

613K 606 53  
AD 11/10/87  
1/12  
52887

# ZIMBABWE/B.E.S.T.

Basic Education and Skills Training Project



SEMI-ANNUAL REPORT  
October 1, 1986 - March 31, 1987

In Collaboration:  
Government of Zimbabwe  
Agency for International Development  
Academy for Educational Development

Sponsored by:

Government of Zimbabwe  
United States Agency for International Development

Implemented by the:

Academy for Educational Development  
1255 23rd Street, N.W.  
Washington, D.C. 20037  
Telephone: 202/862-1900  
Telex: 197601ACADED WSH

PD-AMW - 629

**SIXTH SEMI-ANNUAL REPORT**

**October 1, 1986-March 31, 1987**

**ZIMBABWE BASIC EDUCATION AND SKILLS TRAINING PROJECT**

**ACADEMY FOR EDUCATIONAL DEVELOPMENT**

**AID CONTRACT NO. 613-K-606-C-00-4010**

TABLE OF CONTENTS

I. BACKGROUND .....Page 1

II. STATUS OF WORK AND PROGRESS TO DATE .....Page 3

III. GOALS FOR NEXT SIX MONTHS .....Page 18

IV. ADMINISTRATIVE REPORT .....Page 20

    A. December 1986 Quarterly Status Report .....Page 21

    B. March 1987 Quarterly Status Report .....Page 30

    C. Core Contract Budget Expenditures .....Page 39

    D. Delivery Order Expenditures

        December 1986 .....Page 42

        March 1987 .....Page 61

APPENDICES

- A. Core Travel
- B. Home Office Monthly Reports
- C. Field Office Monthly Reports

## I. BACKGROUND

On March 29, 1984 the Academy for Educational Development signed a contract with the Agency for International Development to provide technical expertise to the Government of Zimbabwe (GOZ) in support of the Basic Education and Skills Training Sector Assistance Program Grant, or BEST program. Under the BEST program AID is providing the Government of Zimbabwe with additional financial and other resources to implement its planned reforms in primary, secondary and teacher education and technical/vocational education. These reforms are directed at the development of an effective and affordable education and training system which has the capacity to meet Zimbabwe's own needs for educated manpower within the limitations imposed by scarce financial, human and other resources.

The Academy is to recruit and provide administrative support for both long- and short-term technical experts required by the BEST sector program. Most long-term experts, those recruited for one or more years, will serve as employees of the Government of Zimbabwe. These individuals will normally fill positions within either the Ministry of Labour, Manpower Planning and Social Welfare (M/LMPSW) or the Ministry of Education (MOE) including their respective training institutions and colleges. Most of these positions will be ones which are vacant due to the acute shortage of trained professional and technical manpower in Zimbabwe.

In addition to long-term experts, the Academy will also provide short-term experts, those recruited for less than one year, as required by the BEST sector program. Most of these individuals will not be recruited to fill existing positions within the Government of Zimbabwe, but will perform specialized professional and technical services in areas required by the GOZ in support of the objectives of the sector program. These services are likely to involve inservice training of the staff of M/LMPSW and MOE.

At the minimum level of effort, the Academy expects to identify and recruit approximately 800 person-months of short- and long-term technical assistance; at the maximum level of effort, approximately 1,600 person-months of technical assistance will be provided. It is anticipated that a major share of the long-term technical assistance recruited under this contract will be instructors for the existing and planned technical colleges and schools under the jurisdiction of M/LMPSW.

Effective January 30, 1985 the contract was amended to allow the Academy to provide technical assistance to GOZ through the AID sponsored ZIMMAN Project Grant. This grant provided assistance to the GOZ in sustaining high professional standards and operational effectiveness through training trainers and staff development so that the numbers and credentials of Zimbabweans in selected areas will be increased. The Academy will provide long-term technical assistance personnel under this Project.

Most of the assistance provided under the ZIMMAN funds will be to the University of Zimbabwe. It will consist of individuals selected for specific departments who will not only hold teaching positions but who will be expected to be involved in curriculum development and providing tutorials to the more advanced students and those graduates seeking further education in their fields.

## II. STATUS OF WORK AND PROGRESS TO DATE

This is the sixth biannual report covering the period October 1, 1986 - March 31, 1987, and will focus on achievements and progress made on the four main services that the Academy is to provide under the BEST contract:

- Logistical, managerial and financial services for administration of the technical assistance component of the sector assistance program
- Identification and recruitment of short- and long-term technical experts required to implement the BEST sector program
- Coordination and liason on matters related to the technical assistance requirements of the program as required by USAID/Zimbabwe and the Government of Zimbabwe
- Assistance to the Ministries of the Government of Zimbabwe involved in the implementation of the BEST program to prepare plans and requests for short- and long-term technical assistance

Progress made on the goals established for the fifth six month period of the contract will be discussed in the body of the report and specifically in Section E. A synopsis of the Delivery Orders developed, worked on or completed during this report period is in Section F.

**A. Logistical, managerial, and financial services for administration of the technical assistance component of the sector assistance program.**

The second half of the Project began with this reporting period and the third year of the Project ended with the end of the period. Close to ten million dollars, represented by Delivery Orders (D.O.), have been committed to the Project - almost all the funds that had initially been intended - but as the bulk of those monies are for multiyear activities, much administrative work has yet to be done. Outside of the usual monthly, quarterly and semi-annual reports to produce, there are forty-two Operational Experts (OPEXers) on long term technical assistance contracts and a major three year computerization effort which needs monitoring and supporting.

As a first step towards making the most out of available remaining funds, the Project established a computerized projection model for the technical assistance Delivery Orders. It allows for determining what funds are expected to remain unspent and what costs would be needed, in individual cases, to extend OPEXers. A parallel effort was also made to bring up to date the balance of funds in any Delivery Order under which work had not been carried out for some time so that the process of deobligation could begin and funds freed up for other Project activities.

In a similar vein, a projection was made of costs necessary for extending the Core Contract until the end of December, 1989. The current Project ends in March, 1989 and all sector assistance funds must be spent by December, 1989. Under D.O. #8 and #18 are provisions for two year contracts which would extend beyond the current Project's end point for those who are currently under consideration but have not yet been appointed. Under D.O.s #3, #9, #14 and #15 are OPEXers who might be offered one year extensions whose end of contract dates would also extend beyond March, 1989. In light of these factors, the projected Core Contract costs for extension were presented to USAID for their consideration and planning, and for sharing with the relevant ministries.

OPEXer contract extensions and end of service and extensions for Field Office Coordinator, Dr. Rudi Klauss, were likewise addressed. Dr. Klauss indicated a desire to extend for another year and this has been appreciatively received. A renewed contract, into August 1988, will be sent to him shortly. Pending OPEXer extensions required not only financial projections, but also discussions with the Government of Zimbabwe (GOZ) about terms and conditions for extensions. For those who were not planning to request extensions, and eventually for all OPEXers, extensive discussions were conducted in the

procedures, forms and requirements of the GOZ and shipping agents for those leaving the country. The result was two End of Service booklets, one for those hired under BEST funds and a slightly different one for the conditions of employment of those working at the University under the ZIMMAN Project funds. These were prepared by the Field Office and sent to all OPEXers.

