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UNITED NATIONS
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ORIGINAL: ENGLISH

ZIMBABWE DEVELOPMENT BANK MANAGEMENT STAFF TRAINING

DG/ZIM/87/012

ZIMBABWE

Terminal report*

Prepared for the Zimbabwe Development Bank
by the United Nations Industrial Development Organization

Based on the work of Ebel Dijkstra,
desk top publishing expert

Backstopping officer: Eelco Galama,
Feasibility Studies Branch

United Nations Industrial Development Organization
Vienna

* This document has not been edited.

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1. Introduction

The Zimbabwe Development Bank was established after independence of Zimbabwe in 1980 to cater for the needs of small to medium scale enterprises which had hitherto been neglected by the dominant commercial and merchant banks. The ZDB has been assisted by UNDP and UNIDO in a number of projects, mainly focussed on skills improvement, training and upgrading of manpower as well as on providing information systems and improving client support services.

As a part of these efforts a Desktop Publishing (DTP) course was organized in the second half of February 1990. This computer aided lay out, typesetting and printing course was executed with the Rank Xerox Ventura Publisher Professional 2.0 programme, a DTP package, adapted for MS-DOS IBM-compatible computers. For this purpose a DTP unit was purchased and shipped to Zimbabwe, consisting of two computers and one laserprinter and related software, to be used in connection with Ventura. Mouse units were purchased to adapt the existing computers to the use of Ventura.

2. Execution of the course.

At the start of the course the two computers were installed and connected to the laserprinter. A so-called Data Show had been purchased on request of the bank for overhead projection of computer screens, but it was used scarcely as it takes a computer out of the course, which is needed by the participants. Two other ZDB computers were installed with Ventura. Two other computers could be made available for use during the course (one UNDP and one private one of the General Manager of ZDB), connected to a laserprinter, so during the second week a number of 6 computers and 3 laserprinters were available. As Ventura needs a lot of practical exercise with use of the mouse it is necessary to have one computer for two participants at least.

The management of the ZDB has done the selection of candidates for the 2-weeks course. 4 Staff members of ZDB attended, 3 secretaries were recruited from the Zimbabwe Electricity Supply Authority (ZESA) and 1 secretary was involved from the UNDP office. 3 secretaries of the ZDB attended a one day demo-workshop.

All participants were selected according to their ability to work with computer applications like Lotus, Wordperfect, MS-DOS, Paintbrush and DBase. According to the annex, in which the participants are listed (annex 1), it is clear that on the basis of this the DTP-course could be held without paying too much attention to the basic features of the mentioned programmes.

3. Didactics/Manual

The course consisted mainly of an intensive workshop in which the main features of Ventura were explained and directly put into practice. A training manual was composed with the help of the Ventura training guide, which was supplied with the software.

In the manual an itinerary for the participants was followed and instructions consisted of short lectures and assistance in the manipulation of texts, files, conversion of lotus pictures and the composition of a number of practical examples. During the first three days participants were able to get themselves acquainted with the programme, afterwards examples were taken for direct use by the ZDB. For this purpose a small ZDB-brochure was made and an updated version of the Loan Agreement. For UNDP an update of the Telephone directory was produced, which had been laid out before with Ventura by a UN-volunteer. The document contains some 100 pages and it must be said that this type of exercise is rather large for a two week course. The UNDP secretary was a little disappointed that she spent so much time on one subject which meant that she could not do other things. A number of items were made by the participants like name cards, folders, advertisements, letter heads, bar and pie chart diagrams, organograms, a telephone directory etc. A choice of results is attached as annex 2

4. Evaluation/certificates

All participants have made an evaluation, the summary of which is annexed in this report (annex 3). It comes out that the set goals have been achieved. The training is judged as rather good and efficient and the direct benefits for the day to day work is seen as "considerable" by all participants. More training is required for certain complicated topics like the preparation of a newsletter. This seems to be inevitable as it requires the availability of an already approved text and illustrations. Besides this it is needed that a house-style is created and that logo's have been developed. During the course it has been made quite clear that the ZDB itself will be able to produce the customer related paperwork quite efficiently and in a substantially improved manner. At the same time the dependency of the Bank on graphic design and the services of specialized printing companies seems inevitable for the production of complicated materials.

The three secretaries of the ZDB, who attended the one-day demo workshop made an evaluation, in which they did not completely fill in all the items. Their impression is that it is very useful to use the DTP programme, but more exercise is needed. In coordination with the ZDB Management it was decided that the 4 computers, used

will be kept for one more week and one of the full time participants will give some basic instruction in the week to come (March 5-9).

An attendance certificate was given to all 11 participants of the course. They were signed by the head of the UNIDO Feasibility Studies Branch and by Mr. M.X. Kadhani, the managing Director of the Zimbabwe Development Bank. The certificates were handed out by the Deputy Resident Representative of UNDP in Zimbabwe, Mr. F. Church. A copy of the certificate is attached as annex 4

5. Conclusions and recommendations.

According to the persons involved the DTP course has been quite successful and was very well organized by the ZDB. The use of computers in lay outting and printing is an innovative application, which will certainly develop into a standard office facility in the years to come. ZDB has made a step forward by introducing this into their way of work, although its use will only gradually increase through the mediation of the corporate planning and research department.

Discussions have been held with the ZDB management about the implementation of DTP courses in Zimbabwe at the moment. It seems there is one training institute, providing these services for a fee of Z \$ 350,-- per person per day and it seems to be connected to the purchasing of the Ventura software. (The purchasing includes a free introductory course of 2 days).

Possibilities for further applications and the organization of DTP courses by the Bank itself will need further consideration because there is also the aspect of copyrights of the software. It might develop into an ongoing training programme for related agencies and other interested parties, who want to send secretaries and staff members to courses, which could be organized by ZDB. Although ZDB might be able to implement this it seems appropriate to involve existing training institutes into any plan to execute this, as it is not to be seen as a regular Bank activity in the stricter sense. A market exploration could be worth while though.

In order to enhance the possibilities of the DTP-unit a discussion has been held with ZDB management on further hardware. It comes out that a scanner will be useful to connect to the hardware. Prices for such a scanning unit vary from US \$ 1.500,-- to US \$ 2.500,--.

Training Course Desk Top Publishing

Zimbabwe Development Bank

Harare, Zimbabwe

February 19 - March 2, 1990

Participants	Age	Male/Female	Education	Position	Type of training
Siboniso Mushayi	31	F	O level	Personnel Assistant UNDP	9-day course
Thenjiwe C. Gwatiringa	32	F	O-level	Clerk Typist	9-day course
Fungai Tinofirei	25	F	O-level	Shorthand Typist	9-day course
Ketura Manyida	26	F	O-level	Word Processing Operator	9-day course
Crispen Zharare	29	M	BSC. Econs	Assistant Manager	9-day course
Christopher Tande	27	M	BSC-Econs	Finance Officer	9-day course
Rindai Jaravaza	36	M	MSc Finance	General Manager	9-day course
Nyasha J Makuvisе	28	M	MSc Econs	Corp. Plan. & Reser. Manager	9-day course
Judith A.C. Mwase	30	F	O-level	Pers. Ass. Manag. Director	1-day demo workshop
Margaret Nidoro	32	F	O-level	Secretary	1-day demo workshop
Denise R. Naicker	35	F	Harare Polytechnic	Executive Secretary	1-day demo workshop

Experinece with	
Wordprocessing	11
Spreadsheet	8
Database	7
drawing	2
dtp	1

This form was filled before the start of the training.

