



TOGETHER
for a sustainable future

OCCASION

This publication has been made available to the public on the occasion of the 50th anniversary of the United Nations Industrial Development Organisation.



TOGETHER
for a sustainable future

DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

CONTACT

Please contact publications@unido.org for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at www.unido.org

CONFIDENTIAL

20348

CONFIDENTIAL

UNIDO

**INTIB Energy and Environment
Information System:
*Zimbabwe***

April 1993

Environmental Resources Limited
106 Gloucester Place, London W1H 3DB
Telephone 071-465 7200
Telex 296359 ERL G
Facsimile 071-935 8355



ERL

CONFIDENTIAL

UNIDO

**INTIB Energy and Environment
Information System:
*Zimbabwe***

April 1993

CONTENTS

INTRODUCTION

1	DEMAND FOR ENERGY AND ENVIRONMENT INFORMATION IN ZIMBABWE	3
1.1	DEMAND	3
1.2	WILLINGNESS TO PAY	4
2	CRITERIA FOR SELECTING FIRST AND SECOND LEVEL CONTACT POINTS	5
3	RECOMMENDATIONS FOR NETWORK MEMBERSHIP	7
3.1	CANDIDATES FOR PRIMARY CONTACT POINT	7
3.2	CANDIDATES FOR SECOND LEVEL CONTACT POINTS	15
Annex A	Grey Matter	
Annex B	Contacts and Addresses	

INTRODUCTION

The United Nations Industrial Development Organisation (UNIDO) is proposing to set up in Zimbabwe an energy and environment information system (EEIS) within the framework of its industrial technology information board (INTIB).

This will involve the establishment of a Zimbabwean network which will hold the UNIDO databases and promote its use. The network will consist of a primary contact point (PCP) and a number of secondary contact points (SCPs) or network members. The main task of the PCP will be to hold the UNIDO database and to answer queries on a commercial basis. The SCPs will market the database to their members/contacts and will channel queries to the PCP.

This report details findings on four tasks:

- Task 1: Identification of potential PCPs.
- Task 2: Identification of potential SCPs.
- Task 3: Overview of information demand in the small/medium size industry sector and in more general terms.
- Task 4: Options for commercialising energy and environment information in Zimbabwe.

DEMAND

The following is to be understood as preliminary conclusions as it is difficult to assess demand for energy and environmental information within the small/medium scale industries and industry generally without a structured market survey.

There are two important external factors that affect the performance of Zimbabwean industry and therefore the information industry in Zimbabwe:

- Zimbabwe has just experienced its worst drought in living memory;
- The country's economy is in a severely depressed state for a number of reasons, some of which can be attributed to the current World Bank driven Economic Structural Adjustment Programme (ESAP).

Because of the state of the country's economy, both commerce and industry are acting very conservatively in order to survive. Generally speaking, issues relating to energy and the environment are not high on company agendas. Although Zimbabwe does have a certain amount of legislation relating to energy and environmental matters, very little effort is made to ensure that the regulations are enforced, and apparently little conscious effort is made by industry to obey them.

At the same time, it should be recognised that the information industry in Zimbabwe is very unsophisticated.

However, individuals representing a broad spectrum of interests in Zimbabwe that were approached in the course of the study about the database and network were enthusiastic about the network, although nobody was sure what the demand would ultimately be. There is clearly a wide general awareness of both energy and environmental issues, and a desire for new technologies:

- Zimbabweans are acutely aware of certain energy issues because the country faces a potential energy crisis. A recent report, prepared for the Zimbabwe Association of Business Organisations, states that the Kariba reservoir would be empty (in hydro-electric terms) before Christmas 1992 if generation continued at its present levels. This will result in a national energy shortfall of 40%.
- ESAP itself requires existing businesses to become internationally competitive. This means that Zimbabwean manufacturers will need new technologies to be competitive in both the internal and the external markets.

- Because one of ESAP's key objectives is to increase benefited exports, the demand for new technologies is likely to increase - not only to produce better quality products in the right quantities, but also to do it in a manner which is environmentally sound and therefore likely to be approved by "green" customers in Zimbabwe's export markets.