Logistical support continued to be made available to all supplying technical assistance, and especially newly arrived OPEXers and those preparing to complete their contracts. Special assistance was provided, primarily by the Field Office, to those Delivery Orders supplying equipment in support of Project activities. This activity included redefining possible office equipment needs for the Human Resources Research Centre at the Faculty of Education of the University, and preparing a tender request for computers for the Centre under D.O. #19. Under D.O. #10, equipment import licenses needed to be prepared for the phase II shipment of computers for three regional offices of the Ministry of Education, and payment made to Wang Laboratories, upon acceptance by the Ministry, of equipment installed under phase I. Delivery Order #17 provided for sixty-five or more computer stations for the Technical College Bulawayo. During this period the tender offers for this equipment were let, evaluated by committees in the USA and Zimbabwe, a contract signed, equipment prepared for departure, and preparations made for space renovations needed to receive the equipment at the college.

Other administrative support provided to the Project included shipment of a large mass of office supplies to the Field Office at the end of the year. Small replacement parts and occasional assistance, such as forwarding book needs to the Brothers Brothers Foundation, have been provided as needed to maintain the quality of the services provided by the Project. Meetings with institutions, professional groups, and groups providing potentially useful services have been held by the Field and the Home Office from time to time. Examples of these activities would include meetings of the Computer Society of Zimbabwe and the American Vocational Association, presentation of the Project at annual meeting of the American Association of Higher Education, and investigation of Econet as a possible effective and efficient international communications network. When Dr. Klauss' assistance was requested by USAID/Lilongwe, Dr. Hatch went to Harare to manage the office during his absence in Malawi.

As the Project moves into its last two years, more administrative support will be focused on finishing work on Delivery Orders, deobligating funds and writing summaries of Delivery Order activities. As about six more OPEXers are expected to be hired and a

number of OPEXers extended, there will still be a great deal of support work needed for the recruitment and support of long term technical assistance. Those OPEXers ending their service will need logistical support for their return home. As staff changes are not expected in the coming year, an experienced team will be available to provide the needed logistical, financial and managerial services for the Project.

**B. Identification and recruitment of short-and long-term technical experts required to implement the BEST sector program.**

As the Project moves into its last half less work will be needed for recruitment of long-term experts, though some recruitment should continue for another half year. Short term consultants can be used at any time, but for this reporting period none were requested or supplied. Though AED's Director of Systems Services, Mr. Kurt Moses was initially anticipated in March, his two week visit will take place in April.

Two long term OPEXers were identified by the Ministry of Labour Manpower Planning and Social Welfare. One, Mr. Bruton, decided not to accept the offer. Dr. Henry Williams did accept an appointment to the Technical College Bulawayo in Computer Sciences; his wife, Beverly Williams accepted a local contract to teach Computer Science. Dr. Williams, his wife and four children flew to Harare after orientation and began work on February 14. In addition to his teaching duties, Dr. Williams was also given responsibility for coordinating arrangements for the installation and development of the new computer center at the College for which 65 workstations are being supplied by A.E.D.

Recruitment activities and OPEXer arrivals were more pronounced at the University. Dr. Billie Ann Brotman, recruited almost a year ago, was finally able to take up a one year appointment in Finance and Business Studies. Dr. Brotman arrived January 4. The Academy was asked to interview Dr. Norman Clark for a position as Anestheologist. Interviews were held in Washington, D.C. on February 19 by Dr. Angela Hatendi of Georgetown University and Dr. Hatch. Dr. Victor Levine arrived February 14 to a two year appointment on the Faculty of Education in Educational Administration. Dr. Levine had previously served at the University and had worked, before his current arrival, as a consultant to the Academy and the University collecting materials and preparing requirements for computers for the proposed Human Resources Research Centre at the University. Upon his appointment, Dr. Levine was made Director of the Centre.

Dr. Levine's appointment comes under D.O. #18, which has the purpose of providing staff and publications to the Faculty of Education for a special program to train civil servants directly responsible for education and training programs in the Ministries of Education and Labour Manpower Planning and Social Welfare. Mr. Maculay Peters, another former University faculty member, was chosen for the Adult Education

position at the end of this period. Twenty-six resumes were submitted for four positions in January and another dozen in February. A short list of candidates for the Vocational and Foundations (Research) positions was developed by early March. Candidates still interested were interviewed March 20, 21 and 26 in Houston, Texas and Washington, D.C., by a committee consisting of Dr. Gail Jaji of the University, Dr. Daniel Householder of Texas A&M University and Dr. Edna McBreen of Woodbridge, Va., with Dr. Hatch as Recorder.

During Dr. Hatch's visit in Harare in November and December it was decided to make renewed efforts to fill posts still vacant under D.O. #8 for the University. Mining Engineering, Metallurgy, Anatomy and Veterinary Sciences were, along with Anesthesiology, identified as the prime areas of focus. It was agreed to wait until after the U.S. winter vacation period to start recruitment. The question of OPEXer extension was discussed and the University was assured that funds existed for all appointed OPEXers to be supported for two full years. Dr. Katzenstein, (Microbiology), will extend until May and then return in January 1988; Dr. Howell, (Electrical Engineering), will extend for a half year, through December 1987; and Dr. Peter Young, (Ophthalmology), will extend for a full year, or until May, 1988.

Extensions, while not strictly recruitment, have required a fair amount of energy in determining conditions of service and establishing durations for all OPEXers. A side issue on extensions, and directly related to new recruitments, is that of the duration of the Academy's Core Contract, which ends March 31, 1989. As two year appointments made after this reporting period, and future extensions, will go beyond the Core Contract end date, information was supplied to USAID/Harare on cost considerations for extending the Core Contract for up to nine months longer.

Extensions also imply end of service for those who may not wish to extend or for whom extensions are not granted. Dr. Marlin Sheridan (Civil Engineering) resigned his position at the end of one year, March 31, and this, plus many D.O. #3 contracts approaching the end of their initial two years of service, initiated the need to develop an end of service handbook for OPEXers. As the conditions of service for those at the University are different from those at the technical colleges, two slightly different handbooks were prepared by the field. These cover Government of Zimbabwe expectations, Academy needs, and processes for shipping and resettlement.

**C. Coordination and liaison on matters related to the technical assistance requirements of the program as required by USAID/Zimbabwe and the Government of Zimbabwe.**

Most of the effort involving coordination and liaison seems to have revolved around computers during this period. The largest of the efforts has been with D.O. #10, the computerization of the regional offices of the Ministry of Education. That project is set up in three phases, the equipment and software for phase I had been installed and were accepted by the Ministry at the beginning of this period. The next phase began immediately and required new import license for more equipment, negotiations for renovations of space, and arrangements for training. Dr. Klauss serves on a coordinating committee that meets at least monthly to review progress and discuss problems and issues. He is joined by Mr. Alistair Watermeyer who serves the project as the Academy's technical consultant. Other committee members are representatives of the Ministry and the Computer Processing Group (C.P.G.) which has the contract to install and develop the computer system.