Cost of Funds

Interest, commission and commitment fees are generally market determined. They vary depending on the nature and profitability of the project, size and terms of the loan, and the security offered.

Loan Duration

Duration of the loans normally between 5 and 15 years with a maximum negotiable grace period of 3 years.

Application Procedures

Application forms are obtainable from the Bank's offices. In addition to filling the form, the promoter should provide, where available market, financial and technical feasibility studies and all other information relevant to the project. Should such information not be available the promoter should not hesitate to contact the Bank for advice and assistance.

Processing Procedures

Every project proposal goes through four major stages in processing mainly

- **Screening** - initial consideration of project concept and its acceptability.
- **Clearance in Principle** - Board of Directors initial approval of project conception. To be done after screening.
- **Appraisal** - detailed examination of technical, market, financial and economic aspects and management arrangements for the project.

- **Loan Sanction** - approval of the loan by the Board of Directors

Except in the case of large complex proposals, processing of projects from screening to loan sanction normally takes a maximum of 9 weeks.

How to contact ZDB

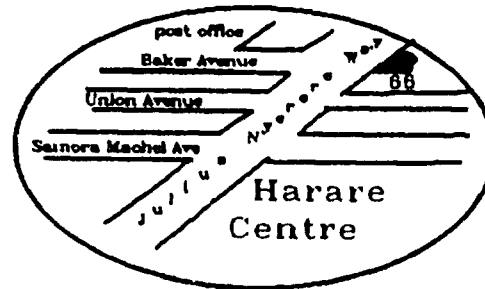
Address Zimbabwe Development Bank
P.O. Box 1720
Harare, Zimbabwe

Telephone 721000/8/9
705471
703716/7

Telex 2629 ZDB ZW

Telefax (263)(14) 720723

Zimbabwe Development Bank,
6th floor, Fidelity House
66 Julius Nyerere Way, Harare



Basic Information
on the

Zimbabwe Development
Bank

The Organisation

The Zimbabwe Development Bank (ZDB) was established by Act of Parliament in May, 1983 as a Development Finance Institution.

Ownership

The Bank is a joint venture between Government, the Reserve Bank, and external development organisations. The shareholders are

- Government of Zimbabwe
- Reserve Bank of Zimbabwe
- African Development Bank
- Commonwealth Development Corporation
- DEG - German Finance Company for Investments in Developing Countries
- EIB - European Investment Bank
- Finnfund - Finnish Fund for Industrial Development Cooperation
- FMO - Netherlands Development Finance Company.

Board of Directors

ZDB is governed by an 11 member board, 5 of whom are appointed by Government and the rest by the institutional shareholders.

Operating Departments

- Project Development
- Finance
- Corporate Planning and Research
- Monitoring and Client Assistance
- Personnel and Administration

Objectives

- Mobilisation of internal and external resources for developmental project finance.
- Provision of loan or equity capital to new, expansion, replacement or modernisation projects.
- Engaging in associated activities such as financing bonds, guarantees, underwriting and letters of credit.
- Development of entrepreneurial skills.

Project Eligibility Criteria

- Financial viability
- Economic viability
- Technical feasibility
- Social acceptability
- Proper management

Desirable Project Features

- Generation and saving of foreign exchange
- Development and transfer of appropriate technology
- Development of indigenous manpower skills
- Utilisation of local materials
- Promotion of intersectoral linkages
- Creation of permanent employment
- Promotion of indigenous ownership and management.

Type of Assistance

- Medium and long term loans in local and foreign currency
- Equity participation on a minority basis
- Project design and implementation
- Co-financing arrangements
- Guaranteeing loans
- Underwriting of public issues and related activities.

Security Requirements

- Cash pledge
- Bank or financial institution guarantee
- Bond over land and buildings
- Bond over plant and equipment
- Bond over personal immoveable assets
- Assurance policies
- Shareholders or acceptable third party guarantees.

Level of Bank Participation

Loans

- Not more than 50% of total investment costs for new projects.
- Not more than 80% of total investment costs inclusive of working capital in replacement, expansion or modernisation projects.

Equity

- Not more than 40% of total shareholders funds

Power Stations and Offices

The Zimbabwe Electricity Supply Authority has operative power stations at *Hwange, Kariba, Harare, Bulawayo and Munyati.*

For operational and administrative purposes in power distribution, the country is divided into five areas, namely *Greater Harare, Southern, Eastern, Western and Northern.* The Authority's Area offices are situated at Bulawayo, Chinhoyi, Gweru, Harare and Mutare, respectively.

There are district offices at the following towns. There are depots at these district centres, marked with a *

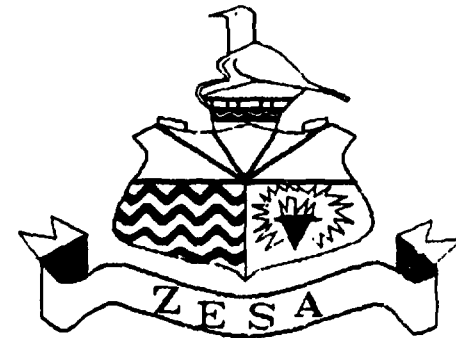
Bindura	Bcitbridge *	Mashava *
Bulawayo	Bromely *	Mhangura *
Chinhoyi	Centenary *	Middle Sabi *
Chitungwiza	Chegutu *	Mount Darwin *
Gweru	Chipinge *	Mutoko *
Harare	Chiredzi *	Mutorashanga *
Hwange	Concession *	Mvuma *
Kadoma	Esigodini *	Mvurwi *
Kwekwe	Filabusi *	Norton *
Marondera	Gokwe *	Nyanga *
Masvingo	Gutu *	Rusape *
Mutare	Gweru *	Shurugwi *
Zvishavane	Gwanda *	Turk *
	Kariba *	Victoria Falls *
	Karoi *	

For further information, contact

Public Relations Unit
Zimbabwe Electricity Supply Authority
25 Samora Machel Avenue
Harare

Zimbabwe Electricity Supply Authority

(established 24th January 1986)



Information Booklet

Introduction

Zimbabwe covers an area of 390,000 square kilometers and has a population of over 8 million.

Most of the developed areas of the country are covered by an electricity distribution network which has a Peak Demand of approximately 1,200 Megawatts and an annual energy consumption of 8,000 Gigawatt hours.

Distribution and transmission voltage range from 11,000 to 330,000 volts.

Generation at present is predominantly thermal with hydro power is also being used. Hwange Thermal Power Station is the major source of Electricity in the country. Zimbabwe also obtains power from the Kariba South Bank Hydro Station and three older thermal power stations strategically situated near the country's major electricity load centres: *Harare*, *Munyati* and *Bulawayo* Power Station.

Electricity in Zimbabwe since 1897

The coming of electricity to this country, which was brought about mainly by the need to boost mining operations through the use of more efficient machinery, and later by the need to increase agricultural production through irrigation, is synonymous with the former Electricity Supply Commission (ESC).