It can therefore be concluded that whilst energy and environmental issues are certainly topical, the downturn in the economy is likely to dampen enthusiasm for information on those issues, at least in the short term. Notwithstanding this, the aim of ESAP is to restructure the economy, reduce its isolation, and prepare industry for competition in a deregulated environment. Once the tight monetary policy (imposed to slow down inflation) has been eased, business expansion is likely to occur. With this expansion will come increased demand for business-related information.

1.2

WILLINGNESS TO PAY

In general, organisations until recently felt that they already had an adequate information network by way of the informal "old boy" system. However, this trend appears to be reversing. Grey Matter, Zimbabwe's only commercial supplier of information, first started operating four years ago when there was considerable resistance to a commercial database but are now able to sell more and more information into the market.

CRITERIA FOR SELECTING FIRST AND SECOND LEVEL CONTACT POINTS

The success of the INTIB/EEIS will hinge on choosing the most appropriate primary contact point (PCP) for the system. The choice of this focal institution needs to be made on the basis of an assessment by means of key criteria. These are as follows:

- Acceptability to second level contact points (and endusers).
- Existing expandable network of relevant customers, or capability to build a comprehensive network.
- Existing information handling capabilities.
- Existing information technology infrastructure.
- Experience with UNIDO-type information items (technical information).
- Commitment to environmental issues.
- Commercial interest in information system and financial constraints.
- Existing marketing mechanisms.

Secondly, the INTIB/EEIS needs to build an effective network of intermediaries or second-level contact points who will need to meet the following criteria:

- Large customer base
- Commitment to disseminating information to their customer base.
- Translation and consultancy capabilities.
- Existing marketing tools and willingness to promote EEIS through these tools.
- Commitment to commercial provision of information services (directly or indirectly).
- Willingness to cooperate with the chosen primary level contact point.

3.1

CANDIDATES FOR PRIMARY CONTACT POINT

The primary contact point (PCP) is required to hold up to 80% of the UNIDO database locally, and to answer queries against a fee. Ideally it should be an institution with existing data handling, information dissemination and networking capabilities.

Four organisations were considered for this role:

- Confederation of Zimbabwe Industries (CZI)
- Standards Association of Zimbabwe (SAZ)
- Southern Africa Research and Documentation Centre (SARDC)
- Grey Matter (Private) Limited.

CZI are the national umbrella organisations responsible for assisting and promoting the efforts of Zimbabwean industry. SAZ is the national standards and certification institution which is currently diversifying into the provision of information services. SARDC is a non-profit foundation funded through consultancies and special projects, and by development agencies and other donors. It collects, analyses and disseminates political, economic, cultural, social and environmental information relating to the Southern African region. Grey Matter is a private company which operates the first commercial electronic databank to be established in the region (excluding South Africa).

Table 3.1(a) considers these candidate institutions for the PCP roles by means of the roster of criteria set out above in Section 2. Table 3.1(b) summarises the key advantages and disadvantages of using these organisations as PCP.

It appears that in technical terms, Grey Matter is the organisation best suited to run the databank, because it is the only organisation currently handling a commercial databank in Zimbabwe, and because it is likely to be aggressive in its promotion of the UNIDO database. However, it is unlikely that UNIDO can place the PCP role with a private sector organisation. We therefore recommend to nominate SAZ or CZI and to oblige them to provide a technically adequate service, possibly by subcontracting the operation of the EEIS to a competent organisation specialising in the provision of information systems, such as Grey Matter.

Standards Association of Zimbabwe (SAZ)

SAZ's primary function is to set standards for quality of manufactured goods, to test products, and to certify those which meet the standards. Many of the standards are concerned with energy or environmental issues. In addition, there has been a recent initiative by the Rockefeller Foundation, through the Ministry of Transport and Energy, to introduce a programme for energy conservation which would involve creating standards on energy.

SAZ does not presently have any particular means of communication with other organisations (apart from an information centre with 5 staff) but is setting up an information system with the aid of ITC in Geneva. It also intends starting a newsletter shortly.