The second major effort involved both Project offices and involved the tender and purchase of sixty-five computer workstations for the Technical College Bulawayo under D.O. #17. The Tender was approved early in this period, let in Zimbabwe and the USA, and bids reviewed in Harare by a committee representing the Ministry of Labour Manpower Planning and Social Welfare and by Mr. Kurt Moses, the Academy's Director of System Services. The contract was awarded to Computer Lines, a company in Portland, Oregon after much discussion but by unanimous agreement. The equipment was freighted from Portland destined for Harare and Bulawayo, at the end of this period. The length of time involved in this process was unexpectedly advantageous as the contract award was challenged, unsuccessfully, by an American bidder and the space for the computers at the technical college had not completely been readied for them by the time of shipment. Dr. Henry Williams, newly recruited OPEXer assigned to coordinating the installation of the computers and the establishment of a computer center at the college, also gained from the delay as he did not arrive in Zimbabwe until mid-February. It is now expected that the equipment will be installed and technicians and staff trained by the end of May.

Another computer effort involved the design of a small research center to support a new program at the Faculty of Education, University of Zimbabwe, sponsored by the Ministries of Education and Labour Manpower Planning and Social Welfare. Dr. Victor Levine, who had headed the USAID funded project Improving the Efficiencies of Educational Systems in Zimbabwe, was hired by the Academy as a consultant to draw up

a needs statement for the computer system and to locate and order publications and periodicals on education and manpower development for the proposed center. Dr. Levine was recruited and hired by the University under D.O. #18 to teach in Educational Administration and to manage the new Human Resources Research Centre (H.R.R.C.). The design for the system was written as a tender offer and vetted to the University, USAID/Harare and AID offices in Washington, D.C. Approvals are expected shortly so that bids may be solicited.

Periodicals and publications ordered by Dr. Levine have been shipped to the field when a sufficient amount accumulates, an activity that should continue into the next reporting period. Approval was granted to substitute two stand alone computers for typewriters ordered for the H.R.R.C., bids have been solicited and it is expected that the machines will accompany Mr. Moses to Zimbabwe when he goes in mid-April. Bids for a copier for the H.R.R.C. have also been solicited, and a final solution, which is dependant on what can be repaired in Harare, is expected in April.

Coordination on other support matters included Mr. Watermeyer's provision of occasional service to the computerization of the Examinations Branch and the request of costs for purchasing three years of OMR and examination sheets paper for the Branch. Preparations for Mr. Moses' trip in April has required liasions with the regional centers where computers have been installed, the proposed sites of the Technical College Bulawayo computers and those for the H.R.R.C., and the Ministry of Labour Manpower Planning and Social Welfare where plans for a scholarship tracking service and a data based management system need to be completed. Mr. Moses is also expected to confirm training plans for executive managers of the Ministry of Education's new system. And in another vein, in response to a request for assistance from the University when an anticipated lecturer did not arrive from abroad, Dr. Klauss stepped in to fill the gap. In doing so, he joined a variety of OPEXers who have been contributing technical assistance to institutions in Zimbabwe during their off time

**D. Assistance to the ministries of the Government of Zimbabwe involved in the implementation of the BEST program to prepare plans and requests for short-and long-term technical assistance.**

Delivery Orders #18 and #19 were signed and work begun during this period. The Field Office had been primarily involved in the development of these D.O.s, which were for personnel and supplies for two years to support the development of the Human Resources Research Centre and instructional capabilities of the Faculty of Education. These resources in turn are intended for a program to train management level civil servants in adult and vocational education, educational administration and research, and curriculum development. D.O. #18 primarily provides for five OPEXers while D.O. #19 is for office equipment and computers for the H.R.R.C.

While Dr. Hatch was in Harare at the beginning of this period discussions were held with the University and related Departments covering additional recruitment needs under D.O. #8. It was decided to redouble efforts to find people in four areas before reassigning funds to support personnel available for other areas. And though also strictly not new personnel needs, it was agreed that funds would be made available to extend the contracts of OPEXers Young (Ophthalmology - 1 year), Howell (Mechanical Engineering - 6 mo.) and Katzenstein (Microbiology - 2 months and then 9 months in 1988). One year extensions were granted also to D.O. #3 OPEXers Michaels, Cox and DeSantos who were the first to arrive to teach at the apprentice technician levels at Harare Polytechnic Institute. Plans were formulated with the Ministry of Labour Manpower Planning and Social Welfare and USAID to make arrangements for the possible extension of other technical college OPEXers in lieu of recruiting new personnel.

Assistance was also provided in planning for two Delivery Orders that probably will consist only of supplies and equipment. Bids were solicited on behalf of the Ministry of Education for paper to be used as answer sheets for national examinations for the next three years. A Delivery Order to purchase that paper is expected in April. Prices were collected on various items designated by the staff of the Harare Polytechnic's Bachelor of Technology program as essential for carrying out the program. The items ranged from the very small to large and somewhat expensive, and totaled about \$40,000 for purchase and shipping. A Delivery Order to supply that equipment is expected in May. Work on other possible Delivery Orders for computerization and data management training will probably continue during the visit of Mr. Kurt Moses in April. As the Project is entering its last two years the chance for new Delivery Orders for technical personnel is very likely to diminish.

E. **Review of goals established for the six month period.**

1. **Completion of OPEXer salary revision:** This activity, necessitated by unreported raises, was completed by the end of 1987. All OPEXers are now up to date as to salaries owed. In addition, projections are being made as to total cost of OPEXers to term, plus costs for possible extensions.
2. **Preparation of OPEXer extension and termination procedures:** After meetings with the various Governmental agencies responsible for clearing residents for departure, shipping and travel agencies, and OPEXer employers, Dr. Klauss drafted an End of Service manual. After checking by the Home Office to see that its concerns were covered, two manuals were prepared to reflect the slightly different conditions of service of the Government and University employees. In addition to the above mentioned financial preparations for consideration of extensions, the OPEXers with contracts ending in the first eight months of the year were contacted to see who was interested in the possibility of extension. These names were passed to the Government for consideration and a meeting was held by the Field Office with those interested to discuss possible terms and conditions for extension. Those interested were asked to follow GOZ procedures to get the process started. At the end of the period, the first three OPEXers contracted had all indicated a desire to extend and are being supported by their employer.
3. **Approval of Delivery Orders for computerization at the University and the Ministry of Labour Manpower Planning and Social Welfare:** Delivery Order #18 and #19, signed at the end of 1986, provide for personnel and equipment for the Faculty of Education at the University. The equipment, primarily computers for the Human Resources Research Centre, is expected in Harare in the first part of the next period. And while approval for an RFQ for sixty-five computer stations for the Technical College Bulawayo was granted, bids received and contract let, no new Delivery Orders were forthcoming from the Ministry of Labour Manpower Planning and Social Welfare as anticipated. There are still Delivery Orders anticipated, but their timing is uncertain.
4. **Completion of Delivery Order #17:** While not completed, the period ended with the computers being shipped. Unanticipated delays came from extended approval processes around the contract negotiations, which, however, were fortunate as the

space is not available to receive the computers any earlier than they are likely to arrive.