However, it is important to note that electricity was first introduced in Bulawayo and Harare for lighting purposes, and the first electricity companies were formed in these two cities in 1897 and 1913, respectively. After the formation of these electricity companies, construction of municipal power stations, which were all coal-fired, followed progressively. Some of the early power stations were built at Mutare, Kadoma and Gweru.

Later, as demand for electricity increased steadily, particularly among mining and farming consumers, authorities soon realised the need to formulate a proper energy policy which would respond quickly and positively to the country's energy development needs.

This led to the promulgation of the Electricity Supply Act which took effect from July 1 1936 and brought the Electricity Supply Commission into being. That Act assigned to the ESC the duties of investigating "new or additional

facilities for the supply of electricity within an area, and co-ordinating and co-operating with existing undertakings wherever required".

By 1940, in addition to the Gweru, Kadoma and Mutare Power Stations, the Commission had established new stations at Gwanda, Munyati and Zvishavane.

A look back into history

The Kariba Power Station was officially opened in 1960. The power station had been built by the Federation of Rhodesia and Nyasaland to serve both Zambia and Zimbabwe. The Federal Power Board (FPB), later reconstituted as CAPC, was created to run the power station.

Different governing bodies had the mandate to distribute power in the main urban areas, causing differences in prices. For this reason the Government decided in January 1983 to unify the electricity utilities in Zimbabwe.

Formation of ZESA

The instrument giving effect to amalgamation of the electricity supply authorities in Zimbabwe, the Electricity Act, 1985, was debated in Parliament in 1985 and assented to by the then President, Cde. Canaan Banana, on April 5 1985.

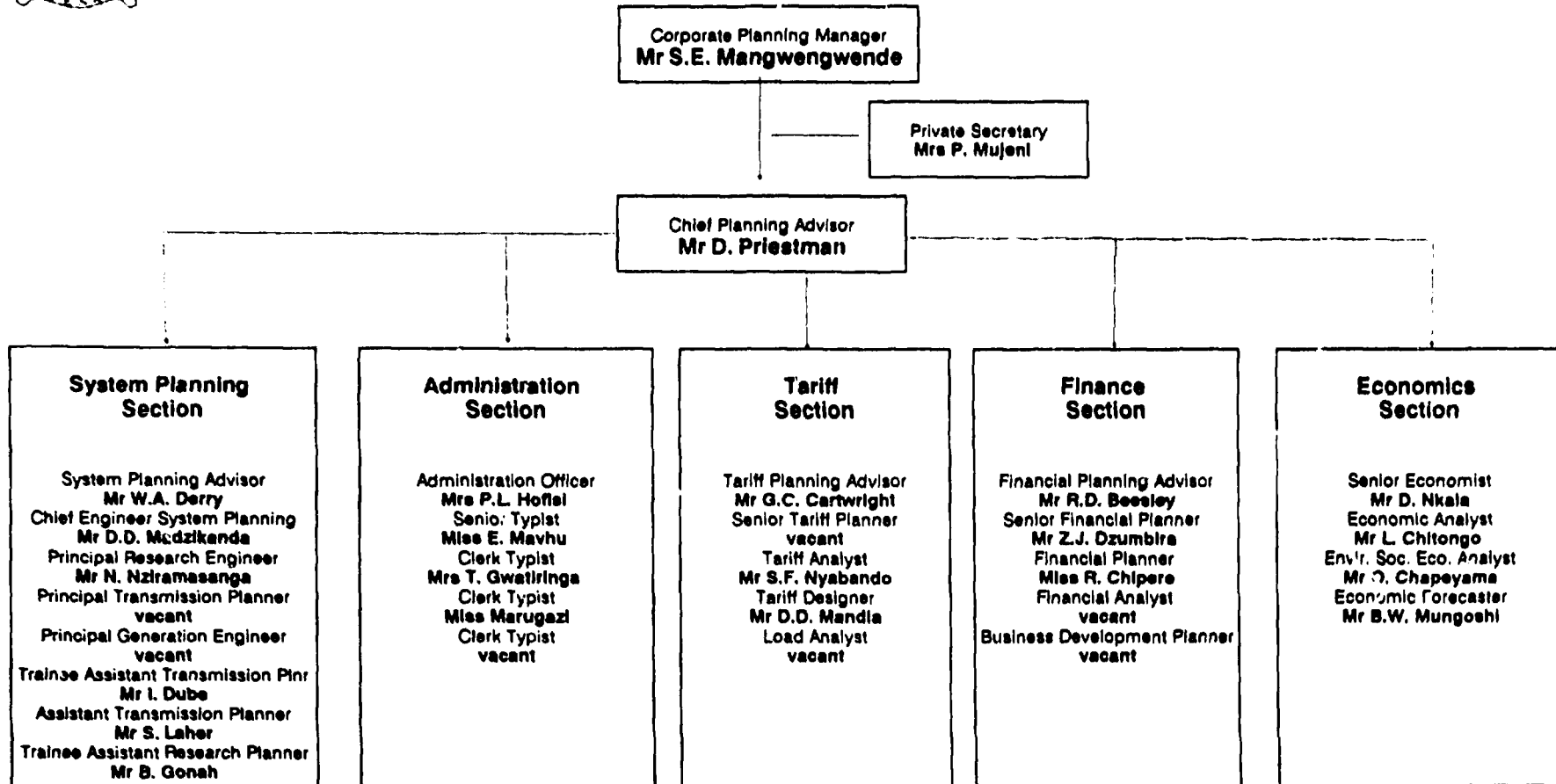
On 24 January, 1986, the act came into legal operation and paved the way for the amalgamation and unification of the five Zimbabwean electricity authorities and the Zimbabwean portion of CAPC's operations into one organisation ZESA.