A more direct form of contact arises from the fact that SAZ has a general council, on which some 40 public and private organisations are represented, eg. National Railways of Zimbabwe and Commercial Farmers Union. Therefore SAZ's promotional influence should be reasonably broad.

Confederation of Zimbabwe Industries (CZI)

CZI as the body which represents Zimbabwean industry has several fora, through its membership information service, for publicising the database (eg monthly magazines, technical circulars). CZI expressed interest in becoming the PCP, but does not currently run a commercial database. In addition, CZI's hardware capacity is limited to one standalone micro computer (either an 80286 or 80386 machine with a 40 megabyte hard disk). The computer is currently used by the secretary to the Assistant Director Technical Services, who appears to be the only human resource available for the UNIDO database.

SARDC

SARDC operates various libraries including one on the environment. In addition, it has an environment database system. However, the system is primarily an index for the paper library, and is not used by outsiders. SARDC also mails a newsletter bimonthly to some 375 organisations and individuals in 40 countries. It should be noted however, that the majority of the recipients are outside Zimbabwe. Nevertheless, SARDC appears to have a good information network which should be effective in promoting the UNIDO database.

As a non-profit organisation, SARDC might not be in a position to run a commercial database system. In addition, it is a regional rather than national organisation.

Grey Matter

In view of the above, using a commercial databank as the *de facto* PCP appears a favourable option for commercialising energy and environment information, because the organisation has a direct interest in promoting the system itself. Grey Matter who could fulfil this role appear an innovative and enthusiastic organisation. Quite apart from monitoring the effectiveness of the secondary network, Grey Matter would advertise directly, issue press releases and promote the EEIS to their existing customers.

Grey Matter currently holds details of more than 15,000 companies and organisations, with over 112,000 product references. Grey Matter therefore have sufficient hardware capacity for the INTIB/EEIS. Similarly, the company already uses recognised database systems - Data Ease and Textware - and has an operational infrastructure to support a commercial data retrieval operation.

At present, most queries coming in to Grey Matter are off-line. The use of modems in Zimbabwe is problematic as their installation is controlled by the parastatal Posts and Telecommunications Corporation. However, changes are being made. Significantly, a tariff structure for the use of data modems and packet-switched data services (either X25 leased circuit connection or X28 or X32 dial up or X28 leased circuit connection) is already in place, and electronic networking will be possible within 12 months. The resulting improved operational efficiency would assist commercialisation of any database; moreover, search fees could automatically be levied in addition to fees based on data retrieved.

The company is funded by a loan from a sister company - Compuserve (Private) Limited - which operates in both the hardware and software sectors of the information technology industry. Both companies are family owned and run, which is likely to ensure close and critical management, as well as determination to succeed. It should be noted that no viability review of Grey Matter was performed. This may be a concern because of the severely depressed Zimbabwean economy, the fact that information is a somewhat difficult product to sell and the fact that the information technology industry is intensely competitive. However, according to Grey Matter's managing director, the company has undertaken a cost reduction exercise and currently breaks even.

Further information about Grey Matter is provided in *Annex A*.

Table 3.1(a)**First Level Contact Points: Evaluation Criteria**

	Confederation of Zimbabwe Industries (CZI)	Grey Matter (Private) Limited	Standards Association of Zimbabwe (SAZ)	Southern Africa Research and Documentation Centre (SARDC)
Political Acceptability/ Information Policy	<ul style="list-style-type: none"> Interested in becoming PCP 	<ul style="list-style-type: none"> Economic viability of organisation is unknown Receive referrals of information requests from CZI 	<ul style="list-style-type: none"> Interested in principle in becoming PCP Non-profit NGO 	<ul style="list-style-type: none"> Regional rather than national organisation
Existing/Expandable Network of Organisations	<ul style="list-style-type: none"> Represents Zimbabwean industry 1,100 members 	<ul style="list-style-type: none"> Not a membership organisation 1,000 subscribers with potentially another 700 soon 	<ul style="list-style-type: none"> Not a membership organisation General Council with 40 public and private organisations represented 	<ul style="list-style-type: none"> 375 members in 40 countries, of which 90 in Zimbabwe
Commercial Interest/ Financial Constraints	<ul style="list-style-type: none"> No commercial database 	<ul style="list-style-type: none"> Private for-profit company Only commercial information provider in Zimbabwe 	<ul style="list-style-type: none"> No commercial interest in providing information 	<ul style="list-style-type: none"> Limited commercial interest (funded through consultancies and special projects, and by donors)
Information Handling Capabilities	<ul style="list-style-type: none"> One information handling staff 	<ul style="list-style-type: none"> Existing database operator (15,000 company and 112,000 product references) Two information handling staff 	<ul style="list-style-type: none"> Information centre with 5 staff. Hard copy library plus computerised information ITC DATA-PACK installed within SAZ system (through ITC Geneva) SAZ currently expanding computerisation 	<ul style="list-style-type: none"> Paper libraries, including on environmental issues Environmental database system (library index)