5. **Mastery of Lotus 1,2,3 by Project staff:** All Home Office staff have received at least basic training in Lotus 1,2,3 and Ms. Harrison, Business and Logistics Coordinator, has received advanced training. As Ms. Harrison uses Lotus 1,2,3 more frequently than the others, her mastery is more complete. In the Field, Ms. Ruredzo has been receiving some training and is working her way towards mastery. Thus, though the goal has not been fully achieved, a major step has been taken in that direction.

F. Delivery orders received, active or completed during this period

Delivery Order #3

Started December 21, 1984, Delivery Order #3 provides up to 26 personyears of technical assistance to the Ministry of Labour, Manpower Planning and Social Welfare, including instructors and curriculum development personnel for the National Vocational Development Training Centre, and the Harare, Bulawayo and KweKwe Technical Colleges. The goal guiding this D.O. is to strengthen the national vocational training system in Zimbabwe.

Delivery Order #4

Started January 4, 1985, Delivery Order #4 provides 3 personmonths of technical services to the Ministry of Education in support of the administration and processing of the Grade 7, the Junior Certificate, and the "O" Level Examinations. This D.O. covers the second phase of BEST assistance to the Examinations Branch, the first being covered under D.O. #1. It includes Examinations Branch software development, implementation, evaluation, training and support. Two amendments were made to this D.O. to allow for the purchase and delivery of NCS transcoptic paper and ink, examination sheets, marks entry sheets, computer equipment, software and other supplies.

Delivery Order #5

Started January 4, 1985, Delivery Order #5 provides technical services in Library Development (1 person-month), Computer Studies (3 person-months) and Equipment Procurement (4 person-months) in the vocational and technical training institutions for the Ministry of Labour, Manpower Planning and Social Welfare. The D.O. was amended to include, at no additional cost, the services of a competency-based education specialist to participate in a workshop in June 1985.

### Delivery Order #8

Started June 27, 1985, Delivery Order #8 provides up to 8 professors to teach in critical skills areas in various faculties of the University of Zimbabwe. Positions to be recruited include: Engineering, Business Studies, Medical Microbiology, and other medical specialties. This D.O. supports the University of Zimbabwe's staff development program under which various faculty from the University are being provided long-term and short-term training through the ZIMMAN Project.

### Delivery Order #9

Started June 25, 1985, Delivery Order #9 provides twelve long-term technical assistance personnel to the Ministry of Labour, Manpower Planning and Social Welfare to teach courses in the new Bachelor of Technology practical engineering program at Harare Polytechnic. The goal of this D.O. is to fill manpower gaps which currently exist in the practical areas of engineering and business management skills within commerce and industry in Zimbabwe.

### Delivery Order #10

Started July 8, 1985, Delivery Order #10 provides both long- and short-term personnel to assist the Ministry of Education with developing a computerized regional management information system. Equipment purchase, software development and personnel training will also be provided.

### Delivery Order #11

Started September 13, 1985, Delivery Order #11 provides two short-term experts for a total of 5 personmonths to assist the Ministry of Labour, Manpower Planning and Social Welfare's divisions concerned with vocational and technical training in planning and implementing microcomputer applications to support program administration and development. This D.O. also includes two microcomputers and supporting software and supplies.

#### Delivery Order #14

Started November 1, 1985, Delivery Order #14 provides for 13 long-term technical assistance personnel to the Ministry of Labour, Manpower Planning and Social Welfare, including instructors for Harare, Bulawayo, and KweKwe Technical colleges. They will teach in the new Bachelor of Science Technology program and in the applied engineering areas. This Delivery Order builds on two previous delivery orders (D.O.s #3 and #9), both of which also contribute to the same overall objective.

#### Delivery Order #15

Started October 11, 1985, Delivery Order #15 provides for 4 long-term technical assistance personnel to be recruited for Harare, Bulawayo, Gweru, KweKwe, and Mutare technical colleges. These individuals will teach courses primarily in the applied engineering areas at the apprentice and technician levels. They may also teach some of the workshop classes in the Bachelor of Science Technology Program, as well as be involved in curriculum and test development. This Delivery Order is funded under ZIMMAN.

#### Delivery Order #16

Delivery Order #16 adds more funds to the Academy for Educational Development's contract, as related to its technical assistance as performed by Delivery Order 4. The technical services being furnished are in support of the processing of the Grade 7 and ZJC Examinations. This Delivery Order adds more funds for supplies needed in support of the Examination Branch of the Ministry of Education.

### **Delivery Order #17**

This Delivery Order Number 17 amends the Academy for Educational Development's contract to provide short-term technical assistance and program related commodities for the Bulawayo Technical College within the Ministry of Labour, Manpower Planning and Social Welfare. The assistance will be directed towards purchasing, configuring and installing computer hardware, software and related services. The AED will provide assistance in the design of the system, preparation of the RFP, the evaluation of offers received, contracting and monitoring portions of this effort. Bulawayo Technical College will provide the management support in-country to oversee installation and establishment of effective maintenance structures, both physical and human.

### **Delivery Order #18**

Starting on November 23, 1987, this Delivery Order provides for the recruitment, selection and support of five OPEXers for a new program in the Faculty of Education at the University of Zimbabwe. The five will be teaching regular courses and providing support to a special program providing advanced studies in curriculum development and adult, vocational, statistical and competency based education to civil servant managers in the Ministry of Education and Labour Manpower Planning and Social Welfare. The D.O. also provides for books and reports for the program's center.

### **Delivery Order #19**

Signed December 18, 1987, this Delivery Order provides the funds to supply and support the research center which will be the focal point for activities of the special training program staffed under D.O. #18. A major ingredient in this D.O. will be \$56,000 worth of computers, software and media.

### III GOALS FOR THE NEXT SIX MONTHS

Primary activities for the next six months will be the completion of long-term technical assistance recruitment, extension of end-of-service for current OPEXers and determination of priorities for funding of activities for the remainder of the contract.

- A. **Completion of Delivery Orders 17 and 19 equipment transfer.** Because of problems in getting approvals, identification and procurement of equipment was delayed. The goal will be to get the equipment to Zimbabwe and have it installed and running. For D.O. #17 this is particularly important as the 65 computer stations are a basis for newly admitted students in Computer Science and the B. Tech. program at the Technical College Bulawayo. The other equipment is needed to provide research capabilities in a new program for Government employees at the School of Education, University of Zimbabwe.
- B. **Refine procedures for end-of-service and extension of OPEXers.** While plans and handbooks have been developed, the test of the procedures has not taken place. As the Project will be having extensions, end-of-service and, possibly, new OPEXers all being processed by both offices at the same time, it will be important that procedures be established which accurately and properly reflect the status and activities of each OPEXer. This will be especially important for salaries and reimbursements due for tickets and air freight.
- C. **Preparation for eventual deobligation of funds.** The budgets do not need that much work but these are some adjustments that are needed before funds should be deobligated. While most completed Delivery Orders do not have a large balance they needed to be closed out as work is completed. Some OPEXer Delivery Orders will need to have surpluses anticipated and those funds transferred to another D.O. in order to accumulate sufficient OPEXer related funds to provide for extensions of some OPEXers. In part this will be an exercise in closing off some completed activities and in part preparing for the best use of available remaining funds.