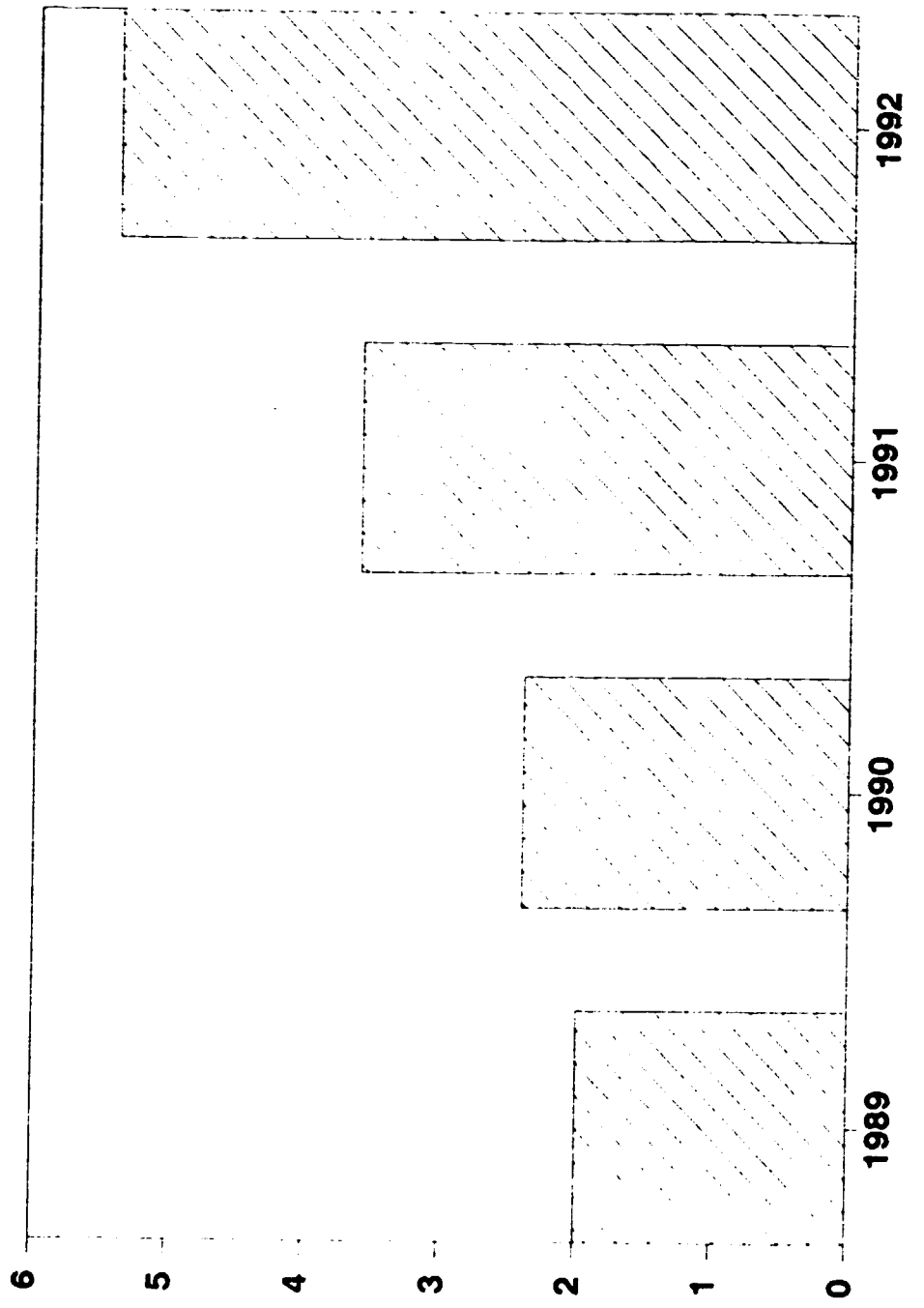
The Act stipulates the functions of ZESA as being :

- to acquire, generate, transmit, distribute and supply electricity.
- to investigate new or additional facilities for the generation, transmission, distribution or supply of electricity, and to advise the Minister of Energy of the result of such investigation and;
- to acquire, control and operate other undertakings within Zimbabwe.



CPU Department







United Nations Development Programme

Applications are invited from suitably qualified and experienced candidates for one post of

Secretary

The salary on appointment will be negotiated but will be within the scale of \$13,650 - \$17,970 per annum.

Requirements

5 O'levels with good grades of C or better including English Language

Shorthand 80 - 90 wpm

Typing - 50 wpm

At least 4 years experience in Secretarial field with proven record

Knowledge of wordprocessing and DTP will be an advantage

The Organization Offers

Pension Fund

Full medical aid scheme

Applications in writing should include a C.V. together with copies of relevant certificates and should be sent not later than 20 March 1990 to:

The Resident Representative

United Nations Development Programme

P O Box 4775 Harare

Please note all applications who do not meet the above requirements need not to apply.

CPU- ESTABLISHMENT

ITEM NO	NAME	JOB TITLE	ESTABLISHMENT		STR.	VAC.	DATE OF APPOINTMENT
			LOCAL	EXPAT			
1	Mr S.E. Mangwengwende	Corporate Planning Manager	1		1		11.01. 1988
2	Mr D. Priestman	Chief Planning Advisor		1	1		22.02. 1988
3	Mrs P. Mujeni	Private Secretary	1		1		01.11. 1989
4	Mr W.A. Derry	System Planning Advisor		1	1		24.04. 1989
5	Mr D.D. Madzikanda	Chief Engineer System Planning	1		1		01.09. 1988
6	Mr N. Nziramasanga	Principal Research Engineer	1		1		12.01. 1988
7	Vacant	Principal Transmission Planner	1			1	
8	Vacant	Principal Generation Engineer	1			1	
9	Mr B. Gonah	Trainee Assistant Transmission Planner	1		1		02.01. 1990
10	Mr S. Laher	Assistant Transmission Planner	1		1		01.09. 1989
11	Mr I Dube	Trainee Assistant Research Planner	1		1		02.01. 1990
12	Mr D. Nkala	Senior Economist	1		1		04.01. 1988
13	Mr L. Chitongo	Economic Analyst			1		02.01. 1988
14	Mr O. Chapeyama	Environmental Soc. Eco. Analyst	1		1		01.04. 1989
15	Mr B.W. Mungoshi	Economic Forecaster			1		01.04. 1989
16	Mr R.D. Beesley	Financial Planning Advisor		1	1		08.05. 1989
17	Mr Z.J. Dzumbira	Senior Financial Planner	1		1		01.07. 1988
18	Miss R. Chipere	Financial Planner	1		1		01.10. 1988
19	Vacant	Financial Analyst	1			1	
20	Vacant	Business Development Planner	1			1	
21	Mr G.C. Cartwright	Tariff Planning Advisor		1	1		08.05. 1989
22	Vacant	Senior Tariff Planner	1			1	
23	Mr S.F. Nyabando	Tariff Analyst	1		1		02.01. 1988
24	Mr D.D. Mandia	Tariff Designer	1		1		07.12. 1987
25	Vacant	Load Analyst	1			1	
26	Mrs P.L. Hofisi	Administration Officer	1		1		01.08. 1988
27	Miss E. Mavhu	Senior Typist	1		1		01.08. 1989
28	Mrs T. Gwatiringa	Clerk Typist	1		1		07.12. 1987
29	Miss Marugazi	Clerk Typist	1		1		01.12. 1988
30	Vacant	Clerk Typist	1			1	
			26	4	23	7	



Zimbabwe Electricity Supply Authority

Corporate Planning Department

Typist Grade 10

Qualifications

- 5 O'Levels including English
- Advanced typing
- Knowledge of computers

Experience

2 years relevant experience
ability to work under pressure without supervision

- In return we offer
- competitive salary
 - annual bonus
 - housing and electricity allowance
 - public service medical aid
 - pension fund

Detailed cv and application should be sent not later
than 15/3/1990 to

Deputy General Manager
Corporate Services
ox 377
Harare



**UNITED NATIONS
DEVELOPMENT PROGRAMME**

**DIRECTORY OF
UNITED NATIONS AND SPECIALIZED AGENCIES
PERSONNEL**

Effective Date March 1990

**UDC Building
Third Floor
First Street and Union
Ave.
P.O. Box 4775
Harare, Zimbabwe
Tel.: 792681/2/3/4/5/6**

Maize Output in '000 Tonnes

Region

Year	Mash	Masv	Mid	Mateb
1980	200	60	150	20
1981	500	100	140	10
1982	150	30	90	40
1983	200	40	80	50
1984	200	40	50	20
1985	320	80	100	60
1986	100	60	130	30
1987	120	30	150	40
1988	100	60	30	50
1989	600	20	500	40
1990	500	100	170	20
	2,990	620	1,590	380