Table 3.1(a)
First Level Contact Points: Evaluation Criteria

	Confederation of Zimbabwe Industries (CZI)	Grey Matter (Private) Limited	Standards Association of Zimbabwe (SAZ)	Southern Africa Research and Documentation Centre (SARDC)
Information Technology Infrastructure	<ul style="list-style-type: none"> • One stand-alone micro-computer 	<ul style="list-style-type: none"> • Use of recognised database systems (DataEase, Texware, Novell) • First electronic database operator in SADCC 	<ul style="list-style-type: none"> • According to ITC, good technical capabilities and plenty of spare capacity 	<ul style="list-style-type: none"> • 486 file server. Novell Network to 12 work stations • Software ISIS
Technical Information Experience	<ul style="list-style-type: none"> • Dissemination of technical information 	<ul style="list-style-type: none"> • Dissemination of technical information 	<ul style="list-style-type: none"> • Handles technical information 	<ul style="list-style-type: none"> • Energy (limited) • Environment (limited)
Environmental Commitment	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • Sets environmental and energy standards • Involvement in energy conservation programme 	<ul style="list-style-type: none"> • Dissemination of environmental information part of SARDC mandate
Marketing Resources	<ul style="list-style-type: none"> • Membership information service (monthly magazines, technical circulars etc) 	<ul style="list-style-type: none"> • Various promotional activities 	<ul style="list-style-type: none"> • Newsletter to be started shortly 	<ul style="list-style-type: none"> • Bimonthly newsletter to 375 organisations
Network Coordination Capabilities	<ul style="list-style-type: none"> • Existing network (but membership based) 	<ul style="list-style-type: none"> • Would lack human resources to coordinate a network. Could recruit or train additional resources if necessary and viable 	<ul style="list-style-type: none"> • Lacks means of communication with other organisations 	<ul style="list-style-type: none"> • Existing informal network

Table 3.1(b)

First Level Contact Points: Summary of Key Advantages/Disadvantages

Organisation	Advantages	Disadvantages
Confederation of Zimbabwe Industries (CZI)	<ul style="list-style-type: none">• Large and relevant membership• Established promotional mechanisms• Expressed interest in becoming PCP• Proven network coordination capabilities	<ul style="list-style-type: none">• No information handling experience• Basic information technology infrastructure• SMLs might not be reached by CZI• Existing network is membership based: CZI might be unwilling to set up extended network beyond (but including) their membership• No commercial interest in providing information• No environmental commitment
Grey Matter (Private) Ltd	<ul style="list-style-type: none">• Sole provider of electronic information services in Zimbabwe• Sole SADCC-based commercial provider of information services• Sophisticated IT infrastructure• Experience in using external databases• Experience in commercial promotional activities• Existing service to CZI who refer information requests to Grey Matter	<ul style="list-style-type: none">• Private Company: might be unacceptable to information buyers and to UNIDO• Current informaton does not include technical and/or environmental data• No network coordination capabilities or capacity

Table 3.1(b)**First Level Contact Points: Summary of Key Advantages/Disadvantages**