D. **Analysis of Project accomplishments in preparation for the development of priorities for the Project until April 1989.** With two years remaining it is important to assess Project accomplishments vis a vis initial Project goals and determine the effort of time and money necessary to meet those goals. With limited funds and decreasing amounts of time, priorities for meeting the Project goals need to be reestablished and funds and energy apportioned so that the goal may be accomplished.

**IV. ADMINISTRATIVE REPORT**

- A. December 1986 Quarterly Status Report
- B. March 1987 Quarterly Status Report
- C. Core Contract Expenditures
- D. Delivery Order Expenditures

**A. December 1986 Quarterly Status Report**

ZIMBABWE/BEST QUARTERLY STATUS REPORT

Long-Term Personnel  
December 1986

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Ronald Cox	003	5/5/85	5/4/87	Two Years	Currently Active	Lecturer, Automotive Engineering; Harare Polytechnic Institute	Certification Hydraulics, Algebra/Trig, Driver Ed., Diploma Equipment Repair; Equipment Specialist; U.S. Army; Technical Institute, Botswana
Edward DeSanto	003	5/5/85	5/4/87	Two Years	Currently Active	Lecturer, Mechanical Engineering; Harare Polytechnic Institute	Qualified Welder, 30 yrs. work experience including 8 yrs. Swaziland and Botswana, U.S. Peace Corps
Ronald Michaels	003	5/5/85	5/4/87	Two Years	Currently Active	Lecturer, Civil Engineering; Harare Polytechnic Institute	B.S. Engineering Physics, U. of Tennessee, 20 yrs. engineering experience including work in Ghana and Saudi Arabia
William Gifford	003	5/24/85	5/23/87	Two Years	Currently Active	Lecturer, Mechanical Engineering; Bulawayo Technical College	M.Ed., in Counseling, U of Puget Sound; B.S.; Mechanical Engineering, U of Washington, 11 yrs. Engineering Experience, 3 yrs. counseling experience 2 yrs. U.S. Peace Corps, Nepal
Robert Illinik	003	6/10/85	6/9/87	Two Years	Currently Active	Lecturer, Mechanical Engineering; Bulawayo Technical College	Ed.D., Vocational Education, UCLA; 45 yrs work experience: Machinist, Mech. Engineer, Tech. Advisor Teacher Trainer, Instructor Vocational Education

22

BEST Quarterly Status Report  
 Long-Term Personnel  
 Continued

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Donald Neff	003	6/24/85	6/23/87	Two Years	Currently Active	Curriculum Development Officer; MO Labour	Ph.D., Vocational Technical Education, Ohio State University; President, Washington Technical College
Richard Omoruyi	003	6/24/85	6/23/87	Two Years	Currently Active	Lecturer, Computer Sciences, Harare Polytechnic Institute	MPA, Management Information Systems, So. Illinois Univ.; Communications Data Analyst, Westec Services, Inc; Instructor, State Technical Institute at Memphis
James Cech	003	8/8/85	8/7/87	Two Years	Currently Active	Lecturer, Automotive Engineering, KweKwe Technical College	Certified in Engineering Repair and Tuneup, Heating and Air Conditioning Systems, Manual Transmission and Direct Line and Auto Transport Specialist Consultant, USAID; Cooperative Farm Mechanic, U.S. Peace Corps
Ross Duncan	003	9/2/85	9/1/87	Two Years	Currently Active	Curriculum Developer Computer Science	Ed.D., Adult Education, George Washington Univ., Sr. Training Analyst, Analytical Systems Eng. Corp., 25 years experience, curriculum development and training
Milford Lee Scott	003	11/14/85	11/13/87	Two Years	Currently Active	Senior Manpower Training Officer, MO Labour	Certificates in Engineering and Teacher Training; 28 years experience in vocational, industrial, and technical training, and apprenticeship systems
Gerald Mattison	003	2/4/86	2/3/88	Two Years	Currently Active	Lecturer, Electrical Engineering, Harare Polytechnic Institute	Licensed Master Engineer, 30 years experience in electrical engineering, maintenance, construction, installation, and quality control

19

BEST Quarterly Status Report  
 Long-Term Personnel  
 Continued

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Daniel Powell	003	3/10/86	3/9/88	Two Years	Currently Active	Lecturer, Mechanical Engineering, Harare Polytechnic Institute	Journeyman Tool and Die Maker, 12 years experience tooling and machine tool applications, quality control, and training
David Katzenstein	008	2/24/86	2/23/87	One Year	Currently Active	Lecturer, Medicine and Microbiology, University of Zimbabwe	M.D., University of California at San Diego; Assistant Professor of Medicine, Division of Infectious Diseases, University of Minnesota
Labib Eldoky	009	9/17/85	9/16/87	Two Years	Currently Active	Lecturer, Mechanical Engineering, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Mechanical Engineering, University of Kansas; 14 yrs. teaching experience, 5 yrs. industrial experience in U.S. and Egypt
George Cavaliere	009	11/14/85	11/13/87	Two Years	Currently Active	Lecturer, Mechanical Engineering, Bachelor of Applied Technology, Harare Polytechnic	M.S., Mechanical Engineering, Polytechnic Institute of Brooklyn; Professor of Mechanical Engineering Technology, New York City Technical College
Jack Wilson	009	12/12/85	12/11/87	Two Years	Currently Active	Lecturer, Business Studies, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Business Administration, California Western University; Professor, Florida Junior College

11

BEST Quarterly Status Report  
 Long-Term Personnel  
 Continued

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Arthur Sutton	009	1/5/86	1/4/88	Two Years	Currently Active	Lecturer, Electrical Engineering, Bachelor of Applied Technology, Harare Polytechnic	M.S., Electrical Engineering, Rose Hulman Institute of Technology; Professor of Electrical and Computer Engineering, California State Polytechnic University
Johnnie Mapp	009	1/24/86	1/23/88	Two Years	Currently Active	Lecturer, Business Studies, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Accounting, University of Georgia-Athens; M.B.A., Business Administration, Jackson State University; Associate Professor, Norfolk State University
Jonas Amoapim	009	1/24/86	1/23/88	Two Years	Currently Active	Lecturer, Electrical Engineering, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Vocational Education, Oregon State University; M.S., Electrical/Electronics, Rochester Institute of Technology; Associate Professor, University of Wisconsin-Stout
Charles Wright	009	3/10/86	3/9/88	Two Years	Currently Active	Lecturer, Architectural Engineering, Bachelor of Applied Technology, Harare Polytechnic	B.S., Architectural Engineering, California Polytechnic University; 20 years experience in planning and architectural engineering including 3 years in Micronesia