ZIMBABWE ELECTRICITY SUPPLY AUTHORITY

THENJIWE GWATIRINGA
SENIOR TYPIST

2nd Floor
Electricity House
Samora Machel Ave
Harare/Zimbabwe

Phone: 739081
739033
Box 377
Tlx 4323 ZW

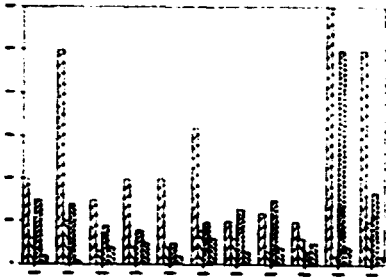
ZIMBABWE DEVELOPMENT BANK

CHRIS ZHARARE

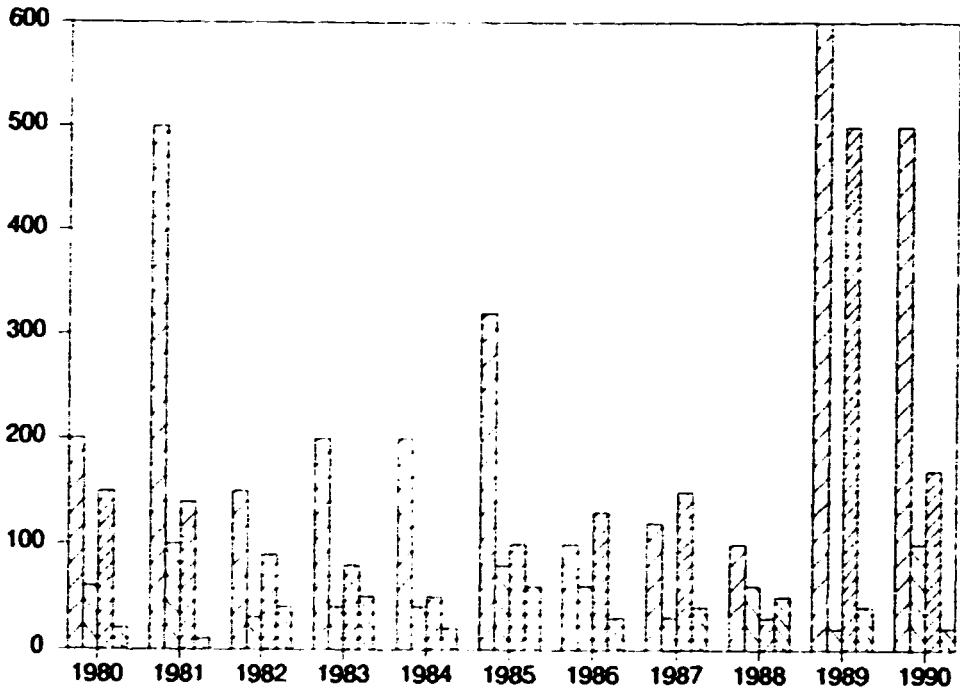
ASSISTANT MANAGER
MONITORING AND CLIENT ASSISTANCE

4th Floor
Fidelity House
Julius Nyerere Way
Harare/Zimbabwe

Telephone 721000 R.O
786471
P.O. Box 1720
Telex 227228 ZW



Maize production statistics 1980 - 1990



NO _____

LOAN AGREEMENT

An **AGREEMENT** dated this day of 1990

Between

The Zimbabwe Development Bank

a body corporate established under the Zimbabwe
Development Bank Act 1983, having its registered office
or residing at the address specified under Section 14.01
[a] (hereinafter referred to as "the Bank")
of the one part

And

.....
having its registered office or residing at the address
specified under Section 14.01 [b] (hereinafter called "the
Borrower") of the other part

WHEREAS the Borrower has requested the Bank to assist in the financing
of the Project described in Schedule I to this Agreement by making a loan
as hereinafter provided

AND WHEREAS the Bank has agreed to make a loan to the Borrower upon
the terms and conditions hereafter set forth

NOW THEREFORE it is **AGREED** as follows:

Article 1 - Definitions

Section 1.01. Wherever used in this Loan Agreement the following terms have the following meanings unless the context requires otherwise.

- [a] "Loan Account" means the account opened in the books of the Bank under the name of the Borrower.
- [b] "Effective Date" means the date of the Loan Agreement or such other later date as may be specified in Schedule II.
- [c] "Closing Date" means the date specified in Schedule III to this Loan Agreement from which date the Bank can terminate the right to request any further disbursement out of the unutilized portion of the loan.

Article 2 - The Loan

Section 2.01 The Bank agrees to lend to the Borrower on the terms and conditions set out in this Loan Agreement the sum specified in Schedule II to this Agreement.

Section 2.02 The proceeds of this Loan shall be used exclusively for the payment of the cost of those goods and services reasonably required for the successful execution of the Project specified in Schedule I.

Article 3 - Terms

Section 3.01 The Borrower shall pay to the Bank a commission as specified in Schedule II and such commission shall be payable upon the signing of the Loan Agreement.

Section 3.02 The Borrower shall pay to the Bank a Commitment Fee at the rate specified in Schedule II on the amount of the Loan not withdrawn or not cancelled. The Commitment Fee will accrue from the Effective Date and shall be payable as specified in Schedule II.

Section 3.03 The Borrower shall pay interest at the rate specified in Schedule II on the principal amount of the Loan disbursed but not yet repaid. Interest will accrue from the date of disbursement and will be payable as specified in Schedule II.

Section 3.04 Additional interest over and above the rate specified in Schedule II at a rate of one third of one (1/3 of 1) per cent per month will be charged on overdue amounts of interest and instalments of principal and will be payable at the end of each calendar month. [Text rev. II. 1987]

Section 3.05 Interest and additional interest shall be calculated on the basis of a 360 day year of twelve months, each month being deemed to be 30 days.

Section 3.06 The Bank may apply a charge for particular services and such charge, where applicable, shall be specified in Schedule II.

Section 3.07 The Borrower shall pay to the Bank and/or reimburse the Bank in full, all charges, costs including all legal expenses as between legal practitioner and client and collection commission incurred by the Bank in respect of the Loan and the security thereof, within 30 days of receipt or deemed receipt of an advice statement in respect thereof.

Section 3.08 The Borrower shall repay the principal amount of the Loan as specified in Schedule II to this Agreement.

Section 3.10

[a] In all cases where the loan or part thereof is denominated in foreign currency and except as specified in Schedule II, the Borrower shall indemnify the Bank against exchange fluctuations, and any loss or gain arising by reason of such fluctuations in the rate of exchange between the Zimbabwean Dollar and the relevant foreign currency or currencies will be borne by or accrue to the Borrower. The Borrower will on demand pay the Bank such sum as is equivalent to the difference between the aggregate of payments made in Zimbabwean currency by the Borrower in respect of the Loan and the sum required in Zimbabwean currency by the Bank to repay the relevant element of the foreign currency loan.

