

**Skills for Youth Employment and Rural Development in Western and Southern Africa**  
**Informal Apprenticeship (IA)**

Knowledge on the range of Informal Apprenticeship (IA) Vocations and Master Craftspersons in  
Bulawayo and Harare (including Chitungwiza, Norton and Marondera)

**FINAL REPORT**

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## **1. Introduction and Background**

The International Labour Organisation (ILO) has embarked on a project in Zimbabwe entitled “Skills for Youth Employment and Rural Development in Western and Southern Africa” as part of a larger programme supported by the Royal Danish Government’s Commission for Africa. The whole project in Zimbabwe comprises two main components designed to promote enhanced employment and income generating opportunities for youth through skills development initiatives.

The first involves the introduction of the ILO’s Training for Rural Economic Empowerment (TREE) methodology in a number of rural communities to support local economic development (LED). This component is a community-based technical and vocational skills development programme focusing on agriculture and rural development which will be implemented in rural areas where it will focus on value chain development, skills upgrading and group enterprise community projects for out-of-school youths.

The second component involves upgrading the delivery of training through systems of informal apprenticeship (IA). It is widely accepted that in Zimbabwe there is an active and widely practiced traditional apprenticeship (TA) system whereby young persons attach themselves to skilled Master Craftpersons (MCs) in order to learn a trade via on-the-job practical training and workshop experience. The vast majority of this form of skills training and knowledge transfer takes place in the informal sector and represents a major vehicle through which out-of-school youth obtain technical training in useful and employable skills.

The overall purpose of this consultancy is to improve the knowledge on the range of Informal Apprenticeship (IA) vocations and the Master Craftpersons (MCs) capable of effectively delivering training to youth in the selected vocations.

This project has been in preparation since 2009 and active for a number of months and has benefitted from having a series of excellent foundation studies by competent TVET consultants who are also well placed to benefit from the experiences gained in what is acknowledged as one of the most comprehensive informal sector TVET programmes in the region – the Informal Sector Training and Resource Network (ISTARN). This programme, with funding and technical support from GTZ, worked in close collaboration with the Zimbabwean Government’s Ministry of Higher Education between 1996 and 2002. It continued after the German Government’s Technical Assistance (TA) programme was scaled back, running for a number of years at Masvingo and Mutare Technical

Colleges, albeit restricted by the reduction in funds and was actively continued by some of the Network partners. For example, Silveira House still continues to work on the programme with its own resources and funds allocated by a number of donors. ISTAR, with its well documented and comprehensive reports represents one of the best recorded experiences on the development of the Traditional Apprenticeship system in South and Central Africa. The programme made extensive use of the excellent and already established technical training resources in Zimbabwe. This included existing and respected technical institutions, excellent infrastructure in the form of new training facilities with well equipped workshops and the extensive technically qualified human resources which had been developed and capacitated by a series of international donor programmes since Independence in 1980. For many, the technical education system which existed in Zimbabwe represented such a comprehensive resource that there were those who argue that the success of ISTAR was simply not replicable in other less endowed countries. In addition to the provision of competent technical training, given innovatively as short-term top-up training using the underutilised capacity of the Technical Colleges during their vocation periods, a complex series of programme add-ons were also implemented and promoted. These included: the development of Informal Sector Associations who played a major role in input supply via the establishment of district warehouses and the provision of large revolving funds for inputs; a Small Business Advisory service which advised enterprises hosting the Traditional Apprentices; plus programmes which provided entrepreneurial training for the apprentices (the ILO's SYB and IYB packages); tool loans to graduates; market intermediation support in the sales of products; linkages for enterprises to finance through banks and formal financial institutions; and group loans from Micro-Finance Institutions (MFIs) for graduates of the programme.

Chief among the foundation studies completed in 2010 is "An Assessment of Informal Apprenticeship to Inform the Inception of a Five-Year Project On Upgrading Informal Apprenticeship In Zimbabwe. - Building on traditional practice" by Marian Nell of Nell and Shapiro, January 2010 and "Situational Analysis and Institutional Mapping for Skills for Youth Employment and Rural Development in Zimbabwe" by Michael N Mambo, September 2010. The former authors did some of the original scoping studies and concept papers for GTZ on ISTAR (and the mid-term review) and the latter was the Permanent Secretary of the Ministry of Higher Education during the peak of the ISTAR activities. Given the quality and comprehensive nature of these reports no attempt is made in this report to replicate the information and background analysis contained in them. Where relevant, parts of these reports will be quoted, but any person seeking a more complete background on the subject is recommended to read these reports. It does however need to be clearly stated

that given the radically changed circumstances of Zimbabwe between 2000 and now - many of the achievements of ISTARN are no longer possible to replicate. Most significant of these changes has been the severe economic hardship experienced over the last decade and, as a consequence, one of the largest flights of skilled manpower ever witnessed in post Independence Africa – some estimates indicate that as many as three and a half million of the country’s 14 million population (25%) left to seek employment and a better life elsewhere. Equally important the attitude and approach of donors has also changed. As early as 1999, when the International Business Development Services (BDS) Conference was held in Harare (Sponsored by the Donor Co-ordination Committee on BDS) the new taboo was the provision of supply driven services rather than those which were demand led and market driven. Many of the service and support options offered by ISTARN were simply unsustainable because of the high level of subsidy. Due to this much of the experience gained and some of the lessons learnt are irrelevant especially in light of the new mantra - that services have to be at least partially cost recoverable. If ISTARN was struggling to deliver on this principle at a time when the economy was growing and the informal sector was starting to really take off – what chance would there be today with a constrained economic climate due to the dolarisation of the economy, a population of consumers and informal sector participants still struggling to come to terms with the impact of massive hyper-inflation that affected localised wealth and savings.

The economic and humanitarian situation in Zimbabwe is dire and has been exacerbated by Operation Murambatsvina (Operation Clean Out Garbage), a government-initiated operation which took place in 2006 and was, supposedly, aimed at clearing slums and flushing out criminals in the urban centres. Operation Murambatsvina led to the destruction of all shelters (and business premises) that were not on Local Authority plans. Informal traders were forced to auction or sell at a loss the products they had in stock so that they could vacate premises ahead of the demolition squads, and get enough money to transport their possessions back to the rural areas from which they had migrated. The vast majority of Zimbabweans live below the poverty line and unemployment is rife although it is mitigated by the informal economy to some extent. About 80% of Zimbabweans are believed to be employed in the informal sector. While there have been some movements towards political and economic improvement, these are fragile at best and those included in the rapid assessment did not place much faith in them. P2, Nell and Sharparo, Jan 2010.

This stage of the consultancy is short (a total of only 12 days) and has a very practical hands-on orientation – working with the project team and service provider – Research Bureau International to launch a “Call for Expression of Interest”, establish a procedure for capturing information into a coherent and expandable data base, develop criteria and select vocations and sites to be included in the programme in consultation and liaison with stakeholders including youth. (the Terms of Reference for the consultancy are included in Annex One).

## **2. The current state of the Informal Sector in Zimbabwe**

There have been a number of observers who see aspects of the political turmoil and the on-going struggle between the two main parties as a partly rural and urban based conflict. Some saw Operation Murambatsvina as part of the election campaign for the 2008 General Election where the urban population and their main economic activity – the informal sector were deliberately targeted. The rural areas with massive land distribution and an organised political cell structure are seen as the main area of support for the ruling party while urban areas have generally been the main provider of support for the opposition. The formation of a Government of National Unity (GNU), following the disputed last election, offered some hope for genuine political change and a move away from the politics of violence and suppression towards a more inclusive dispensation. The current political compromise is meant to lead to a new constitution, an improved political climate and then new and genuinely free and fair elections. However, the successful conclusion of the GNU process appears to be facing challenges, as the parties have yet to finalise and complete all aspects of the GNU – there is even talk in some quarters of abandoning the agreement and holding new elections, which many observers fear may also be violent and disruptive. If this were to happen one of the key assumptions of this project would be breached and it would be doubtful if it could continue as envisaged. As in previous elections, the informal sector – now such an important aspect of economic life because of the massive numbers of people involved - could again result in some form of struggle for control of and influence in the informal economy. This means that the ILO programme must tread very carefully and adopt a cautious and circumspect approach in the early stages of the project. One could argue that given the threats the ILO should maybe suspend project activities but this consultant believes the opposite - as a UN agency held in respect by the Government, the private sector and the labour movement - it can play an important role as a honest and impartial broker. The ILO and this programme can use its unique position to maybe help reduce tension and conflict in what has already become a bit of a battleground – the fight for control of and influence in the informal sector in urban areas.

The Ministry of Small and Medium Enterprises is officially responsible certain informal sites and has been involved in the appointment of Boards and Committees in key urban areas such as Harare, Chitungwiza and Bulawayo. There is often confrontation between informal sector operators and the local authorities and the City Councils of Harare and Chitungwiza. Stand holders have been demonstrating against what they claim to be excessive charges, lack of services from the City Council and harassment by Municipal Police who basically are trying to facilitate easy access to the site for

deliveries of supplies and shipment of goods. Again this offers an opportunity for ILO to possibly play a mediation role<sup>1</sup>.

During the consultant's field visits there were incidents at both the main "flea market" at Mbare Msika and at the Siya-So market in the Mbare area. Given this volatile situation the current approach of the ILO project staff to proceed slowly and to make sure that their site and participant selection process is as independent and unbiased as possible is both sound and sensible.