Organisation	Advantages	Disadvantages
Standards Association of Zimbabwe (SAZ)	<ul style="list-style-type: none">• Cooperation with ITC on similar database project• Apparently adequate IT infrastructure• Existing information centre• Environmental commitment (set environmental and energy standards)• Access to potential SCPs through SAZ General Council• Plan introduction of newsletter	<ul style="list-style-type: none">• No day-to-day networking experience• No commercial interest in providing information
Southern Africa Research and Documentation Centre	<ul style="list-style-type: none">• Large informal network, could be extended• Established promotional mechanisms• Environmental commitment• Information handling capabilities (library services and indexing)• Currently no external users of databases	<ul style="list-style-type: none">• Regional rather than national organisation• Limited commercial interest• Rudimentary IT infrastructure

A number of organisations expressed interest in joining the INTIB/EEIS networks. All of these will be able add value to the network, by promoting it to their existing customers or members. The following briefly characterises these institutions. *Table 3.2(a)* summarises their resources of relevance to the proposed INTIB/EEIS, by means of the criteria set out in *Section 2* above. Addresses and contact names are given in *Annex B*.

In addition to the organisations discussed as potential PCPs, these were the following:

Zimbabwe National Chamber of Commerce (ZNCC)

ZNCC represents Zimbabwean commerce. It has wide membership and would be able to promote the existence of the database through bulletins and newsletters as well as its monthly magazine. In addition to ordinary commercial members, it has a number of Affiliate Members, which are minor trade associations having their own membership. These associations include:

- Agricultural Dealers and Manufacturers Association
- Commercial Fishing Association
- Zimbabwe Domestic Electric Association
- Zimbabwe Association of Tour and Safari Operators
- Timber Council of Zimbabwe
- Zimbabwe Institute of Purchase and Supply
- Tobacco Trade Association
- Zimbabwe Seed Trade Association.

Two senior officials at ZNCC were enthusiastic about the EEIS but admitted that they do not currently run a database operation, and did not appear to have either the equipment or the manpower.

Chamber of Mines

The Chamber of Mines represents mining in Zimbabwe. In much the same way that membership of CZI and ZNCC by private organisations is not obligatory, it is certainly advantageous. The result is that the Chamber, like CZI and ZNCC, has an extensive membership. Promotion of the database would be made by way of circular to its members.

Solar Energy Industries Association of Zimbabwe (SEIAZ)

The SEIAZ is relatively young, and has a membership of some 20 companies. The industry is growing fairly quickly, with players always keen on new technology.

Zimbabwe National Conservation Trust (ZNCT)

Although the ZNCT is primarily concerned with environmental issues as they relate to nature rather than industry, there is inevitably some overlap. The ZNCT is considered by Government to be the senior non government organisation (NGO) interested in the environment, and as such forms an important communications link between government and other NGO's. Some of the NGO's affiliated to the ZNCT are:

- National Resources Board
- Zimbabwe Promotion Council
- Zimbabwe Scientific Association

Small Enterprises Development Corporation (SEDCO)

SEDCO is a parastatal organisation set up to assist small enterprise development. As such it has clients rather than members. SEDCO lends money and provides extension services. It currently has about 1,700 loan clients and a further 200 extension services clients, who receive a variety of business and technical advice. Although it does not have any form of newsletter, it does have a library and communicates information to selected clients by adding the information to the client's monthly statement.