BEST Quarterly Status Report  
 Long-Term Personnel  
 Continued

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
H. Hugh Gibson	014	2/3/86	2/2/88	Two Years	Currently Active	Lecturer, Computer Science, Bachelor of Applied Technology, Harare Polytechnic	M.B.A., Accounting, University of Denver; 15 years experience in MIS design, implementation, and operation; 5 years teaching experience
Marlin Sheridan	014	2/21/86	2/20/88	Two Years	Resigned 3/31/87	Lecturer, Civil Engineering, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Civil Engineering, University of Michigan; 40 years experience in all areas of civil engineering, including 22 years teaching; overseas experience in Greece, Iran, Turkey, Ecuador, and Argentina
Hiroyasu Chiba	014	2/24/86	2/23/88	Two Years	Currently Active	Lecturer, Computer Science, Bachelor of Applied Technology, Harare Polytechnic	M.S., Computer Science, University of Houston; 18 years programming and management experience in real-time and commercial applications
Osama Mostafa	014	3/3/86	3/2/88	Two Years	Currently Active	Lecturer, Electrical Engineering, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Electrical Engineering, Purdue University; 12 years experience in electrical energy systems, planning and analysis, robotics, computer applications, and mathematical modelling; 8 years teaching experience
Raziq Qazi	014	3/11/86	3/10/88	Two Years	Currently Active	Lecturer, Engineering, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Soil and Water Engineering, Michigan State University; 23 years experience in hydrology, water research, and computer applications; includes 9 years teaching and curriculum development experience

26

BEST Quarterly Status Report  
 Long-Term Personnel  
 Continued

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Chris Rutkowski	015	2/10/86	2/9/88	Two Years	Currently Active	Lecturer, Electrical Engineering, Harare Polytechnic Institute	B.S. Physics, B.S. Electrical Engineering, Aachen, West Germany, 8 years experience in electrical engineering, computer programming, and training; includes experience in Botswana and Mozambique
Linda Salas	015	2/11/86	2/10/88	Two Years	Currently Active	Lecturer, Architecture, Harare Polytechnic Institute	B.S., Architecture, California Polytechnic State University, 5 years experience in design, drafting, model building, and site inspection
Louis Brittingham	015	3/21/86	3/20/88	Two Years	Currently Active	Lecturer, Automotive Engineering, Harare Polytechnic Institute	A.S., Automotive Technology, Central Texas College; experience includes logistics engineering, shop management, training, tool and equipment maintenance, troubleshooting, and repair
Bart Parker-Ross	009	4/1/86	3/31/88	Two Years	Currently Active	Lecturer, Data Processing Harare, Polytechnic Inst.	B.A., San Francisco State university Experience designing and developing educational software. Programmer/Analysist/Lecturer.
Aziouez Aid	014	4/22/86	4/21/88	Two Years	Currently Active	Lecturer, Electrical Engineering, Harare Polytechnic Institute	Ph.D. Illinois Institute of Technology 9 years of experience as Research, Elec. Engineer in Algeria; Asst. Prof in Algeria and Northwestern Illinois University.

12

BEST Quarterly Status Report  
 Long-Term Personnel  
 Continued

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Peter Young	008	4/24/86	4/23/88	Two Years	Currently Active	Lecturer, Dept of Surgery University of Zimbabwe	M.D., University of Toronto. Over 20 years Ophthalmology practice, 3 years Lecturer University of Toronto.
Calvin Brooks	009	5/30/86	5/29/88	Two Years	Currently Active	Lecturer, Mechanical Engineering, Harare Polytechnic Institute	M.S., Mechanical Engineering, U. of Maryland. 20 years as Associate Prof., U of District of Columbia; Inst. Dar-es-Salaam Tech Coll.
William Sheehan	009	5/30/86	5/29/88	Two Years	Currently Active	Lecturer, Harare Polytechnic	M.Sc., Engineering, Clarkston College of Tech; Lisc. Engineer; 20 years Prof. of Electrical Engineering, Alfred State College
Stephen Howell	008	6/2/86	6/1/88	Two Years	Currently Active	Lecturer, Mechanical Engineering, University of Zimbabwe	Ph.D., Chemical Engineering, University of British Columbia; M.Sc., Mechanical Engineering, Southern Meth. 3 yrs Engineer, 3 yrs Asst. Prof. Univesity of Pacific
W. Joseph King	008	6/2/86	6/1/88	Two Years	Currently Active	Lecturer, Dept. of Electrical Engineering U of Zimbabwe	M.S, Electrical Engineering, U. of California. Asst. Prof. U of the Pacific and Bakerfield College; Engineer, Lawrence Livermore Labs

RB

BEST Quarterly Status Report  
 Long-Term Personnel  
 Continued

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Gordon Vandervort	014	6/2/86	6/1/88	Two Years	Currently Active	Lecturer, Engineering Sciences, Harare Polytechnic Institute	Ph.D., Astrophysics and Physics, over 30 yrs experience as visiting Prof in developing countries and USA in Physics, Math and Aeronautics.
Omar Mazzoni	014	6/12/86	6/1/88	Two Years	Currently Active	Lecturer, Electrical Harare Polytechnic Institute	M.Sc., Electrical Engineering, Polytechnic Institute of Brooklyn. Proj. Mgr. Nus Corps, Supervising Engineer for Gibbs and Hall Inc.
Nasr Hosny	009	7/21/86	6/1/88	Two Years	Currently Active	Lecturer, Mechanical Engineering, Harare Technical College	Ph.D. Mechanical Engineering, The University of British Columbia. Researcher Engineer, Hydro-Quebec Research Institute; R&D Engineer PARAMAX Electronics, 18 years experience.
Billie Ann Brotman	008	1/1/87	12/31/87	One Year	Currently Active	Lecturer, Business Administration, Harare Polytechnic Institute	Ph.D. in Economics and Labor Relations; 9 years teaching experience in Business Finance, International Finance and Financial Institutions.
Victor Levine	018	2/16/87	2/15/89	Two Years	Currently Active	Lecturer in Education Administration, Harare Polytechnic Institute	Ph.D. in Economics; 5 years teaching experience in educational administration, visiting lecturer and technical advisor of IEES Project at University of Zimbabwe in 1985-86.
Henry Williams	014	2/16/87	2/15/89	Two Years	Currently Active	Lecturer, Computer Studies, Bulawayo Technical College	Ph.D. in mathematics; 8 years experience in the fields of computer systems analysis, design and implementation.