### **3. Establishing a Data Base of Master Craftpersons**

A decision was made by ILO project staff that the only fair way to select participants for the programme and to ensure a degree of commitment from Master Craftpersons (MCs) was to have an open call for Expression of Interest (Eoi). It was further decided that this call for Eoi would be published in the press and clearly be made available to all MCs irrespective of representative committee recommendation or membership of a local association or political allegiance. This decision was based on an earlier experience of working at an informal sector site in Harare where ILO staff asked the Organising Committee to provide a list of master craftpersons, who might be interested to participate in a programme. Very quickly a list of over 300 MCs had been produced, and indications were that they had been pre-selected on their closeness to the Committee members as well as their perceived loyalty. Clearly very few had been briefed on the proposed programme or even asked if they would like to participant. Many appeared to have been added in the belief that there would be some form of direct benefit in working with the donor and that this benefit eventually might be reciprocated back to the person making the selection.

Initially the thinking of project staff was that after the adverts had been published that a second recruitment drive would take place by availing printed copies of the adverts to local Informal Apprenticeship Committees at selected sites in Harare and Bulawayo for direct one-to-one marketing and further localised promotion of participation by MCs. The consultant, in discussion with the ILO team has advised on a slightly different approach which hopefully will add value in that it holds out an opportunity to establish a potentially random sample universe which might be useful later in the programme as a way of estimating total impact or justifying further investment.

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<sup>1</sup> In a separate process the ILO has already published a Commission of Enquiry Report (see ILO website) and is helping the GNU on peace, healing and restoration of basic rights through a Technical Assistance Package led by Ministry of Labour who have recently been in Geneva reporting to the ILC on progress

### 3.1 Importance of a Sample Universe

Even though the selection of participating Master Craftpersons (MCs) and consequently their businesses and the Traditional Apprentices / Informal Apprentices (TAs/IAs) they recruit will be the basis of the programme activities there is a need to have an idea of the total universe sampled. This should enable the results and impacts to be scaled at both a site, region and hopefully national level. This is an important requirement for the evaluability and overall reporting of project results and will be very significant in the ability to recruit additional extensions of donor funds especially if they show the potential if the project were to be rolled out at scale.

Rather than engage in a complex exercise to try and establish the total number of MC owned and managed SMEs in Zimbabwe, the following approach will be adopted. It will be assumed that the first call for expression of interest – because it will be flighted in all the major and regional newspapers - will create a common level of response from all interested MCs, irrespective of trade and region. Thus in the final areas / sites selected a subsequent exercise to physically count all enterprises and obtain an average percentage response from MCs will enable a rough estimate to be made of the population of MCs in other cities / town and sites based on the responses to the adverts for the expression of interest. As the programme expands further checks can be made on this assumption at various sites and via other initiatives such as transects and longitudinal studies.

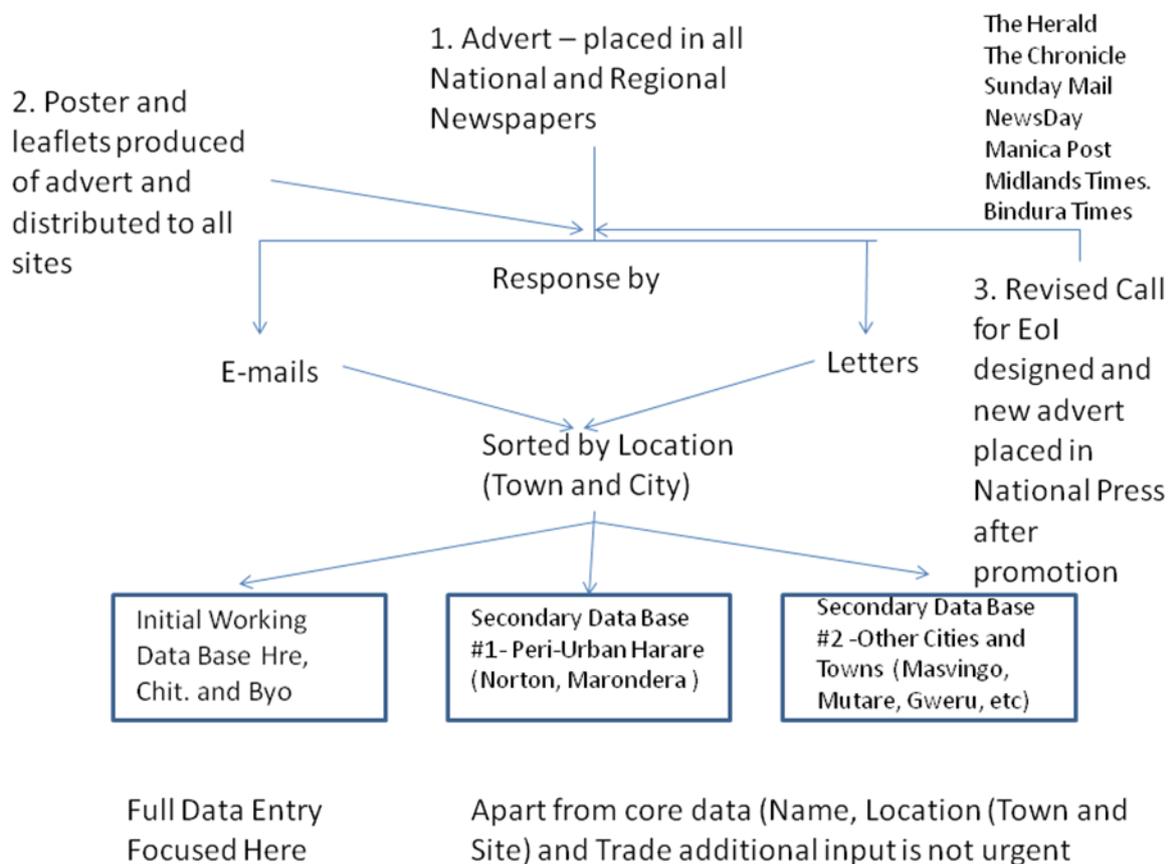
### 3.2 Agreed procedures to be adopted

Based on detailed discussion between the consultant, staff at Research Bureau International (RBI) and the ILO Skills Programme Team the following principles and procedures have been agreed.

- Data base will be for the whole country and will be designed with considerable flexibility / expandability.
- Despite its national spread initially data processing will concentrate on Bulawayo and Greater Harare (Cities of Harare and Chitungwiza) as this will be where the programme will start.
- In its initial stages it will be based solely on the decision by a Master Craftperson to respond to a Call for Expression of Interest firstly in the press and secondly via a follow-up poster and information leaflet distributed to all major informal sector sites in the country. The response will be sorted by Location (Site) and Trade.
- Following an analysis of the national response to the Eol flighted in the National Press and via the poster and leaflet campaign a second Call for Expression of Interest may be repeated in the more effective Press. Before this happens some focus group discussions will be held to determine any factors in the Call itself which may have influenced the propensity and

willingness to apply. This will include any aversion to the concept of Informal Apprenticeship or some form of concern on the wording of the advert or on the nature of the data requested. Many studies highlight the fact that often close relatives are recruited as IAs and the initial advert may have created a suspicion about having a candidate imposed on the MC by a Government Youth Development Programme. Any constraints noted will be corrected in the subsequent orientation and wording of the subsequent call for EoI. This final attempt may be delayed until after the official launch of the programme especially if the publicity generated meets with a favourable and positive nation-wide response.

These features are detailed in the diagram below:



### 3.3 Specific Design Features of the planned Sample Universe.

- From the outset RBI will attempt to maintain a coherent methodology to establish a universe for the sample which will enable some form of scalability of the data collected in terms of number, distribution and trade activity of MCs.

- This will be based on the assumption that all MCs (nationwide) have an equal chance of seeing the advert / poster / leaflet and sending in an Eol and that there will be a similar response from all enterprises / trades that can and do use IA/TAs.
- In order to achieve the above there must be no “encouragement” to participate in the Eol given by either ILO staff or Organising / Site Committees to MCs especially at their existing work sites. At a later stage a sub-sector data set from these work sites will be collected.
- As the project progresses a number of additional activities will be built in to monitor the base assumptions and to confirm and test the veracity of the sample universe.

### 3.4 The Call for an Expression of Interest (Eol).

Extensive discussions were held on how the call should be pitched and eventually it was agreed that rather than create a false response from desperate SMEs hoping for assistance to their enterprises a clear statement of intent about skills development and the incorporation of Informal Apprenticeship / Skill transfers into their enterprise should become the theme of the introductory statement. This part of the eventual published advert is presented below.

#### **CALLING ALL MASTER CRAFTPERSONS – ARE YOU INTERESTED?**

##### **Call for an Expression of Interest to Participate in a Programme to develop informal apprentices**

Youth unemployment is a major problem in the world. In Zimbabwe out-of-school youth lack basic work skills and as formal employment continues to shrink one of their few opportunities is to join the informal or self employed sector. Traditionally, one of the routes to acquire useful trade skills is by attachment to a master-craftsperson as an informal apprentice.

An international organisation is designing a programme to support the critical role that master crafts persons play in this traditional apprenticeship system and seeks to establish a data base of skilled persons who are willing to participate in the programme. In order to register for inclusion in this programme, master crafts persons currently operating enterprises capable of providing informal apprenticeships and skills development are encouraged to respond to this call for expression of interest.

The call made no mention of the ILO but did mention an “International Organisation”. It intentionally used both terms – Informal Apprenticeship (IA) and the common term use by programmes like ISTAR – Traditional Apprenticeship (TA). In terms of applying, two means were given one via an e-mail address established for the purpose and the second a box number to which

mail could be sent. The intention of the dual intake was the hope that this would provide a bit of differentiability in terms of access to ICT.