[b] The relevant foreign currency or currencies is/are the currency or currencies or pool of currencies or unit of accounts used by the Bank or the refinancing agency concerned to finance the purchase of the currency or currencies disbursed on behalf of the Borrower.

[c] The rate of exchange at which the amount of principal and interest is converted into Zimbabwean dollars will be the rate as specified in Schedule II.

Section 3.11 In case any payment or payments to be made to the Bank under sections 3.01, 3.02, 3.03, 3.04, 3.06, 3.07 and 3.08 hereof are effected later than on their respective due dates, the amounts received by the Bank will be used to cover the Borrower's liabilities to the Bank in the following order of priority [i] charges - legal or otherwise [ii] commitment fees [iii] additional interest [iv] interest [v] principal, until all such liabilities shall have been redeemed in full.

Article 4 - Acceleration of Maturity

Section 4.01 The Bank at its option, may by notice to the Borrower declare the principal of the Loan as repayable immediately together with the interest and other charges thereon, and upon any such declaration such principal, interest, additional interest if any, and other charges shall become due and payable immediately ; if:

- [a] The Borrower fails to make payment of principal, interest and any other charges required under this Loan Agreement and such default continues for a period of thirty (30) days, after receiving a notice of default from the Bank.
- [b] Any person guaranteeing to the Bank the discharge of the Borrower's obligations under the security makes default in the payment required to be made by such person under any agreement between such person and the Bank.
- [c] The Borrower fails to perform any other obligation under the Loan Agreement and such default continues for a period of thirty (30) days after receiving a notice of default from the Bank.
- [d] Any event occurs which materially and adversely affects the ability of the Borrower to carry out its obligations under the Loan Agreement.
- [e] Any other extraordinary situation arises which in the Bank's reasonable consideration renders an orderly function of the Borrower's business difficult or impossible and which may lead to a state of illiquidity.
- [f] Any authority having jurisdiction takes action for the dissolution of the Borrower or for the suspension of its operations.
- [g] The Borrower becomes insolvent or enters into a composition with its creditors or files a petition whereby the payments due by it are suspended.
- [h] Liquidation or judicial judgement proceedings are initiated in respect of the Borrower in a competent court of law.
- [i] Any representation made by the Borrower in or pursuant to the Loan Agreement or any statement furnished in connection therewith and intended to be relied upon by the Bank in making the Loan is found to have been incorrect in a material respect.

Article 5 - Securities

Section 5.01 Repayment of the Loan, interest and other charges becoming due and payable by the Borrower to the Bank shall be secured by the Securities specified in Schedule IV to this Loan Agreement to be issued by the Borrower in favor of the Bank.

Section 5.02 The obligation of the Bank to make the Loan is conditional upon the completion of the Securities specified in Schedule IV of this Agreement in accordance with the legal requirements appropriate to the securities.

Section 5.03 All property subject to the Bank's security shall be insured in a manner satisfactory to the Bank, with mortgage clauses showing the interest of the Bank and evidence of such insurance shall be produced to the Bank whether formally demanded or not.

Article 6 - Disbursements

Section 6.01 The Borrower shall be entitled to disbursements from the Loan Account of amounts expended or if the Bank shall so agree, amounts to be expended for the Project in accordance with the provisions of this Loan Agreement. Except as shall be otherwise agreed between the Bank and the Borrower, no disbursements shall be made on account of expenditures initiated prior to the date of the Loan Agreement.

Section 6.02 When the Borrower requests a disbursement from the Loan Account the Borrower shall deliver to the Bank a written request for disbursement in such form, and containing such statements and agreements, as the Bank shall reasonably request.

Section 6.03 The Borrower shall furnish to the Bank evidence of the authority of the persons authorised to sign requests for disbursement and the authenticated specimen signatures of any such persons.

Section 6.04 The Borrower shall furnish to the Bank such documents and other evidence in support of the request as the Bank shall determine, whether before or after the Bank shall have honoured any request.

Article 7 - Cancellation and Suspension

Section 7.01 The Bank may by notice to the Borrower, suspend wholly or in part the right of the Borrower to disbursements from the Loan account ; if:

- [a] The Borrower has defaulted in payment of the commitment fee and any legal or other costs incurred in connection with the Loan within the period respectively specified for payment thereof.
- [b] The Borrower has failed to make payment to the Bank of principal, interest or any other payment required under this Loan Agreement with the Bank.
- [c] Any person guaranteeing to the Bank the discharge of the Borrower's obligations under the security makes default in the payment required to be made by such person under any agreement between such person and the Bank.
- [d] The Borrower fails to perform any of the other obligations under this Loan Agreement.
- [e] Any authority having jurisdiction takes action for the dissolution of the Borrower or for the suspension of its operations.
- [f] The Borrower becomes insolvent or enters into a composition with its creditors or files a petition whereby the payments due by it are suspended.
- [g] Liquidation or judicial judgement proceedings are initiated in respect of the Borrower in a competent court of law.

The right of the Borrower to disbursements from the Loan Account shall continue to be suspended in whole or in part, as the case may be until the event or events which gave rise to such suspension shall have ceased to exist and until the Bank shall have notified the Borrower that the right to disbursements has been accordingly restored provided, however, that in the case of any such notice of restoration, the right to disbursements shall be restored only to the extent and subject to the conditions specified in such notice, and no such notice shall affect or impair any right, power or remedy of the Bank in respect of any other or subsequent event described in this section.

Section 7.02 The Bank may by notice to the Borrower terminate the right of the Borrower to further loan advances in the following instances:

- [a] where the rights of the Borrower to disbursements from the Loan Account have been suspended in respect of any amount of the Loan for a continuous period of sixty (60) days
- [b] where the bank determines, after consultation with the Borrower, that an amount of the Loan will not be required to finance the project cost;
- [c] when an amount of the Loan remains undisbursed from the Loan Account after the Closing Date.

Section 7.03 If the Borrower fails to complete all the security documents and cause them to be registered in accordance with the laws and practice current in Zimbabwe, then the obligation of the Bank to make the Loan will, without notice to the Borrower, cease and the Loan will be automatically cancelled without prejudice to the Borrower's liability to pay the commitment fee and any legal or any other costs incurred by the Bank.

Article 8 - Project Execution

Section 8.01 The Borrower shall carry out the Project or cause the Project to be carried out timeously and with due diligence and efficiency and in conformity with sound administrative, financial, technical and architectural practices and with due regard to economy and shall provide promptly as needed the funds, facilities, services and other resources required for the purpose.

Section 8.02 The Borrower shall promptly notify the Bank of any proposed change in the nature or scope of the Project and of any event or condition which might materially and adversely affect or in any way delay the completion of the Project or result in an increase in the original cost estimates and such changes shall not be implemented without prior approval of the Bank.

Section 8.03 In procuring the goods and services required for the planning and execution of the Project, the Borrower shall confine itself to those persons and firms which

are professionally and technically qualified with regard to the size and nature of the Project. Such firms or persons shall be selected when practical through national or international tenders.

Section 8.04 The Borrower shall ensure that all construction, engineering and service contracts and all purchases of goods needed for the Project are procured at a reasonable cost on the basis of national or international competition.

Section 8.05 The Borrower shall cause all goods and services financed out of the proceeds of the Loan to be used exclusively for the Project.