62

**A. March 1987 Quarterly Status Report**

ZIMBABWE/BEST QUARTERLY STATUS REPORT

Long-Term Personnel  
March 1987

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Ronald Cox	003	5/5/85	5/4/87	Two Years	Currently Active	Lecturer, Automotive Engineering; Harare Polytechnic Institute	Certification Hydraulics, Algebra/Trig, Driver Ed., Diploma Equipment Repair; Equipment Specialist; U.S. Army; Technical Institute, Botswana
Edward DeSanto	003	5/5/85	5/4/87	Two Years	Currently Active	Lecturer, Mechanical Engineering; Harare Polytechnic Institute	Qualified Welder, 30 yrs. work experience including 8 yrs. Swaziland and Botswana, U.S. Peace Corps
Ronald Michaels	003	5/5/85	5/4/87	Two Years	Currently Active	Lecturer, Civil Engineering; Harare Polytechnic Institute	B.S. Engineering Physics, U. of Tennessee, 20 yrs. engineering experience including work in Ghana and Saudi Arabia
William Gifford	003	5/24/85	5/23/87	Two Years	Currently Active	Lecturer, Mechanical Engineering; Bulawayo Technical College	M.Ed., in Counseling, U of Puget Sound; B.S.; Mechanical Engineering, U of Washington, 11 yrs. Engineering Experience, 3 yrs. counseling experience 2 yrs. U.S. Peace Corps, Nepal
Robert Illinik	003	5/10/85	6/9/87	Two Years	Currently Active	Lecturer, Mechanical Engineering; Bulawayo Technical College	Ed.D., Vocational Education, UCLA; 45 yrs work experience: Machinist, Mech. Engineer, Tech. Advisor Teacher Trainer, Instructor Vocational Education

BEST Quarterly Status Report  
 Long-Term Personnel  
 Continued

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Donald Neff	003	6/24/85	6/23/87	Two Years	Currently Active	Curriculum Development Officer; MO Labour	Ph.D., Vocational Technical Education, Ohio State University; President, Washington Technical College
Richard Omoruyi	003	6/24/85	6/23/87	Two Years	Currently Active	Lecturer, Computer Sciences, Harare Polytechnic Institute	MPA, Management Information Systems, So. Illinois Univ.; Communications Data Analyst, Westec Services, Inc; Instructor, State Technical Institute at Memphis
James Cech	003	8/8/85	8/7/87	Two Years	Currently Active	Lecturer, Automotive Engineering, KweKwe Technical College	Certified in Engineering Repair and Tuneup, Heating and Air Conditioning Systems, Manual Transmission and Direct Line and Auto Transport Specialist Consultant, USAID; Cooperative Farm Mechanic, U.S. Peace Corps
Ross Duncan	003	9/2/85	9/1/87	Two Years	Currently Active	Curriculum Developer Computer Science	Ed.D., Adult Education, George Washington Univ., Sr. Training Analyst, Analytical Systems Eng. Corp., 25 years experience, curriculum development and training
Milford Lee Scott	003	11/14/85	11/13/87	Two Years	Currently Active	Senior Manpower Training Officer, MO Labour	Certificates in Engineering and Teacher Training; 28 years experience in vocational, industrial, and technical training, and apprenticeship systems
Gerald Mattison	003	2/4/86	2/3/88	Two Years	Currently Active	Lecturer, Electrical Engineering, Harare Polytechnic Institute	Licensed Master Engineer, 30 years experience in electrical engineering, maintenance, construction, installation, and quality control

16

BEST Quarterly Status Report  
 Long-Term Personnel  
 Continued

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Daniel Powell	003	3/10/86	3/9/88	Two Years	Currently Active	Lecturer, Mechanical Engineering, Harare Polytechnic Institute	Journeyman Tool and Die Maker, 12 years experience tooling and machine tool applications, quality control, and training
David Katzenstein	008	2/24/86	2/23/87	One Year	Currently Active	Lecturer, Medicine and Microbiology, University of Zimbabwe	M.D., University of California at San Diego; Assistant Professor of Medicine, Division of Infectious Diseases, University of Minnesota
Labi Eldoky	009	9/17/85	9/16/87	Two Years	Currently Active	Lecturer, Mechanical Engineering, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Mechanical Engineering, University of Kansas; 14 yrs. teaching experience, 5 yrs. industrial experience in U.S. and Egypt
George Cavaliere	009	11/14/85	11/13/87	Two Years	Currently Active	Lecturer, Mechanical Engineering, Bachelor of Applied Technology, Harare Polytechnic	M.S., Mechanical Engineering, Polytechnic Institute of Brooklyn; Professor of Mechanical Engineering Technology, New York City Technical College
Jack Wilson	009	12/12/85	12/11/87	Two Years	Currently Active	Lecturer, Business Studies, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Business Administration, California Western University; Professor, Florida Junior College

162

BEST Quarterly Status Report  
 Long-Term Personnel  
 Continued

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Arthur Sutton	009	1/5/86	1/4/88	Two Years	Currently Active	Lecturer, Electrical Engineering, Bachelor of Applied Technology, Harare Polytechnic	M.S., Electrical Engineering, Rose Hulman Institute of Technology; Professor of Electrical and Computer Engineering, California State Polytechnic University
Johnnie Mapp	009	1/24/86	1/23/88	Two Years	Currently Active	Lecturer, Business Studies, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Accounting, University of Georgia-Athens; M.B.A., Business Administration, Jackson State University; Associate Professor, Norfolk State University
Jonas Amoapim	009	1/24/86	1/23/88	Two Years	Currently Active	Lecturer, Electrical Engineering, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Vocational Education, Oregon State University; M.S., Electrical/Electronics, Rochester Institute of Technology; Associate Professor, University of Wisconsin-Stout
Charles Wright	009	3/10/86	3/9/88	Two Years	Currently Active	Lecturer, Architectural Engineering, Bachelor of Applied Technology, Harare Polytechnic	B.S., Architectural Engineering, California Polytechnic University; 20 years experience in planning and architectural engineering including 3 years in Micronesia
Esi Honono	012	9/1/85	8/31/86	One Year	Work Completed	Librarian, GOZ MO Labour	M.L.S., Library and Information Systems; University of Philadelphia. (Recruited locally)

1/2

BEST Quarterly Status Report  
 Long-Term Personnel  
 Continued

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
H. Hugh Gibson	014	2/3/86	2/2/88	Two Years	Currently Active	Lecturer, Computer Science, Bachelor of Applied Technology, Harare Polytechnic	M.B.A., Accounting, University of Denver; 15 years experience in MIS design, implementation, and operation; 5 years teaching experience
Marlin Sheridan	014	2/21/86	2/20/88	Two Years	Resigned 3/31/87	Lecturer, Civil Engineering, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Civil Engineering, University of Michigan; 40 years experience in all areas of civil engineering, including 22 years teaching; overseas experience in Greece, Iran, Turkey, Ecuador, and Argentina
Hiroyasu Chiba	014	2/24/86	2/23/88	Two Years	Currently Active	Lecturer, Computer Science, Bachelor of Applied Technology, Harare Polytechnic	M.S., Computer Science, University of Houston; 18 years programming and management experience in real-time and commercial applications
Osama Mostafa	014	3/3/86	3/2/88	Two Years	Currently Active	Lecturer, Electrical Engineering, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Electrical Engineering, Purdue University; 12 years experience in electrical energy systems, planning and analysis, robotics, computer applications, and mathematical modelling; 8 years teaching experience
Raziq Qazi	014	3/11/86	3/10/88	Two Years	Currently Active	Lecturer, Engineering, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Soil and Water Engineering, Michigan State University; 23 years experience in hydrology, water research, and computer applications; includes 9 years teaching and curriculum development experience