The information requested in the EoI is detailed below and again this was given some thought. As this information was being received in an unstructured format it had to be restricted or else data input could have become a major hurdle. Equally, the data requirement was partially designed to **discourage** unemployed persons or persons already working in the informal sector from making an application in the hope that the advert might lead to a job or training opportunity – hence the questions about trade qualification, the enterprise, its formal status and existing employees.

The following Information was requested to be included in the Call for Expression of Interest

#### About the Master Craftperson

- Name,
- ID,
- cellphone contact,
- age,
- sex,
- education and skills training background,
- work history.

#### About the Trade

- MCs trade,
- length of involvement,
- qualification,
- membership in an association.

#### About the Business / Enterprise

- Enterprise Name,
- location (site, township, town / city),
- license / registration status,
- ownership of premise,
- size of workspace,
- length of operation at site,
- number of employees,
- previous experience with IA / TAs
- current status with IA / TAs.

Recent access to media studies in Zimbabwe indicate that cell phone ownership amongst the urban population has risen to 82% and it is hoped that future notifications and even additional data collection will be conducted via bulk sms or phone back. For this reason one of the key information categories is the cellphone number.

The draft advert, after initial review by the ILO team, was revised to include some minor changes to the text and the incorporation of more appropriate illustrations. This final version was also translated into Shona and Ndebele and published nationwide in all major newspapers in the country. The advert was flighted on both a weekday (Thursday or Friday) and the weekend (Sunday) version of the paper. A copy of the published advert is presented in the separate report produced by RBI<sup>2</sup> which also includes a complete list of the newspapers (with dates) in which it appeared.

### 3.5 Establishment of the data capture procedures and electronic management of the Data Base

The consultant has worked extensively with the RBI management and the staff person directly responsible for the establishment of the data base. Since the start of the assignment one-on-one mentoring and a number of detailed briefing sessions have been conducted so that the technician fully understands the principles of the planned MC / IA development programme and appreciates the long term purpose of the data base and the need to keep it flexible and expandable. The data base has been establishing using Microsoft Access and full details of the structure and data set interactions are given in a separate report prepared by RBI<sup>3</sup>. The data base has the capacity to be extended and mechanisms have already been incorporated so that most of the additional information already anticipated can be added later. The strong flexibility of the architecture means that related but separate data sets can be added via links into the main MC data set. For example, information on the IAs previously employed by the enterprise as well as current IAs recruited under by the programme can be incorporated in separate (and as yet un-designed) data sets but linked to the MCs personal and trade qualification data in the main data base. This should enable cross tabulations and even relational analysis of a variety of factors which may influence the success of IAs. Similarly as data is collected on the enterprise – such as turn-over and other performance factors it can be added to the data base in the form of annual or biannual data sheets. This will enable a complete history of the enterprise to be built up for monitoring and evaluation purposes.

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<sup>2</sup> Master Craftspersons Technical Report by Research Bureau International (RBI) dated 25<sup>th</sup> March 2011

<sup>3</sup> User Application Manual – part of Master Craftspersons Technical Report, March 2011 by RBI.

### 3.6 Expansion of the data base for selected participants.

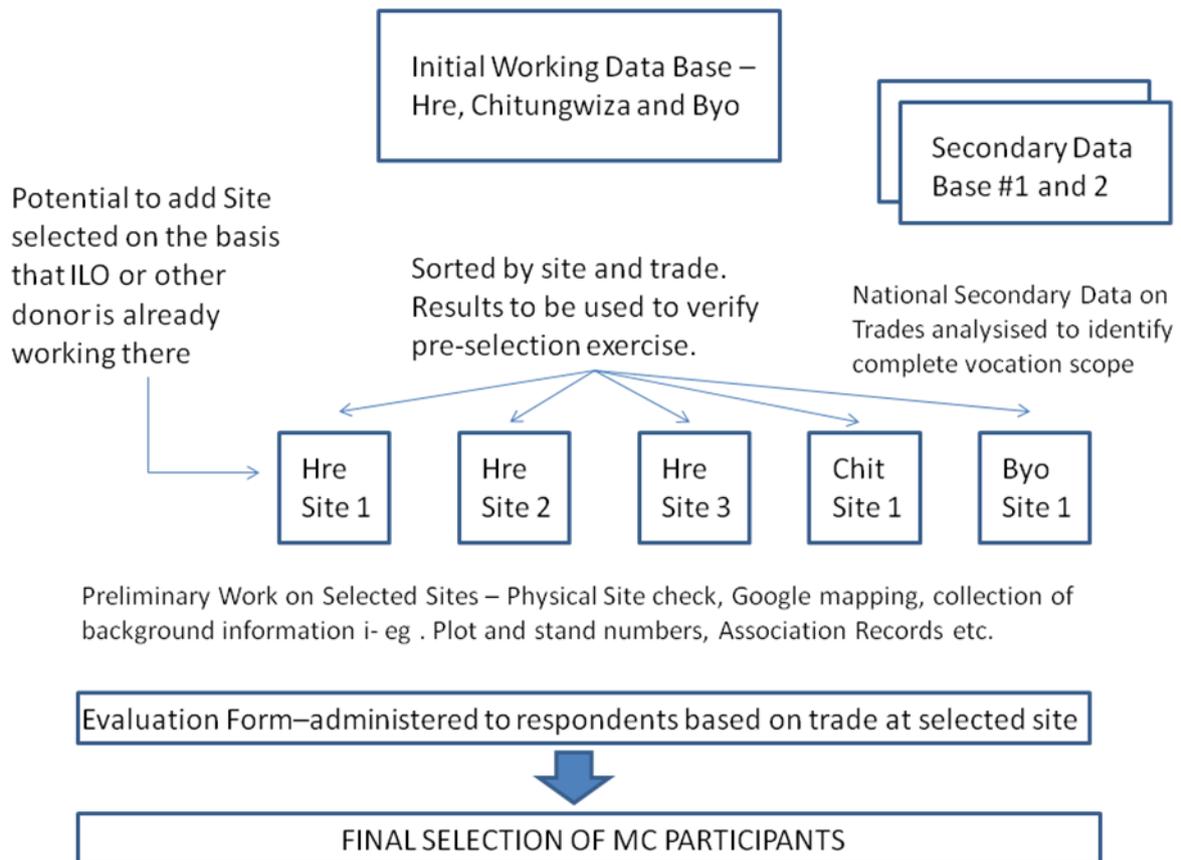
The main data base of MCs who apply to participate will cover the whole nation, all locations and all trades. As described in the following section the programme will initially select a few trades and specific locations in Harare, Chitungwiza and Bulawayo. Because these areas are targeted as the initial focus of the programme, they will become the working data base – other areas (including rural areas) and other urban centres will become the secondary part of the data base. As the current thinking is to have a Harare peri-urban site as the 5<sup>th</sup> site in 2012, the secondary data set will be split into these peri-urban areas (eg Norton, Ruwa, Marondera, Mazoe areas) and then the remainder of the country.

In the first four selected areas (Harare – 2 sites and one site in each of the cities of Chitungwiza and Bulawayo) additional data will be collected from the selected participants via a more detailed Evaluation Form<sup>4</sup>. This data collection form will only be designed after the final decision is reached on the scope and range of planned interventions which will be carried out for each trade at each of the selected sites. This additional data collection exercise will be based partly on the determination of appropriate intervention required by the trade at that selected site and further focused by the direct appraisal of the requirements of the individual enterprise selected – what has been referred to in the ToR and some project documentation as a Training Needs Analysis (even though some of the interventions may not involve actual training – for example linkage to financial services.). This further data collection exercise on selected participants will act as the detailed baseline information source for future impact and monitoring exercises.

This additional data collection from the selected participants will be feed into another supplementary data set in the data base. Thus participating MC, in a selected area / site, would have a much larger data set – a data set that expands as project activities are carried out with the MC, their business and their IAs. This is illustrated in the following diagram.

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<sup>4</sup> This Evaluation Form is included as an Appendix IV entitled Evaluation Form and Evaluation which is attached to the report entitled “ILO – Master Craftspersons Technical Report” by RBI which is dated 25th March 2011.



Owing to budgetary constraints, there has been some discussion on the possibility of doing clustered interventions in a particular trade and site. It is envisaged that this would proceed in the following manner – the focal points of this approach would be participating MCs already in the database (ie part of the sample universe) but might include their neighbours or similar enterprises in a particular section of one of the selected site. In this case these participants would be included in a separate (but similar) data base where their designation would separate them from the sample universe as they have been selected because of their proximity to a randomly self selecting participant who responded to the EoI. Their inclusion in the general data base when they are part of the same trade and location would cause a distortion of the data and mean it could no longer be used to scale up information across the nation. There may however be a statistically valid reason to include them but only as part of an overall analysis of the trade or site – in that the focal point of the cluster was “selected” by a MC choosing to respond to the call for EoI in the same “random” fashion as those in the main sample universe.

#### **4. Selection Criteria for Mastercrafts Persons to be included in the Programme**

##### 4.1 The Lead Selection Criteria – Trade and Site

The Terms of Reference call for a selection criteria to be developed for this programme. However, the basic design of the project has in some ways already established these, in that the MC must be willing to participate. In order to demonstrate this, the MC must actively make a decision to participate and initially submit an EOI in response to the call published in the press or on a subsequent poster and leaflet information campaign. This decision should not be based solely on their belief that they will receive direct financial assistance, although it would be entirely reasonable for them to expect that their participation will benefit them and their business. An unviolatable element of all donor supported initiatives must be that participants in pilot phases of a programme should do not suffer financially.