Section 8.06 The Borrower shall

- (i) maintain records adequate to monitor and evaluate the progress of the Project including the cost thereof.
- (ii) enable the Bank's accredited representatives to examine the Project and any relevant records and documents at any time during office hours.
- (iii) furnish to the Bank all such information as the Bank shall reasonably request concerning the Project, the expenditure of the proceeds of the Loan and the goods and services financed out of such proceeds and the property charged with repayment of the Loan.
- (iv) submit to the Bank progress reports of the Project as specified in Schedule V.

Section 8.07 The Borrower shall punctually pay rates, taxes, and other outgoings in respect of any property charged with repayment of the Loan or any other property whereon any such property charged may be kept.

Section 8.08 The Borrower shall operate and maintain or cause to be operated and maintained all its plant, equipment and property and from time to time make or cause to be made all necessary renewals and repairs thereof in accordance with sound engineering and architectural practices.

Section 8.09 The Borrower shall not sell, lease, transfer, assign or mortgage any of its property or assets charged with repayment of the loan without the prior written consent of the Bank which consent shall not be unreasonably withheld.

Section 8.10 The Borrower shall at all times maintain adequately qualified and competent staff in its managerial and technical posts.

Section 8.11 The Borrower shall not without the prior written approval of the Bank, which shall not be unreasonably withheld, make any loan to any Director or Shareholder of the Borrower except in terms of applicable conditions of employment.

Section 8.12 The Borrower shall comply with any Special Condition/s specified in Schedule III to this Loan Agreement the Bank deems necessary for the implementation of the Project.

Article 9 - Financial Covenants

Section 9.01 The Borrower shall keep proper and accurate books of accounts, and records in accordance with sound and generally accepted accounting practices and ensure that the same shall be open for inspection by or on behalf of the Bank upon reasonable request and prior notice thereto.

Section 9.02 The Borrower shall furnish to the Bank, as soon as available, but in any case not later than one hundred and twenty (120) days after the end of each financial year copies of its financial statements.

Section 9.03 The Bank shall have the right to secure the preparation and/or audit of financial statements at the expense of the Borrower if the Borrower fails to submit such statements to the Bank in the time stipulated in Section 9.02.

Article 10 - Borrower's Warranties

Section 10.01 The Borrower hereby warrants that :

- (a) The description of the Project in Schedule I is complete and accurate.
- (b) Subsequent to the Loan Application to the Bank the Borrower has not made any material changes in
 - (i) the scope and size of the Project;
 - (ii) the location (s) of the Project;
 - (iii) the production or manufacturing processes proposed;
 - (iv) the specifications of buildings, machinery and equipment required;

- [v] agreements with "technical partners", contractors, suppliers, consultants and architects; except as approved by the Bank.
- (c) The Borrower is not a defendant in any criminal or civil litigation of a material character and is not aware of any facts likely to give rise to such litigation or to material claims against the Borrower.
- (d) The Borrower is not aware of any document, judgement or legal process or other charges affecting the title of the property or of any material defect in the property or to its title which has remained undisclosed and/or which may prejudicially affect the Bank.
- (e) To the best of the Borrower's knowledge none of its properties are prejudicially affected by any of the planning or development schemes or a public body or by any alignment, widening or construction of a road under any scheme of the Government or of any corporation, municipality, or local authority.
- (f) No suit is pending in any court of law in respect of the properties offered as security to the bank nor has the Borrower been served with any notice for infringing the provisions of any Act or by-law of any local authority.
- (g) The Borrower has disclosed to the Bank all material facts regarding its properties.

Article 11 - Special Provisions

Section 11.01 Whenever the Borrower shall fall into arrears in respect of instalments of principal, interest and all other charges, the Borrower shall not, unless granted prior written consent by the Bank:

- (a) repay any other loan made to the Borrower by any of its directors, shareholders or by any subsidiary.
- (b) declare or pay any dividend or make distributions to any of its shareholders.

Section 11.02 The Bank, may directly or through its agents, temporarily assume managerial responsibility for the operation of the enterprises, if the Board of Directors of the Bank deem it so necessary, where:

- (a) it becomes evident that management capability has become impaired to the extent of endangering the security of the Bank's investment, or
- (b) any extraordinary situation arises which, in the Bank's reasonable assessment, compromises the Borrower's ability to furnish effective management to the enterprise.

Article 12 - Miscellaneous provisions

Section 12.01 No delay in exercising, or omission to exercise, any right, power or remedy accruing to the Bank under the Loan Agreement upon any default by the Borrower shall impair any such right, power or remedy or be construed to be a waiver thereof.

Section 12.02 Any notice or request required or permitted to be given or made under the Loan Agreement shall be in writing. Such notice or request shall be deemed to have been duly given or made when it shall be delivered by hand or by registered mail, telegram, cable or telex to the party to which it is required or permitted to be given or made at such party's address specified in the Loan Agreement which address is hereby nominated by each party as its domicilium citandi et executandi or at such other addresses as such party shall have designated by notice to the party giving such notice or making such requests.

Section 12.03 The Borrower shall furnish to the Bank sufficient evidence of the authority of the person or persons who will, on behalf of the Borrower take any action or execute any documents required or permitted to be taken or executed by the Borrower under the Loan Agreement and the authenticated specimen signature of each person.

Article 13

Termination of the Loan Agreement

Section 13.01 The termination of the Loan Agreement on full payment shall take effect if and when the entire principal amount of the Loan disbursed from the Loan Account and premium, if any, on the prepayment of the Loan and all interest, additional interest and other charges which shall have accrued on the Loan have been paid.

Article 14 - Addresses

Section 14.01 The following addresses are specified for the purpose of identification and of Section 12.02.

[a] For the Bank

**Zimbabwe Development Bank, 6th Floor, Fidelity House,
Corner Julius Nyerere Way\ Baker Avenue
P. O. Box 1720, Harare**

[b] For the Borrower

The authorised representatives of the parties hereto have set their hands on the date
aforementioned in the presence of the undermentioned witness

For and on behalf of the Bank 1 _____ Managing Director 2 _____ General Manager 3 _____ Director _____ Witness.....	For and on behalf of the Borrower 1 _____ Position..... 2 _____ Position..... 3 _____ Position, _____ Position
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UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

VIENNA INTERNATIONAL CENTRE
P.O. BOX 300, A-1400 VIENNA, AUSTRIA
TELEPHONE: 26 310 TELEGRAPHIC ADDRESS: UNIDO VIENNA TELEX: 135612

EVALUATION FORM

TRAINING COURSE O N DESK-TOP PUBLISHING

19 February - 2 March 1990

Zimbabwe Development Bank
Harare
Zimbabwe

Introduction

It has been a pleasure for us to design and implement this Seminar for you. Now that the seminar is coming to an end, we would like to learn your assessment of this training programme. We would, therefore, appreciate if you would spend some minutes to respond to the questions given in the following questionnaire. This information will be used by us to improve, where necessary, our future training courses. Thank you in advance for your evaluation, comments and suggestions.

Note: It is up to you to give your name at the end of the questionnaire or to return it anonymously.

Questions indicated by MULTIPLE RESPONSE allow more than one answer.