Table 3.2(a)
Network Members: Capabilities

	Customer Base	Marketing Channels	Information Service	Technical Expertise	Consultancy	Commercial Interest
FIRST-LEVEL CONTACT POINTS						
CZI	<ul style="list-style-type: none"> • Industry in Zimbabwe 	<ul style="list-style-type: none"> • Monthly magazines and technical circulars for members 	<ul style="list-style-type: none"> • Trade development library • Developing library for energy and environment 	<ul style="list-style-type: none"> • Low/medium (one stand-alone micro-computer) 	<ul style="list-style-type: none"> • Yes, but business rather than technical 	<ul style="list-style-type: none"> • Low
Grey Matter	<ul style="list-style-type: none"> • 1,000 subscribers in Zimbabwe 	<ul style="list-style-type: none"> • Experience in commercial promotion of information products 	<ul style="list-style-type: none"> • Databases on businesses and products in Zimbabwe • Partner-matching services • Use of external databases 	<ul style="list-style-type: none"> • High (incl. use of recognised database software and retrieval systems) 	<ul style="list-style-type: none"> • Low 	<ul style="list-style-type: none"> • High (for-profit organisation)
SAZ	<ul style="list-style-type: none"> • General Council with 40 members 	<ul style="list-style-type: none"> • Planned newsletter 	<ul style="list-style-type: none"> • Information centre 	<ul style="list-style-type: none"> • High/medium • DATA-PACK/ITC • Adequate IT infrastructure 	<ul style="list-style-type: none"> • Medium (consultancy is often ancillary to testing and certification work) 	<ul style="list-style-type: none"> • Low
SARDC	<ul style="list-style-type: none"> • 375 organisations in 40 countries 	<ul style="list-style-type: none"> • Bimonthly newsletter 	<ul style="list-style-type: none"> • Libraries, incl environmental library 	<ul style="list-style-type: none"> • Low/medium (computerised in-house library index) 	<ul style="list-style-type: none"> • Medium/high (provide consultancy on commercial basis) 	<ul style="list-style-type: none"> • Medium (not-for-profit organisation)

Table 3.2(a)
Network Members: Capabilities

	Customer Base	Marketing Channels	Information Service	Technical Expertise	Consultancy	Commercial Interest
SECOND-LEVEL CONTACT POINTS						
ZNCC	<ul style="list-style-type: none"> • Represents Zimbabwean commerce • 1,500-1,800 ordinary members • 100 affiliate members/minor trade associations 	<ul style="list-style-type: none"> • Bulletins, newsletters, monthly magazine for membership 	<ul style="list-style-type: none"> • Library 	<ul style="list-style-type: none"> • Low 	<ul style="list-style-type: none"> • Business consultancy through small business support unit 	<ul style="list-style-type: none"> • Low
Chamber of Mines	<ul style="list-style-type: none"> • Zimbabwe mining interests • 309 members 	<ul style="list-style-type: none"> • Membership circulars 	<ul style="list-style-type: none"> • Limited; small library 	<ul style="list-style-type: none"> • Low; stand-alone PCs for accounts 	<ul style="list-style-type: none"> • Nil 	<ul style="list-style-type: none"> • Low
SEIAZ	<ul style="list-style-type: none"> • 20 companies 	<ul style="list-style-type: none"> • Nil at present, but will introduce newsletter 	<ul style="list-style-type: none"> • None, but will establish library 	<ul style="list-style-type: none"> • Low; stand-alone PC for membership database 	<ul style="list-style-type: none"> • High technical expertise among members 	<ul style="list-style-type: none"> • Low, but could have commercial interest on certain future projects
ZNC	<ul style="list-style-type: none"> • Senior NGO with numerous NGOs affiliated 	<ul style="list-style-type: none"> • Quarterly magazine 	<ul style="list-style-type: none"> • Library 	<ul style="list-style-type: none"> • Low/medium; admin and accounts computerised 	<ul style="list-style-type: none"> • Nil 	<ul style="list-style-type: none"> • Low (not-for-profit organisation)
SEDCO	<ul style="list-style-type: none"> • 1,200 loan clients • 200 extension service clients 	<ul style="list-style-type: none"> • Monthly statements to clients 	<ul style="list-style-type: none"> • Library 	<ul style="list-style-type: none"> • Medium; widespread use of PCs 	<ul style="list-style-type: none"> • Can be provided (extension service) 	<ul style="list-style-type: none"> • High (for-profit organisation)

Annex A

Grey Matter

Prepared by Grey Matter

Grey Matter (Private) Limited was the first commercial electronic databank created in the region, excluding South Africa. The company officially opened to the public as a service and information source in March 1989, providing information initially via paper or electronic media, with direct communications options available later. Initial aims and objectives were:

- Provision of a centralised and comprehensive listing, with cross references of businesses and product offered in Zimbabwe and other countries in the region.
- Access to international data sources to provide up to date information for local companies wishing to buy or sell commodities externally.
- Distribution of selections, or the complete databank, overseas.