The project, will at some point, have to expand the participant list beyond those responding to the EOI as it develops area, site and trade based interventions. This expansion must be based on a clear and focused policy that even these participants must be able to make a personal decision to participate and must do this based on their desire to improve their business and by extension be involved with or considering the use of informal apprenticeships. All project activities including: those that may support structural improvement of the site or individual enterprises' work space; improve access to input supply; provide technical innovation and product development; improved marketing of their product; etc.,; must be related to improvements in the efficiency of the transfer of skills to informal apprenticeships. This is not just an informal sector development programme, it is a skills training initiative. Given the ILOs focused mission the programme must continually strive to make sure that the interventions benefit the IAs and that they improve and develop the potential access to decent work on behalf of the young people who participate.

A key component of this consultancy is however to help the programme clarify and focus on where to start and with whom to work with. On this basis two aspects are considered critical - the first being that the programme should have impact and as such should focus activities in trades and skills for which there is a current and medium term demand for the products being produced and a propensity to use informal apprenticeships. IA training and skills development is a product of the amount of on-the-job work they do while on attachment and as such trades producing products in demand, with a ready market are the most important place to begin the programme. The selection of "job rich" trades is therefore taken as the prime selection factor.

The second aspect is based more on the ability of the programme to have maximum impact within the time frame of the project and within the resources available. For this reason, as already explained, the programme will initially start project activities in the three largest and most active areas of economic activity – the capital city of Harare, the second largest city of Bulawayo and the main satellite / dormitory area of the capital – Chitungwiza. Narrowing the intervention point down even further, the recommendation is that the programme should concentrate activities in established informal sector sites. These sites were generally established in Zimbabwe during the colonial period because of a desire of the local authorities to “contain” the activities of the informal sector<sup>5</sup>. Strangely enough these concentrations of informal sector enterprises in one area have proven to be a reasonably successful development initiative – they actually represent a form of cluster development with all the consequential advantages that that form of development creates. A well known and accessible area, where anyone seeking a specific product will always find a number of producers offering it at a competitive price. A concentration of similar trades in one place where they can organise common, shared or pooled services such as input supply and auxiliary support services such as transport. The most important transport service for customers being small hand pushed carts and barrows now known as “Scania”. The authorities had located these sites in the so called service areas of the “townships” and as a consequence they were in close proximity to the main bus termini meaning that the customers could with the barrows and carts easily transport the products to the bus and load their purchases on the roof of the bus and get them home to their place of residence. The sites rapidly became a traditional place for rural residents to shop rather than at establishments in the city where cross town transport to the rural bus terminal was a significant cost.

These two criteria have been related in the selection process used. Firstly, the trade has been selected and then an informal sector site containing a significant concentration of those trades have been chosen. Working at a site with a large number of the selected trades reduces logistic problems and means the project can have maximum impact especially if it develops trade wide interventions. Clearly as the ultimate objective is skills development of IAs having a large concentration of them in one place offers some additional opportunities.

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<sup>5</sup> Many of the informal sites were established in the late 50s or under the large scale housing development activities in the 70s. These are often known as “Durawall” because they were enclosed by a concrete wall made of cement posts and panels (initially designed and developed by a company of that name).

#### 4.2 Previous Suggestions of Selection Criteria

The “Assessment of Informal Apprenticeship to Inform the Inception of the Project Upgrading Informal Apprenticeships in Zimbabwe” the Study undertaken by Nell and Shapiro in November 2009 did not specifically dwell on the subject of Site Selection but in the tentative logframe presented in the report it made the following suggestions and recommendations:

We suggest that it be piloted in three varying geographical regions before being replicated throughout the country.

**Result Area 1:** Selection of three varied geographical areas, one urban one rural and one peri-urban and a thorough examination of the labour market and labour market support in these areas. Before devising a TAP for the area, ILO needs to know: is the practice active there, in what trades, where is saturation an issue and where is it not, how can gender issues be incorporated, what trade organisations exist that would be useful and willing to participate, what community organisations are appropriate for joining a governing body, what colleges in the area would be willing to participate. The successful conclusion of this result area ..... would be the setting up of a transparent and accountable governing body to run the TAP.

**Result Area 2:** Agreement by the three governing bodies on principles such as sustainability, equality, self-reliability, recruitment and selection. Within this, each geographical area should be agreeing itself on which trade to support, numbers that can be accommodated, value that can be added and how it will be added , monitoring and evaluation mechanisms.

Page 41and 42, Final Report, Jan 2010

The Situational Analysis Report presented in the September 2010 by Mike Mambo made the following recommendations:

Selection of project sites is critical for success. This should be based on clearly defined criteria that take into account things like: youth population; availability of natural resources and raw materials that can be turned into marketable products; presence of viable economic opportunities or potential; availability of training institutions in the area to support and provide skills; presence of infrastructure like access roads and utilities: similar activities going in the area in order to avoid duplication or possibly create synergies with them; lack of possible political interference particularly in the choice of participants, , and presence of any previous studies conducted in the area like the ones done by IDC. Sites that are assured of quick wins should be selected. Initially the sites should be limited to a few in order to acquire experience and expertise in the implementation of such interventions.

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The approach adopted is not radically different from the above suggestions. The selection of a rural site (suggested by Nell) has not been included yet because it would stretch logistics and there is always the potential at a later stage to introduce a rural TVET venue attached and related to the TREE programme which will be working in selected areas where LED activities are being implemented. This issue has already been discussed with the implementation team and clearly the Gokwe TREE site with a focus on: hardwood harvesting and the production of sawn timber; and cotton production with the strong potential to develop small business activity around integrated pest management (IPM) with scouting and selective economic threshold spraying activities lends itself well to youth employment opportunities which will also require extensive skills training which

could be delivered via rural based informal apprenticeships. Use of a site like Gokwe would fit Mambo's suggestion of a site where there is "availability of natural resources and raw materials that can be turned into marketable products".

Nell places a heavy importance to the presence of existing trade and community organisation which can actively participate in the establishment of a "transparent and accountable governing body to run the TAP" – one of the themes in her report and clearly one of the most interesting phenomenon noted during the liaison visit to the IA system in Ghana – a site management which actually controls and accredits the graduates of their own skills improvement programme. While it is clear that most of the sites in the three selected urban areas have some form of organisation the high level of political interference at some of these sites because of the political competition between parties is an area of concern. Mambo reinforces this with his statement on the need to ensure a "lack of possible political interference particularly in the choice of participants". These two areas need to be given special attention by programme management.

Mambo's report also makes a particular point on the need to link the site to an available training facility which can support and develop skills. This view is based largely on the experience of ISTARN where one of the key success factor of TAP was the linkage to excellent basic skills training and skills up-grading via competent trainers and excellent facilities in the Polytechs. This issue has been discussed with the ILO implementation team and while they are correct that sites in Harare, Bulawayo and Chitungwiza can easily be linked to available training facilities, which in some cases are close - they need to take into consideration that increasing fuel costs have made even short city journeys to a skills training facility very expensive for IAs who generally get very low wages allowances. They are also correct that there is the potential to use mobile trainers who come to the site but the general over-crowded nature of the sites and the need to have access to equipment which may also require adequate workshop space is an important point. As a matter of urgency the programme needs to establish and develop formal linkages to locally available training facilities and resources.

#### 4.3 Selection of Job Rich and Viable Vocations based on Current and medium-term potential of the Local Economy

There are a large number of potential vocations in the informal sector and each workshop held can very quickly generate a list of possible and potential trades. For example, a stakeholders workshop held by the programme in June 2010 came up with the skills / product list on the following page.

Some of these trades / vocations could be excluded on the basis that they are minor with very few participants and other because there is very little room for expansion.

**Table : List of common informal Sector trades found in Zimbabwe.**

1	Agro processing- Fruit and vegetable processing	29	Machine knitting
2	Architectural drawing	30	Metalwork and Welding
3	Auto Electrics	31	Motor Mechanics
4	Bicycle Repair	32	Mushroom cultivation
5	Blacksmithing and Welding	33	Non Ferrous foundry
6	Book Binding	34	Painting & Decoration
7	Brick-making,	35	Panel Beating
8	Building and Construction	36	Plumbing & Drain Laying
9	Buying and selling/ market intermediation/ trading /	37	Pottery
10	Candle making, Petroleum jelly making	38	Radio & TV Repairs
11	Carpentry & Cabinet Making	39	Refrigeration
12	Carpet Weaving	40	Repair of household appliances and personal items(inc watch repair)
13	Cell phone repair	41	Roofing
14	Cement Products	42	Scotch carts and wheel barrows making
15	Chalk Making	43	Screen Printing
16	Computer repair	44	Sewing machine servicing and Repair
17	Crafts and curios including wood and stone carving	45	Sign writing
18	Dress making + Cutting and Design	46	Small scale bakery
19	Early Childhood Education	47	Small Scale Farming/Horticulture
20	Electric motor repair	48	Soap making and other household detergents.
21	Electrical Installation	49	Solar Energy Devices
22	Fence making	50	Thatching
23	Fibre glass Technology	51	Tie & Dye and Batik making
24	Fitting and Turning inc. machining / maintenance	52	Tiling
25	Hair dressing	53	Timber harvesting and milling
26	Hand knitting	54	Tinsmith
27	Leather tanning	55	Upholstery
28	Leather work	56	Woodwork

The approach to be taken by this consultant is to carry out a quick review of current economic conditions in Zimbabwe and to argue how these influence the potential market for the products produced and services delivered by the major skills / work areas of the informal sector.