1. WHAT IS YOUR PROFESSION?

- 20 Economist
 - 0 Accountant
 - 20 Banker
 - 40 Secretary
 - 0 Printer
 - 0 Other
-

2. HAS THE SEMINAR MET YOUR EXPECTATIONS?

- 0 more than expected
- 80 as expected
- 0 less than expected

3. HAS THE SEMINAR BEEN BENEFICIAL FOR YOUR PROFESSIONAL WORK?

- 70 considerably
- 10 somewhat
- 0 hardly
- 0 not at all

4. WHAT TOPICS HAVE BEEN MOST BENEFICIAL FOR YOU CONSIDERING THE WORK YOU PERFORM? (multiple response)

- 20 basics of computer, DOS
- 70 handling Ventura, setup, mode indicator, page layout
- 70 preparation of various files for loading into Ventura
- 80 manipulation of texts, style sheets, frame-settings, paging
- 60 dealing with output; print options, handling laser printer, tables

- 7 o preparation of newsletters, reports, documentation, folders, etc.
 - 1 o wordprocessing
 - o other topics
-
-

5. HAVE YOU BEEN ABLE DURING THE COURSE TO MAKE:

	Yes	No
o forms	4 o	o
o newsletters	2 o	1 o
o reports	3 o	1 o
o folders	6 o	o

6. WHAT ARE THE TOPICS ON WHICH YOU STILL WOULD LIKE MORE INFORMATION AND TRAINING?

- 1 o basics of computer, DOS
 - o handling Ventura, setup, mode indicator, page layout
 - o preparation of various files for loading into Ventura
 - 1 o manipulation of texts, style sheets, frame-settings, paging
 - o dealing with output; print options, handling laser printer, tables
 - 6 o preparation of newsletters, reports, documentation, folders, etc.
 - o wordprocessing
 - 1 o other topics (nl. pc Paintbrush)
-
-

7. WAS THE DURATION OF THE SEMINAR

- o too short
- 8 o adequate
- o too long?

If too long or too short, please explain why

8. WAS THE DAILY WORKLOAD

- 1 o heavy
- 7 o adequate
- o light

9. WAS THE PROGRAMME BY AND LARGE COMPLETE, OR WAS ANY IMPORTANT SUBJECT MISSING

- 7 o complete
 - o missing subject(s) _____
-
-

10 HOW DO YOU ASSESS THE SUBSTANTIVE LEVEL (CONTENT) OF THE PROGRAMME?

	higher than expected	as expected	lower than expected
-basics of computer, DOS	0	50	10
-handling Ventura, setup, mode indicator, page layout	0	70	0
-preparation of various files for loading into Ventura;	10	70	0
-manipulation of texts, style sheets, frame-settings, paging;	10	60	10
-dealing with output; print options, handling laser printer, tables;	10	60	0
-preparation of newsletters, reports, documentation, folders, etc.;	0	60	10
-wordprocessing	0	60	0
-other topics	0	40	10 (Lotus)

11. HAVE THE CASE STUDIES BEEN PROPERLY SELECTED TO SERVE AS A BASIS FOR EXERCISES AND DISCUSSIONS?

	excellent	good	satisf	fair	poor
forms	0	30	10	10	0
newsletters	0	20	20	0	0
reports	0	30	0	0	0
folders	10	50	10	0	0

12. HOW DO YOU ASSESS THE QUALITY OF PRESENTATION AND INSTRUCTION IN GENERAL?

	excell-ent	good	satis.	fair	poor
-basics of computer, DOS	0	60	0	0	0
-handling Ventura, setup, mode indicator, page layout;	10	50	20	0	0
-preparation of various files for loading into Ventura;	40	30	10	0	0
-manipulation of texts, style sheets, frame-settings, paging;	0	70	0	0	0
-dealing with output; print options, handling laser printer, tables;	0	50	20	10	0
-preparation of newsletters, reports, documentation, folders, etc.;	0	10	60	0	0
-wordprocessing	10	10	10	0	0
-other topics	0	10	10	0	0

13. WHAT ABOUT THE DIDACTIC (INSTRUCTIONAL) TECHNIQUES APPLIED?

excellent	good	satis.	fair	poor
o	5o	2o	o	o

If you think the didactic techniques should be improved, please suggest how:

14. TO WHAT EXTENT WAS THE RATIO OF LECTURES, DISCUSSIONS AND PRACTICAL EXERCISES?

	excell- ent	good	satis.	fair	poor
-basics of computer, DOS handling Ventura, setup, mode indicator, page layout;	o	8o	o	o	o
-preparation of various files for loading into Ventura;	1o	6o	1o	o	o
-manipulation of texts, style sheets, frame-settings, paging;	o	6o	2o	o	o
-dealing with output; print options, handling laser printer, tables;	o	5o	2o	o	o
-preparation of newsletters, reports, documentation, folders, etc.;	o	4o	3o	o	o
-wordprocessing	1o	3o	o	o	o
-other topics	o	o	2o	o	o

15. PARTICULAR SUGGESTIONS REGARDING

LECTURES

- 1 More explanation needed

- 1 To emphasize on theoretical aspects of all subjects before practicals

- 1 I suggest more training is needed especially on big documents (tagging)

DISCUSSIONS

- 1 More practical examples to be done together with tutor

- 1 Makes one understand something without lecturer

- 1 To involve all participants

- 1 Gained a lot through group discussion

PRACTICAL WORK

- 2 Tough work at first but after three days understandable

- 1 To try to get all participants working along similar lines

- 1 More practical work is required in using Ventura, especiall in Framing (drawing and manipulating frames)

16. WHAT DO YOU THINK ABOUT THE TRAINING MATERIAL? WAS IT ..

excellent	good	satisf.	fair	poor
10	50	10	0	0

Particular suggestions regarding training material

Training manual was OK although confusing at first,
the manual will be useful as future reference.

17. HOW DO YOU ASSESS ...

	excellent	good	satis.	fair	poor
course					
management	20	50	10	0	0
secretarial					
service	0	80	0	0	0
classroom					
facilities	0	60	0	0	0
audio-visual					
aids	0	30	10	10	20

Particular suggestions in this context

18. OTHER REMARKS AND SUGGESTIONS (for example, on level of fellow participants, measures to improve future seminars, etc.):

1 In pairing participants it is more practical to put people together doing similar work at similar level

1 Suggest refresher course be made available after some months

19. WOULD YOU IN GENERAL RECOMMEND A FOLLOW-UP SEMINAR TO CONSOLIDATE ACQUIRED KNOWLEDGE?

- Yes, as it is
 Yes, with improvements
 No

THANK YOU VERY MUCH FOR YOUR EVALUATION OF THE WORKSHOP



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

CERTIFICATE

This is to certify that

Name of Participant

has participated in and completed the

TRAINING COURSE ON DESK-TOP PUBLISHING

organized under the joint auspices and sponsorship

of the

**UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION**

and the

ZIMBABWE DEVELOPMENT BANK

19 February to 2 March 1990

within the framework of Project DG/ZIM/87/012

2 March 1990
Harare, Zimbabwe

A handwritten signature in dark ink, appearing to read "M. X. Kadhani".

United Nations
Industrial Development Organization

M. X. Kadhani
Managing Director

Zimbabwe Development
Bank