Grey Matter is primarily the result of work by two of the shareholders, David and Oriana Franco. Their combined skills and experience in computers and promotional activities respectively have given rise to a range of products and services based around the initial goals.

These include:

Creation of databases and databanks including:

- Design and creation of custom databases for single or multi-user applications. Users are guided in definition of their requirements and perform the analysis and design work to ensure maximum benefits from the databank in the quickest time frame.
- Installation of the databank programs, with the optional provision of the full hardware and software solution if the user does not have a preference.
- Training of, or provision of, suitably trained operators for data entry and enquiry functions.
- Provision of the initial data entry (or other capture types) to create the initial environment.

Dissemination of information by phone and other methods

- User requested report styles and layouts.
- Single line report lists.
- Mailing Labels in various layouts.

- Intermediate "mail merge" formats for common word processors.
- Diskette outputs for text retrieval.
- Knock 'n drop delivery services for subscribers, market research customers and other organisations.

Research and Analysis projects including:

- Evaluation of market trends.
- Feasibility studies and assessment of proposals in relation to perceived markets (both local and regional).
- Evaluation of consumer response.

Promotional activities

In the Zimbabwean marketplace, and indeed in the Southern Africa region (excluding South Africa), information is not perceived as a commodity. It has thus been incumbent on the company to create an awareness of information as a marketable commodity. This has been no slower in Zimbabwe than in countries like South Africa and Australia. Now that the awareness has been created, the company has been getting much more support from organisations such as CZI who have been trying to create a databank for several years. In order to create this awareness Grey Matter have conducted promotional activities including:

- Advertising - various styles and methodologies have been applied to obtain greatest coverage and penetration.
- Press releases in various selected journals.
- Fact sheets for distribution to interested parties.
- Brochures and associated sales literature.
- Catalogues.
- Public relations programmes.
- "Familiarisation tours" for executive secretaries, buyers and senior corporate personnel.
- Mail shots.
- Direct mail programmes.

The Grey Matter database is currently developed and maintained using the DataEase RDBMS application environment on a Novell Netware network, having previously been on other database products. This allows flexibility in providing a changing application frontend internally and custom database development for clients. The emphasis on using this product is that while the marketplace is learning how to treat information as a commodity, it is necessary to have maximum ability to respond to the rapid changes that earlier database products could not provide.

In addition the company also operate's the data under a free format text structure for Hypertext retrieval, using the "Textware" information retrieval product. This allows users to perform "natural language" searches on words, phrases and words in proximity to each other, with rapid responses of matches.

Annex B

**Addresses and Contact
Names**

Annex B **ADDRESSES AND CONTACT NAMES**

Grey Matter (Private) Limited

5th Floor
Pegasus House
Samora Machel Avenue
PO Box UA 313
HARARE

Telephone: 792359 Miss Oriana Franco

Confederation of Zimbabwe Industries (CZI)

Industry House
109 Rotten Row
PO Box 3794
HARARE

Telephone: 739833 Mr EGR Turner

Zimbabwe National Chamber of Commerce (ZNCC)

6th Floor
Equity House
Rezende Street
PO Box 1934
HARARE

Telephone: 708611 Mr W Maisiri

Chamber of Mines

North Wing
Stewart House
4 Central Avenue
PO Box 712
HARARE

Telephone: 702843 Mr D Robinson

Solar Energy Industries Association of Zimbabwe (SEIAZ)

PO Box 6084
HARARE

Telephone: 790352 Mr F Gangat

Standards Association of Zimbabwe

PO Box 2259
HARARE

Telephone: 706052 Dr H Williams

Zimbabwe National Conservation Trust
PO Box 8575
Causeway
HARARE

Telephone: 46105 Mr J Pile

Southern African Research and Documentation Centre
PO Box 5690
HARARE

Telephone: 738695 Miss P Johnson

Small Enterprises Development Corporation
PO Box 4520
HARARE

Telephone: 792821 Mr JH Mwadira