The ILO has recently commissioned a comprehensive report for the “Value Chain Studies – Desk Study” conducted by ECI Africa and presented in September 2010. This report makes extensive use of the extremely comprehensive and recent USAID funded “Zimbabwe Market Study” which details the current situation and undertakes an excellent analysis of the current macro-economic climate. It includes the following

An economic meltdown beset the country for ten years. This meltdown ended in 2009 when the government implemented new measures.

A government of national unity was formed and the suspension of the use of the Zimbabwean dollar and liberalisation of certain economic sectors marked the end of an extremely negative economic era. Adoption of multiple foreign currencies that include the US dollar, South African rand, the Euro and the Botswana Pula, for transactions helped reduce the inflation rates. As a result real GDP expansion of 4% was registered in 2009 for the first time after 10 years of consecutive negative growth. This resulted in formalisation of markets and disappearance of the parallel market. GOZ estimates GDP growth of 5.4% in 2010 with the IMF tempering that down to 2.2%. (IMF, 2010) However, productive sectors are yet to fully recover and unemployment is still rampant. Although projected to grow, the economy is still under threat.

Firstly, Zimbabwe still has a high current account deficit which is expected to remain so, due to the high import penetration given a high manufacturing sector import dependence. Secondly, the country is not producing enough electrical power relative to the demands of the economy. Thirdly, following dollarization, the economy is still experiencing liquidity challenges worsened by low and volatile capital inflows and the currency movements in \$/ZAR exchange rate. Fourthly, the levels of disposable incomes and savings are still very low in Zimbabwe. This affects real demand for goods and services from smallholder producers as economic contributors as well as from the general population as consumers. Ultimately this slows down economic growth. The Zimbabwe Country Health Statistical Report 2009 noted that 56.1% of the population lives with less than \$1 a day.

The economy of Zimbabwe is bound to remain stable but constrained to realise its full potential. Firstly, the government is on a cash budgeting system with 2009 budgetary expenditure at ‘21% of GDP with 53% of that in employment costs’ Secondly, the country’s competitiveness is still considered unfavourable for foreign and domestic investment with Zimbabwe ranking 132 out of 133 countries in the 2010 World Competitiveness Index. This constrains the utilisation of full industrial capacity needed to grow the economy and increase revenues for government and improve general well being of the population. ECI Africa, September 2010.

Since the publication of the ECI Report (and the USAID economic study) last year there has been very little progress on the issues that need resolution, so that the Government of National Unity (GNU) can move forward from the political impasse caused by the disputed 2008 elections. This growing political uncertainty, talk of holding new elections and threats to introduce a new round of enforced “indigenisation” of large foreign owned companies unless they support the lifting of sanctions

against Zimbabwe<sup>6</sup> has further weakened investor confidence and resulted in the shelving of massive and much needed investment plans.

Given the continuing absence of positive economic signals that direct foreign investment and comprehensive economic growth will return, the country is very much at a standstill but there are some positive drivers which are significantly contributing to growth (albeit not as dynamic as the optimistic expectations which followed the establishment of the GNU). These are detailed below:

- The discovery of massive new alluvial diamond deposits in Marange is fuelling a mini – “Eldorado” for those in control of the area (elements of the military and provincial ZANU-PF structures). The extremely high level of personal wealth being generated forms the stuff of legends.
- Alluvial gold deposits are being exploited across the country and hundreds of thousands of panners and workers are benefitting from the very high gold price (above USD 1400 an ounce) caused by the international financial crisis. This industry is much to the detriment of the environment because of the very destructive old style “mining” techniques which basically involves blasting water into the banks of rivers with high pressure hoses and then panning the run-off.
- Alluvial and surface mining of chrome, titanium deposits and coltran is happening over large parts of the Great Dyke which runs the length of the country.
- Optimism caused by the “dolarisation” of the economy and the fact that farmers, buyers and traders can all now realise significant income from farming (because their cost of inputs and producers prices are no longer changing in value on a day to day basis, as was the case under hyper-inflation) – has resulted in a massive increase in the number of active contract farmers. Tobacco production has basically doubled between 2009 and 2010 and is due to increase further this season – prices on the contract auction floors have been good and those with a good style leaf have made significant . A number of large international companies are back in the former cotton growing areas assisting farmers with seed, fertilizer and chemical input and buying every kg they produce. Farmers close to town and cities are producing vegetables, fruit, chicken, eggs and milk for urban residents who are now more

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<sup>6</sup> There are no actual sanctions applied against the nation of Zimbabwe only targeted sanctions and asset freezes for the leadership of ZANU-PF, and those involved in human right abuses during the 2008 election campaign.

able to plan their monthly food purchases with an increased level of certainty also because of dolarisation.

This group of consumers has considerable disposal income. Some of those involved in diamond mining, gold buying and its on-sale, and the importers of essential equipment for these ventures (pumps, pressure hoses, etc.) are making fortunes, building enormous mansions, investing in business ventures and buying luxury cars. The tobacco producers are starting to get used to regular annual incomes (which will remain relatively stable as they are meeting a big international demand for filler varieties). The crop and its prospects are enabling them to invest in their farms (construction of curing tunnels, purchase of tractors and equipment) and improving their on-farm homesteads. In fact there has been a significant and accelerating change in the new emerging farmer class. When the land distribution programme presented them with their farms many had no idea of the work and investment of time required to make these farms viable. They are now seeing the very real financial advantages of small-scale commercial farming and as formal job opportunities and urban based business objectives remain limited – they are shifting to become full-time farmers and via this change contributing to export crops and general improvement in agricultural production. This change in commitment is seeing many of them moving to their farms and those without houses at the farm are now building them.

The areas surrounding the major cities and town were all divided into smaller plots and these have become the area of massive investment in housing – some of these are driven by their owners becoming involvement in market gardening and small livestock production activities and staying on the farm but many are a result of their owners simply building residences on their own land (vacant plots in some of the cities still being a rather expensive). This phenomenon is causing a very high degree of urban sprawl and creating a situation where provision of services such as water and sewage and full electrical connections will be a long time coming. This new concentration of housing around the major cities is creating a big demand for construction and construction related services – roofing, electrical installation, plumbing, fitting windows and glazing, fencing etc. The fact that these areas are off the grid and the urban water supply means their unplanned development is driving the installation of wells and boreholes connected to windmills or solar powered pumps, installation of generators and solar panels with inverters, battery back up and power efficient .

The market for products and service delivered by the informal sector in urban areas is generally driven by two market segments – one from more middle class customers living in the suburbs and then that which is provided to the low income residents of the high density areas.

Currently the general population is still slowly recovering from these massive shocks – those in formal employment getting a monthly salary in US\$ are much better off but basically their foreign currency salaries fall far short of what the person would earn internationally. Civil servants are demanding salary increases as for many like teachers, nurses and junior doctors their monthly salaries are under US\$400 while the poverty datum line is reckoned to be US\$540 per month. Low income households are struggling financially, due to low wages and incredibly high unemployment. They also face a particular problem caused by the lack of change (there is no coinage available) – most things sell for either US\$ 1 or US\$2 and increases in charges often proceed in these single currency unit jumps – which translate into very steep percentage increases in basic prices for transport and food items. It should be noted that a current problem influencing everyone's disposable is the rapidly increasing fuel costs – both in terms of direct transport costs for the daily bus fare to work and in the cost of moving products to the market and consequential general inflation.

This extended period of economic stagnation has been a particular problem for the large number of the urban residents who are house owners in that they have been forced to suspend basic maintenance and repair. Given that houses represent most families major asset there will be a very big back-log in this field. Gutters and drains have rusted away and collapsed, broken windows have not been replaced, minor repairs not done, driveways not re-surfaced, wiring not replaced and houses not painted. If there is a general and broad based economic recovery it could be expected that this area of service provision from the informal and SME sectors would experience rapid growth and generate lot of work.

The current chronic power shortage in the country and regular power cuts caused by load shedding has stimulated the acquisition of generators and battery back-up inverter sets by many middle income families. This has in turn created a particular requirement for maintenance and repair of these items. Many of these back-up generators were initially small petrol driven units but as households have experienced more persistent and longer power outages many have switched to larger capacity diesel powered units. The regular servicing of these units, the diesel drive and the electrical generator itself represent a particular important process given the regular and persistent

use the units are being put to, their size makes it very difficult to easily move them. Given the very limited prospect that the current power shortage will end in the near future, the on-site servicing of these units represent a major potential for informal sector service providers specialising in this field.

The following section goes through the major skills / vocations found in the informal sector that traditionally use informal apprentices and provides an updated analysis of the prospects of the various trades to provide a job rich environment doing forward.

