 (Page 36/48) <i>To be done by AEW</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
<p><u>i Subcontracting with Disadvantaged Enterprises</u>                      Not less than ten (10) percent of the dollar value of this contract must be subcontracted to disadvantaged enterprises as described in paragraph (b) of AIDAR clause 752 226-2 (Page 36/48) <i>To be done by Regional Contracts Officer</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
<p><u>j Sub-Grants</u>                      Consistent with Section C III A 2 of the Contract Statement of Work the contractor award and administer sub-grants The contractor will prepare sub-grants which satisfy the requirements for grants with non-US, non-Governmental Organizations, as described in USAID Handbook 13 Sub-grants will only be awarded following receipt by the contractor of the written approval of the USAID/Zimbabwe Project Officer (Page 37/48)</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>MH</i>	<i>8/15/97</i>
<p><u>H 10 RECORDS INFORMATION DOCUMENTS AND MATERIAL</u>                      Except as specifically authorized by this contract, or as otherwise approved by the Contracting Officer, records or other information, documents and material furnished by USAID or Zimbabwean agencies to the Contractor in the performance of this Contract or information developed by the Contractor in the course of the work hereunder, will be used only in connection with the work performed under this Contract (Page 38/48)</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>[Handwritten mark]</i>	_____
<p>The Contractor will, upon completion or termination of this Contract transmit to USAID and Zimbabwean agencies all records or other information, documents and materials, and any copies thereof, furnished to the Contractor or developed by the Contractor in the performance of this Contract (Page 38/48) <i>To be provided</i></p>	<input type="checkbox"/>	<input type="checkbox"/>	<i>[Handwritten mark]</i>	_____
<p><u>H 12 TECHNICAL DIRECTIONS/RELATIONSHIP WITH AID</u>                      All publications resulting from sub projects must be submitted to AID for prior clearance (Page 40/48)</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>MH</i>	<i>8/13/97</i>
<p>The Contractor shall maintain continuing close liaison with the USAID /Harare Project Officer, the Private Sector Advisory Board and other donors as directed by the USAID/Harare Project Officer (Page 40/48)</p>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>[Handwritten mark]</i>	_____

SECTION I - CONTRACT CLAUSES

ALTERATIONS IN CONTRACTS, FAR 52 252-4 (APR 1984)

Portions of this contract are altered as follows

(e) In clause "Utilization of Small Business Concerns and Small Disadvantaged Business Concerns" (FAR 52 219-8) add the following paragraph

<u>Reference</u>	<u>In Place/ Completed</u>	<u>Approved/ Not Req'd</u>	<u>USAID Initials</u>	<u>Date</u>
"AID small business provision To permit AID, in accordance with the small business provision of the Foreign Assistance Act, to give small business firms an opportunity to participate in supplying equipment supplies and services financed under this contract, the Contractor shall, to the maximum extent possible provide the following information to the Office of Small and Disadvantaged Business Utilization (OSDBU), AID, Washington D C 20523-1414, at least 45 days prior to placing any order in excess of \$25,000 except where a shorter time is requested of, and granted by OSDBU (Page 41/48) <i>N/A</i>	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
(1) Brief general description and quantity of commodities or services				
(2) Closing date for receiving quotations or bids,				
(3) Address where invitation or specifications may be obtained				
(f) In clause entitled "Workers' Compensation Insurance (Defense Base Act)" (FAR 52.228-3) add the following <i>N/A</i>				
"(a) The Contractor agrees to procure Defense Base Act (DBA) insurance pursuant to the terms of the contract between AID's DBA insurance carrier unless the Contractor has a DBA self insurance program approved by the Department of Labor or has approved retrospective rating agreement for DBA (Page 42/48)	<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
(b) If AID or the Contractor has secured a waiver of DBA coverage for Contractor's employees who are not citizens of, residents of, or hired in the United States, the Contractor agrees to provide such employees with worker's compensation benefits as required by the laws of the employees native country, whichever offers greater benefits The list of countries for which AID has secured waiver of DBA coverage is shown in AIDAR 728 305-70 (a) (2) (48CFR 728 305-70 (a) (2) (Page 42/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>WPA</i>	<i>8/13/97</i>
(c) The Contractor further agrees to insert in all subcontracts hereunder to which the DBA is applicable, a clause similar to this clause, including this sentence, imposing on all subcontractors a like requirement to provide overseas workmen's compensation insurance coverage and obtain DBA coverage under the AID requirements contract " (Page 42/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	_____
(g) In clause "Insurance-Liability to Third Persons" (FAR 52 228-7) add the following paragraph				
"(h) <u>Insurance on private automobiles</u> If the Contractor or any of its employees or their dependents transport or cause to be transported (whether or not at contract expense) privately owned automobiles to the Cooperating Country, or they or any of them purchase an automobile within the Cooperating Country, the Contractor agrees to make certain that all such automobile during such ownership within the Cooperating Country will be covered by a paid-up insurance policy issued by a reliable company providing the following minimum coverage or such other minimum coverage's as may be set by the Mission Director, payable to the United States dollars or its equivalent in the currency of the Cooperating Country injury to persons, \$10,000/\$20,000, property damage, \$5,000 (Page 42/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	_____
Copies of such insurance policies shall be preserved and made available by the "Examination of Records by the Comptroller General" and "Audit" clauses of this contract (Page 42/48)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____	_____

<u>Reference</u>	<u>In Place/ Completed</u>	<u>Approved/ Not Req'd</u>	<u>USAID Initials</u>	<u>Date</u>
(j) In clause "Government Property (Cost Reimbursement, Time-Material, or Labor-Hour Contracts)" (FAR 52 245-5) insert the following preceding the text of the FAR clause	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>MAH</i>	<i>8/13/97</i>

Reporting Requirements to be inserted following the text of the FAR clause

"Reporting Requirements The Contractor will submit an annual report on all non-expendable property in a form and manner acceptable to AID substantially as follows See following page 44/48 (Page 43/48)

*MAH* *8/13/97*

I hereby certify that all contractual requirements of this contract have been satisfactorily met

*Martin A. Aurath*  
USAID/Zimbabwe Project Officer

*8/13/97*  
Date

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