**DETAILS OF MAJOR TRADES INTO WHICH MOST INFORMAL APPRENTICESHIPS ARE RECRUITED**

TRADE plus skills set	Rank	PRODUCT	INFLUENCE OF CURRENT ECONOMIC SITUATION ON SELECTED TRADE		POTENTIAL LINKAGES
			Positive Factors and Potentials	Negative Factors and Constraints	
<b>Metalwork</b>	1=	<ul style="list-style-type: none"> <li>Window frames</li> <li>Door frames</li> <li>Burglar Bars</li> <li>Security gates</li> <li>Tubular Steel Kitchen and Dining room furniture</li> </ul>	<ul style="list-style-type: none"> <li>Number of formal companies, previously making some product lines have closed down, removing some competition from formal sector</li> <li>Some new house construction continues in major centres and where income from alluvial mining is having a major financial impact.</li> <li>Security concerns remain high because of petty crime due to unemployment and high degree of urban poverty. Often the first household investment is on improved security via the installation of burglar bars and security gates.</li> <li>Purchase of furniture items is often first activity after increase in household income</li> </ul>	<ul style="list-style-type: none"> <li>Building boom conditions do not exist at the moment. No large Gov housing or site and service initiatives in the pipeline</li> <li>Availability of local steel severely reduced due to production problems at Zisco.</li> <li>Some imported steel is of poor quality.</li> <li>Occasional shortage of industrial gases.</li> <li>Power outages are major problem for welders and those using power tools (drills and grinders)</li> <li>Factors above all contribute to high input cost which has moved through into prices of product at a time that the majority of potential customers are short of funds.</li> </ul>	Many hardware outlets sell complete range of building supplies linking these outlets to producers manufacturing to stricter standards (consistent quality of inputs, assembly based on use of standard forms and consistent finish) could increase sales volume.
<b>Woodwork / Carpentry</b>	1=	<ul style="list-style-type: none"> <li>Doors and window frames</li> <li>Furniture inc. Beds and bedroom furniture (built-</li> </ul>	<ul style="list-style-type: none"> <li>Security concerns about wooden windows have limited demand (still popular in up-market housing with perimeter security but standards required here are very demanding).</li> </ul>	<ul style="list-style-type: none"> <li>Increasing number of new wood producers harvesting small stands of timber on former farms are producing sub-standard uncured wood which lacks consistency and</li> </ul>	Potential to establish links to commercial furniture suppliers making standardised range of furniture.

		<p>in cupboards and wardrobes), lounge suites, kitchen cabinets</p> <ul style="list-style-type: none"> <li>• Coffins</li> <li>• Roofing</li> </ul>	<ul style="list-style-type: none"> <li>• Doors are still in demand and there is a thriving sub-sector in decorative hardwood doors</li> <li>• Furniture is major product in this trade as it is often the first purchase when household income increases significantly.</li> <li>• Major commercial furniture outlets are linked to established hire purchase schemes which can rapidly respond to salaried employees able to pay by monthly instalments.</li> <li>• There is potential to radically improve quality of some items of furniture via improved fittings eg draw guides and runners</li> <li>• Life expectancy has fallen in Zimbabwe over last decade maintaining demand for coffins. Cultural norms make them essential burial items even in low income families.</li> <li>• A good number of suburban houses are being extended to cater for larger families and multiple families (lodgers) and this often involves roof extension.</li> </ul>	<p>either splits and / or warps.</p> <ul style="list-style-type: none"> <li>• Commercial sales outlets require consistent and standardised products in terms of dimensions, design, materials and finish.</li> <li>• Most customers prefer to buy existing stock and the production of furniture ahead of purchase creates problems of non-moving stock, storage and display.</li> </ul>	<p>Current products lack innovation and design which might appeal to younger urban professionals. These could be introduced with technical support in design and training MCs and their staff in their production.</p>
<b>Motor Mechanics - Car</b>	3	<ul style="list-style-type: none"> <li>• Car repair and</li> </ul>	<ul style="list-style-type: none"> <li>• The average Zimbabwean has</li> </ul>	<ul style="list-style-type: none"> <li>• Constant importation of</li> </ul>	<p>There is potential to</p>

<b>Repair / Maintenance</b>		servicing <ul style="list-style-type: none"> <li>• Auto-electrical / battery recharging</li> <li>• Panelbeating and respraying</li> <li>• Puncture and tyre repair / balancing</li> </ul>	an undying love for cars and purchase of a vehicle is high on list of family investments. <ul style="list-style-type: none"> <li>• Use of informal sector to maintain and repair imported second hand cars has become extensive because licensed franchises are very expensive and some of these companies are reluctant to service some of the older models of their brands because they cannot obtain genuine spares.</li> <li>• For minor accidents and scrapes it has now become common place to use informal sector panel beaters. Part of the reason is that fewer owners now maintain comprehensive insurance policies (because of the expense) and those that do rarely claim for minor repairs so as not to lose their no-claims bonus.</li> <li>• Road conditions especially the sudden appearance of potholes contribute to many and regular cases of minor damage to wheels, suspension etc.</li> </ul>	second hand Japanese cars tests repair and maintenance skills of mechanics. Many are discontinued production lines and obtaining spares are difficult. <ul style="list-style-type: none"> <li>• Informal sector garages lacking wheel balancing and alignment equipment can't compete with formal tyre sale outlets.</li> </ul>	attempt linkage to some Japanese manufacturers in order to offer training courses / and or manuals for the major varieties now being imported (eg Toyota Spacio now extensively used as a taxi).
<b>Hairdressing/Braiding Other health and</b>	4	<ul style="list-style-type: none"> <li>• Various and constantly</li> </ul>	<ul style="list-style-type: none"> <li>• Among many urban women wearing braided hair styles has</li> </ul>	<ul style="list-style-type: none"> <li>• The involvement of trainees and informal apprenticeships</li> </ul>	The production and importation of hair

<p><b>beauty treatments.</b></p>		<p>changing hair styles involving either hair extensions, braiding, and or other hair treatments.</p> <ul style="list-style-type: none"> <li>• Manicure (including nail art) , pedicure, facials and other procedures</li> </ul>	<p>become a constant practice. They are changed and replaced on a regular basis. The hair designs and interwoven braids have moved from discretionary to a necessity and expenditure on hair care has become a regular and significant item.</p> <ul style="list-style-type: none"> <li>• Additional hair treatments such as hair relaxants, waxing, and permanent waves as well as dying, tinting and colouring are also a major fashion item in constant demand.</li> <li>• The majority of current hair styles (especially braids) often involve extended periods in a hair salon and this has opened an additional market for other beauty treatments while they wait.</li> </ul>	<p>in this business / trade is massive. It is also reported that many of the trainees are treated poorly in terms of working hours, conditions and remuneration.</p> <ul style="list-style-type: none"> <li>• There is an extremely active private sector skills training market where girls are trained but standards of training and any form of quality control is lacking. Over production of under qualified “graduates” by these schools often means that it is difficult to obtain decent work</li> <li>• The most profitable part of this sub-sector is from the high end of the market but this requires established beauty salons often with a clientele that are regular customers. This makes in very difficult for new enterprises to break into the market.</li> </ul>	<p>products has become a multi-billion dollar business in Africa and the business model driving this phenomenon has been a close link between the producers and manufacturers of products who train hairdressers in their correct use (some of the chemical used are corrosive and can cause permanent damage to hair and scalp if used incorrectly) . Facilitation and promotion of these existing linkages to supplier of products could be significant intervention.</p>
<p><b>Electrical Installation and Repair (consumer electronics and motors).</b></p>	<p>5</p>	<ul style="list-style-type: none"> <li>• Household wiring (installation and repair).</li> <li>• Incorporation of power supplement</li> </ul>	<ul style="list-style-type: none"> <li>• Use of generators has become extensive because of constant power cuts by ZESA. Switching systems enabling their full incorporation into household and business premises are in high demand plus repair and</li> </ul>	<ul style="list-style-type: none"> <li>• No new housing projects requiring large scale electrical installation.</li> <li>• Pace of providing electrical connection to previously unserved areas has slowed due to problems at ZESA. Incentive</li> </ul>	<p>The current diesel generator set market is dominated by only a few companies who are importing and distributing. Possibility exists for</p>

		<p>devices such as inverters and generators.</p> <ul style="list-style-type: none"> <li>• Repair and maintenance of consumer electronics.</li> </ul>	<p>servicing of the electrical side of the generators.</p> <ul style="list-style-type: none"> <li>• Use of inverter sets which recharge during intermittent power supply and power personal electronic systems (TV, HiFi and computer) and some emergency lighting is high creating a manufacturing and maintenance demand.</li> <li>• Use of solar panels connected to inverters or low voltage lighting systems are popular but demand restricted by cost of the panels.</li> <li>• A large number of private houses have water heating solar systems – all these could be made more efficient by micro control systems which cuts water flow when sunshine is interrupted by cloud cover.</li> <li>• High on discretionary purchase items are consumer electronics (TVs, videos, HiFis) and electrical goods (Stoves, microwaves, fridges) and this adds to demand for maintenance and repair.</li> <li>• Cell phone ownership has become almost universal and this creates massive market in</li> </ul>	<p>to connect to a poor and intermittent supply is low.</p> <ul style="list-style-type: none"> <li>• Cost of imported solar panels are excessive.</li> <li>• Complexity of new technology in consumer electronics (flat screen TVs, DVDs, Mobile phones, etc) is beyond capacity of local repair persons. They lack critical test equipment and access to replacement components.</li> </ul>	<p>them to provide training and some sort of certification to SME companies and informal sector enterprises.</p>
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			repair, battery charging etc.		
<b>Building</b>	6	<ul style="list-style-type: none"> <li>• Bricklaying</li> <li>• Plastering</li> <li>• Ceiling work</li> <li>• Roofing</li> <li>• Plumbing and drainage</li> <li>• Scaffolding</li> </ul>	<ul style="list-style-type: none"> <li>• Building of new houses are being driven by investments from profitable alluvial mining activities. Mansions based on diamond wealth and gold trading. Good houses are being built in gold producing areas where local miners are investing their income from panning.</li> <li>• Extensive building of houses is occurring in areas where land distribution, and viable contract farming based on US\$ prices are occurring.</li> <li>• Extensive building in peri-urban areas where small plots (10 to 50ha) have been allocated on former commercial farms.</li> </ul>	<ul style="list-style-type: none"> <li>• Despite the popularity of this trade with IAs it is extremely difficult to provide technical training top up to the apprentices because work sites are generally scattered and isolated single house constructions or improvements. This is only possible at big single site projects or if there is building required at the Technical training institutes.</li> <li>• Carrying out training activities in many building trades is expensive unless the practical work is actually constructing something permanent..</li> </ul>	
<b>Light Industrial and machining</b>	7	<ul style="list-style-type: none"> <li>• Use of lathes and grinders to turn out machine parts and components.</li> <li>• Manufacture and repair of pumps and farm machinery</li> <li>• Repair and rehabilitation of</li> </ul>	<ul style="list-style-type: none"> <li>• On former large scale commercial farms and their associated service centres (neighbouring small towns) many of these skills were available but subsequently moved off due to reduction in business. The return of a more active farming sector has re-created demand for this critical service but the size of farming</li> </ul>	<ul style="list-style-type: none"> <li>• These skills require workshops and heavy equipment (lathes etc). These facilities can be found at some of the previous homesteads but ownership issues restrict their communal use.</li> <li>• In many cases machinery at farm workshops have been removed of damaged and new investment required before</li> </ul>	

		motors and gear boxes	<p>enterprises have shrunk and communal / shared / pooled facilities now need to be re-established.</p> <ul style="list-style-type: none"> <li>• Increase in mining and farming activities in rural areas have created major demand for services in light metal work and machining especially pump rehabilitation</li> <li>• Many of the urban workshops providing this service to rural communities have been forced to close because of the lack of business over the last decade. The absence of this service is effecting the systematic recovery in commercial oriented agriculture.</li> </ul>	this critical service will be viably available again	
<b>Tinsmithing</b>	8	<ul style="list-style-type: none"> <li>• Construction and installation of gutters and drains</li> <li>• Manufacture and repair of buckets, watering cans, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Very high local demand in communities where valuable housing stock needs repair work on the gutters and drains.</li> <li>• Perennial demand for the repair of buckets and tin baths</li> </ul>	<ul style="list-style-type: none"> <li>• Strong completion from cheap plastic imports of buckets, baths, bowls</li> <li>• Rapid increase in the price of galvanised tin and solder</li> <li>• Trade is strongly dominated by members of a single religious sect (Vapostori) and assisted and expanded IA is difficult.</li> </ul>	

#### 4.4 Final Selection of Trades to be included

On the basis of the analysis presented above and given the current difficult conditions facing the informal sector at the moment (and in the foreseeable future) the consultant recommends that the following trades be selected for initial inclusion in the project:

- **Metalwork**

Because of on-going requirements of the active housing construction sector and home security – window frames, burglar bars and gates.

- **Woodwork**

Because of on-going requirements of the active housing construction sector – doors, roofing, and important items such as coffins.

In addition it is recommended that elements of the two trades be supported and developed in the significant demand noted for household furniture especially in the active market being generated by a) rising incomes of farmers involved in contract farming and alluvial mining b) the potential market drive from urban workers receiving pay increases. Therefore it is also recommended to concentrate on the specific trade of:

- **Furniture Manufacture**

In this product range a focus should be made on 1) metal work elements involving tubular steel chair and tables manufacture, school desks, computer and TV stands (basically involving welding and spray painting skills), manufacture of beds (welding and wirework). 2) all the popular wood based items such as kitchen dressers and cabinets, wardrobes, chest-of-draws, chairs, tables, wooden beds and headboards, dressing tables. 3) Particular attention should be given to the major purchase item lounge suites – couches, easy chairs, coffee and occasional tables which also critically involves the skills of upholstery and vanishing / French polishing. 4) manufacture of mattress and base sets (involving woodwork as well as work with foam rubber, internal springs / supports and upholstery).

#### 4.5 Selection of sites at which initial project activities should be implemented.

The selection of sites will be driven by selected trades in the following manner.

The pre-selection of furniture as a skills cluster directs the project to the following sites in the three pre-selected urban centres:

- Harare City - Glen View – because this site is the single biggest concentration of informal sector furniture manufacture in Zimbabwe

- Bulawayo – Kelvin North – one of the areas active in the production of furniture but is also an important mixed trade site.
- Chitungwiza – there is no major specific site but an area where there is a particular concentration of furniture manufacturer along a road this will be investigated.

The selection of the metalwork trade especially house construction and security related items leads the project to concentrate on:

- Harare City – SiyaSo at Mbare – site of a big cluster of metalworkers specialising in the selected products
- Bulawayo – Kelvin North a multi-trade site with many metalworkers
- Chitungwiza – Makoni area where there are collections of metalworkers.

The selection of the woodwork trade (in addition to furniture) indicates the following:

- Harare City – SiyaSo – multipurpose site with many general woodwork shops (some furniture orientated) and a collection of bulk wood suppliers popular with carpenters involved in the building trade – door manufacture and roofing trusses.
- Bulawayo – Kelvin North a multi-trade site with many carpenters and some coffin makers
- Chitungwiza – the Young Africa site has some woodwork based manufacture. It is also an important skills provider and is not far from the Makoni area.

The selection of sites enables the project to focus on concentrated activities with the large number of MCs and their respective IAs with limited logistical problems. There could be specific problems facing the MC / IA interaction in the sites – the most likely being the severe space constraint the enterprises in the sites experience. The number of IAs that the MC could recruit and train will be restricted by the work space available. For this reason the consultant suggests selecting a few MC from the data base who are involved in a selected trade – eg furniture but operate from a workshop where there is no space constraint. Working in the calmer less hectic atmosphere of a workshop away from a crowded site will enable the project to test other pedagogical principles (student / MC skills transfer in different interaction environments). These off-informal site enterprises maybe more formal / organised and this could be examined in relation to the possible difference this workshop might have a lower business volume.

#### 4.6 Initial Mapping of the selected sites

The selected sites need to be basically mapped to determine the total size, extent and lay out of the site especially in term of the orientation and distribution of the selected trades. This should be done carefully so as not to trigger a non-random submission of EOIs while the data gathering exercise is still being carried out. This needs to be done by a simple walk through the site – use of a hand held GPS and subsequent interaction with Google Earth maps should be sufficient at this early stage. Overall numbers and distribution of the selected trades / skills is required if it is decided to use a cluster or a specific lane / section based on the spot location of a person already in the data base.

#### 4.7 Implementation of the Baseline data collection exercise.

Once the final decision on the exact location of the first activities to be carried out at the selected sites are made – it is envisaged that additional data collection will take place. The following are the steps that will be taken. Firstly a detailed evaluation form will be completed on all persons in the sub-site already part of the data base – ie. those who have already submitted an EOI. This data will then be feed into the existing data base to supplement the existing personal data. It will be based on the financial and business history and current status of the MCs enterprise and include critical data on current and previous IAs.

The second data collection exercise will be made on all those who will participate in the project at the selected sub-site. Again the principle that participants have free choice must be applied and a sub-site appeal will be made to the neighbours of existing participants if they would like to join in the project. These participants will need to provide similar information to that in the data base plus the information to be collected on the evaluation form described above. All this data will also have to be added to the data base.

Site based information on existing membership associations will have to be collected as well as the various relationships which exist between the enterprises in the sub-site their input suppliers and markets.

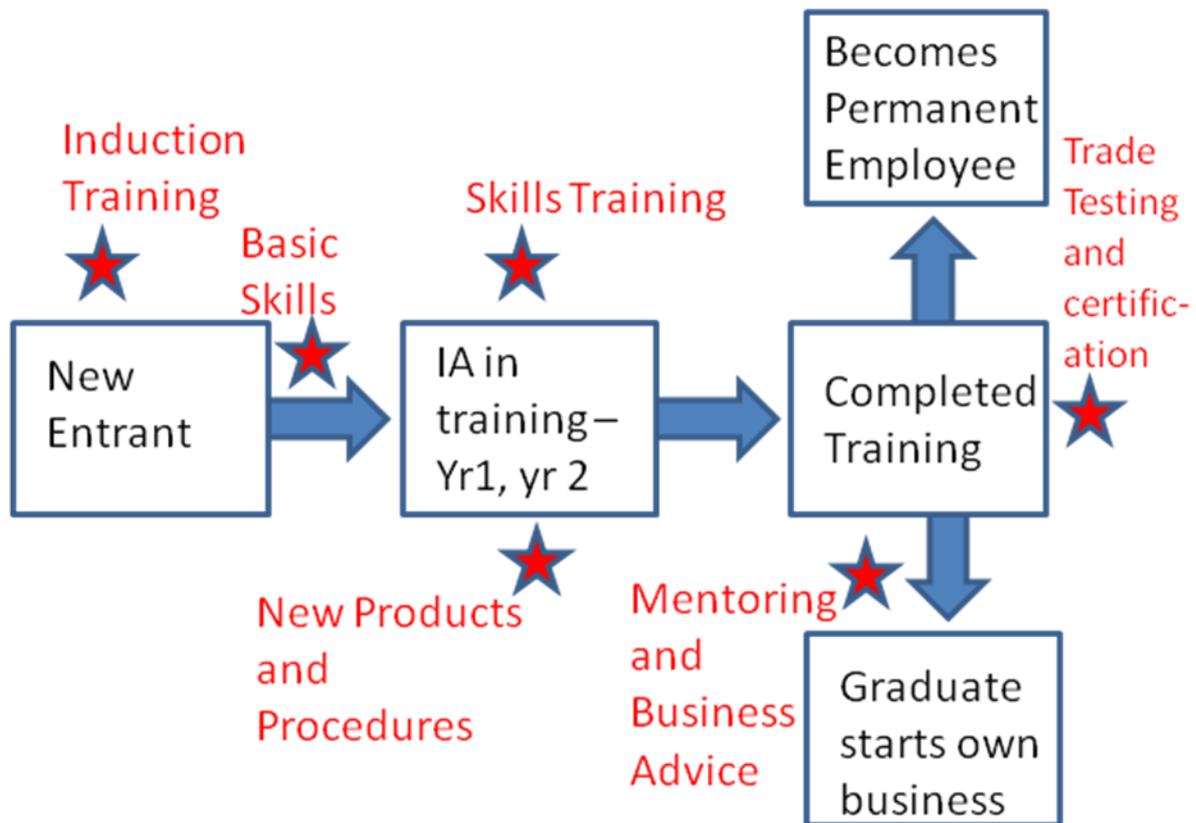
### **5. Key Project Issues which should be noted**

#### 5.1 The life cycle of the Informal Apprenticeship (IA).

The project objective is to have two IAs benefiting from the programme for each MC involved. The following discussion focuses on the practicality of how this may be achieved and the project

activities that can be undertaken. In order to understand the potential to intervene a simplified life cycle of a IA is given over the page.

**Diagram – the Stylised life-cycle of an IA.**



Generally, a new IA cannot enter the enterprise of a MC until there is some space – this is true in the professionals selected and especially true in the crowded informal sector sites where the project will start. Because of this, the project must from the outset study the IAs currently attached to the MC and place them in the various stages of their life-cycle given above.

The ILO programme is a bit behind schedule because of understandable caution about the political background to working in the informal sector and would like to have measurable impact as soon as possible. Given this situation it needs to develop and test activities which will successfully graduate the IAs so that they join the job market as either a new micro-enterprise operator or an full-time employee. The programme can't wait until year 2 or 3 to test activities such as mentoring IAs who have completed their training and want to start their own business. Nor can it wait for a whole year to see if the introduction of a new product can improve business and generate additional benefits for the existing IAs working there. So the programme should start working with service providers to

prepare all aspects of possible support to IAs – from induction and basic skills training to advanced skill training and new product development and courses on how to start-your-own-business (SYB). In this way by the end of first phase of the programme the necessary products to successful graduate the IAs who joined the project in 2011 will have already been tested and improved.

## 5.2 The “Advancing Gender Equality” component of the programme

The gender indicator for the Informal Apprenticeship training programme is that the percentage of Women Beneficiaries will experience a 30% increase by year 5. This means for example that if at baseline 10% of IAs are female it is envisaged that by project end it will have increased to 13%. This is moderate but unfortunately some of the trades selected – metalwork and carpentry are not traditionally female occupations. One of the guiding principles of development which must be accepted is that it is impossible to push the gender situation where there are classic and strong cultural differences. For example, it would be unacceptable for women to work in the manufacture of coffins. There is a negative opinion about men who enter the informal sector as common labourers – they are considered by some to be rough and un-educated. For women entering the informal sector there is even a more of a negative image.

During a Focus Group Discussion on the acceptance of Woman as Traditional Apprentices in trades like motor mechanics and welding during an ISTARN evaluation of gender issues – selected because they are considered “dirty” and this was considered to be an issue– a Master Craftsperson made the following general observation.

“It is not because girls are bad workers in a workshop that I’m reluctant to have female TAPs – it is the other male workers in the workshop that cause the problems. The moment there are women around they act stupid, trying to impress by showing off – they do stupid things and become very aggressive with each other. Their behaviour can even cause accidents.”

It will take a major effort to breakdown attitudes towards female apprenticeships in certain trades.

There is an apparent potential to increase the number of female apprenticeships in the furniture sub-sector. On site visits to Glen View there are clearly a significant number of women already involved in certain aspects of the manufacture of furniture, particularly in the area of upholstery. A number of female workers appear to be involved in: the partial assembly of the seat and cushion covers; and in the cutting and sewing of the fabric sections used to cover the arms, back and sides of couches and easy chairs. A largely female staffed enterprise, making scatter cushions covers and making and then stuffing small cushions with foam rubber chips was also observed. Improvement in

the design of lounge suites could easily involve the production of complete set of loose covers which are only attached to a plain calico covered set of lounge furniture just before sale. This would suit the conditions of the site – dust during the dry season and rain and mud during the wet season. Equally, for many of the customers, a loose removable cover design which could be easily taken off and washed (and easily replaced) would be an advancement in the standard design of furniture which often involves sections of upholstery which are nailed / tacked direct onto the furniture frame and can only be cleaned with special foam or steam cleaners – not available in most rural areas.

The other area where a number of female workers are involved in the manufacture of furniture is in the manufacture of luxury mattresses as they come with a quilted cover which has either a small sections of foam or cotton sheeting machine stitched in to the cover.

The other overall, cross trade activity that the programme may wish to explore is to negotiate an affirmative action clause in the contract with the ISA or partner organisation to also specifically recruit women for IA. This mechanism will only be possible if the planned role of a site or trade-based informal sector association can be developed. Ideally the apprenticeship opportunities should be advertised by the ISA, selection interviews held at the site, and a database of potential candidates compiled indicating the various skills sets required for each trade. The agreements and the assistance / support the ISA might receive would possibly be increased if they meet targets for the number of females recruited as IAs.

In order for the ILO programme to have a significant number of female IAs it may have to select a trade like Hairdressing / Braiding. As already described - this is a growing and viable trade / skill and already has an enormous potential to create meaningful and interesting linkages with training opportunities already available from the manufacturers and importers of hair treatment and braiding products. It would make the most appropriate 4<sup>th</sup> trade in the programme but it is recommended that a thorough study of the existing systems of formal and informal apprenticeship, the interaction with salon owners and existing commercial training opportunities be carried out.

## **6. The Way Forward**

This section has been added to the report based on changes that have occurred since the production of the draft report.

### 6.1 The difficulty with the performance of the original EOI

The total respondents from the newspaper based call for an expression of Interest came to only 193 – with just over two-thirds responding by e-mail and 63 by letter. This data base needs to be analysed but clearly there is insufficient respondents to use it in a scaleable instrument to estimate a national impact based on the performance of a sample drawn from the data base.

The plan is to produce and distribute posters and handouts based on the original adverts and then to follow it up with additional calls for a submission of another round of EOIs.

The fact that this second call can possibly be delayed until after the main launch of the project, with all the publicity that this event should generate, gives this a degree of promise of achieving a much better response. Hopefully this additional nation-wide call for proposals will bulk up the data base from under 200 to at least over a 1000.

In the absence of a data base large enough to select intervention points based on the selected trades and in the pre-selected locations – a replacement strategy had to be implemented as an interim measure. At the stage when a walk through review and categorisation of the distribution pattern of the selected trades at the site was envisaged – the field research contractor used the opportunity to inform respondents at the pre-selected that those involved in woodwork, metalwork and furniture manufacture could choose to register with the program. This activity breaks the potential of using the participants as a viable random sample but does retain the fact that only those MCs interesting in participation have been included.

This exercise has produced a list of participants which is slightly strange and which again illustrates the sort of problems that the program may face. Of concern the exercise only identified 10 MCs interested in participating from the Young Africa site at Chitungwiza and a total of 40 from Bulawayo – all selected at the City Council “Factory Shell” site. The other figure presented in the RBI Technical Report (ie. not broken down) indicate that they got 350 furniture based MCs from Glenview. The later figure is of concern as it nearly co-incides with a figure mentioned in discussions with ILO staff as having been presented earlier by the committee at the site. This needs to be investigated further because if this is a blanket participation number covering almost all MCs (and possibly inclusive of

persons not specifically “invited” and then deciding to participate) then it may necessitate a change in strategy. This is based on the observation that the intended interventions involve a fairly high degree of participation by both the MC, the recruited (or existing) IAs, the program management and its participating training service provider – especially at the start of the project. The sheer number and the high proportion of participants at the site<sup>7</sup> would make it very difficult to organise a start-up phase especially as the project still needs to develop procedures and perfect the offer it presents and delivers to the MCs.

## 6.2 Difficulty experienced at some sites.

The tension at Mbare’s Siya So meant that the survey could not get permission from the site committee to even approach the stallholders and so no data was collected there. The decision to also recruit furniture manufactures at a Chitungwiza site did not generate many participants to balance the large number of MCs in that trade at Glenview. The scattered MCs at the Mzilikazi site and the need to first brief and mobilise them contributed to the lower number of MCs identified in Bulawayo.

At some sites MCs contacted declined to participate pointing to the need for more detailed explanations and better briefing about the purpose and objective of the project before the exercise starts at a location. Important advice is that the program rather than wasting more time to try and get a better coverage and higher number of participants must simply start where it can and quickly gain experience and establish its credibility

## 6.3 Further data gathering exercises

One of the most successful aspects of the ISTARN program was the fact that the program, because of its extensive interaction with the informal sector enterprises under the small business advisor component, had a very detailed understanding of the real problems facing most of the MCs who had taken on IAs under the program. This high level of practical knowledge enabled the program to give meaningful and useful advice. This automatically improved the programs credibility and because of the high impact advice given it also improved the performance of the enterprises. The increase in business volume made them more likely to have a lot of work and this in turn provided more opportunity for the IAs to gain maximum practical experience.

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<sup>7</sup> The number of participants at 350 is something of the order of 75% of all the MCs at the site.

Given this experience it is recommended that the programme start the first phase by offering the participating MCs an assessment of their business by a business advisor. This will generate very good baseline information – much better than simply completing a questionnaire. If it is done well it will also assist in defining what is the best assistance package that can be offered to the MCs involved in the trade at the site. The provision of good baseline data, the increase in credibility and the potential impact on the MCs (and by consequence – the IAs) makes it an option worth considering.