42

BEST Quarterly Status Report  
 Long-Term Personnel  
 Continued

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Chris Rutkowski	015	2/10/86	2/9/88	Two Years	Currently Active	Lecturer, Electrical Engineering, Harare Polytechnic Institute	B.S. Physics, B.S. Electrical Engineering, Aachen, We Germany, 8 years experience in electrical engineering computer programming, and training; includes experience in Botswana and Mozambique
Linda Salas	015	2/11/86	2/10/88	Two Years	Currently Active	Lecturer, Architecture, Harare Polytechnic Institute	B.S., Architecture, California Polytechnic State University, 5 years experience in design, drafting, model building, and site inspection
Louis Brittingham	015	3/21/86	3/20/88	Two Years	Currently Active	Lecturer, Automotive Engineering, Harare Polytechnic Institute	A.S., Automotive Technology, Central Texas College; experience includes logistics engineering, shop management, training, tool and equipment maintenance, troubleshooting, and repair
Bart Parker-Ross	009	4/1/86	3/31/88	Two Years	Currently Active	Lecturer, Data Processing Harare, Polytechnic Inst.	B.A., San Francisco State university Experience designing and developing educational software. Programmer/Analysist/Lecturer.
Aziouez Aid	014	4/22/86	4/21/88	Two Years	Currently Active	Lecturer, Electrical Engineering, Harare Polytechnic Institute	Ph.D. Illinois Institute of Technology 9 years of experience as Research, Elec. Engineer in Algeria; Asst. Prof in Algeria and Northwestern Illinois University.

41

BEST Quarterly Status Report  
 Long-Term Personnel  
 Continued

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Peter Young	008	4/24/86	4/23/88	Two Years	Currently Active	Lecturer, Dept of Surgery University of Zimbabwe	M.D., University of Toronto. Over 20 years Ophthalmology practice, 3 years Lecturer University of Toronto.
Calvin Brooks	009	5/30/86	5/29/88	Two Years	Currently Active	Lecturer, Mechanical Engineering, Harare Polytechnic Institute	M.S., Mechanical Engineering, U. of Maryland. 20 years as Associate Prof., U of District of Columbia; Inst. Dar-es-Salaam Tech Coll.
William Sheehan	009	5/30/86	5/29/88	Two Years	Currently Active	Lecturer, Harare Polytechnic	M.Sc., Engineering, Clarkston College of Tech; Lisc. Engineer; 20 years Prof. of Electrical Engineering, Alfred State College
Stephen Howell	008	6/2/86	6/1/88	Two Years	Currently Active	Lecturer, Mechanical Engineering, University of Zimbabwe	Ph.D., Chemical Engineering, University of British Columbia; M.Sc., Mechanical Engineering, Southern Meth. 3 yrs Engineer, 3 yrs Asst. Prof. Univesity of Pacific
W. Joseph King	008	6/2/86	6/1/88	Two Years	Currently Active	Lecturer, Dept. of Electrical Engineering U of Zimbabwe	M.S, Electrical Engineering, U. of California. Asst. Prof. U of the Pacific and Bakerfield College; Engineer, Lawrence Livermore Labs

14

BEST Quarterly Status Report  
 Long-Term Personnel  
 Continued

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Gordon Vandervort	014	6/2/86	6/1/88	Two Years	Currently Active	Lecturer, Engineering Sciences, Harare Polytechnic Institute	Ph.D., Astrophysics and Physics, over 30 yrs experience as visiting Prof in developing countries and USA in Physics, Math and Aeronautics.
Omar Mazzoni	014	6/12/86	6/1/88	Two Years	Currently Active	Lecturer, Electrical Harare Polytechnic Institute	M.Sc., Electrical Engineering, Polytechnic Institute of Brooklyn. Proj. Mgr. Nus Corps, Supervising Engineer for Gibbs and Hall Inc.
Nasr Hosny	009	7/21/86	6/1/88	Two Years	Currently Active	Lecturer, Mechanical Engineering, Harare Technical College	Ph.D. Mechanical Engineering, The University of British Columbia. Researcher Engineer, Hydro-Quebec Research Institute; R&D Engineer PARAMAX Electronics, 18 years experience.
Billie Ann Brotman	008	1/1/87	12/31/87	One Year	Currently Active	Lecturer, Business Administration, Harare Polytechnic Institute	Ph.D. in Economics and Labor Relations; 9 years teaching experience in Business Finance, International Finance and Financial Institutions.
Victor Levine	018	2/16/87	2/15/89	Two Years	Currently Active	Lecturer in Education Administration, Harare Polytechnic Institute	Ph.D. in Economics; 5 years teaching experience in educational administration, visiting lecturer and technical advisor of IEES Project at University of Zimbabwe in 1985-86.
Henry Williams	014	2/16/87	2/15/89	Two Years	Currently Active	Lecturer, Computer Studies, Bulawayo Technical College	Ph.D. in mathematics; 8 years experience in the field of computer systems analysis, design and implementation.

### C. Core Contract Expenditures

## CORE CONTRACT EXPENDITURES 10/86 - 12/86

CORE CONTRACT EXPENDITURES  
 DECEMBER 1986 QUARTERLY FINANCIAL REPORT  
 ZIMBABWE/BEST PROJECT  
 USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEMS	ACCOUNT NUMBER	5 YEAR BUDGET ALLOCATION	EXPENDITURES TO DATE 9/86	EXPENDITURES MONTH OF 10/86	EXPENDITURES MONTH OF 11/86	EXPENDITURES MONTH OF 12/86	EXPENDITURES THIS QUARTER 10/86-12/86	EXPENDITURES TO DATE 12/86	FUNDS REMAINING
<b>SALARIES - U.S. PERSONNEL</b>									
Home Office Professional	602	203,293	100,135	3,748	3,098	2,642	9,488	109,623	93,670
Home Office Nonprofessional	603	166,708	55,608	3,331	2,611	2,736	8,679	64,487	102,221
Field Staff Professional	602	287,330	129,633	4,916	4,916	0	9,832	139,465	147,865
Field Staff Nonprofessional	603	0	0	0	0	0	0	0	0
<b>TOTAL U.S. SALARIES</b>		<b>557,331</b>	<b>285,376</b>	<b>12,195</b>	<b>10,624</b>	<b>5,378</b>	<b>28,199</b>	<b>313,574</b>	<b>243,757</b>
SALARIES: ZIMBABWE NATIONALS	605	88,820	19,133	727	1,209	837	2,773	21,907	56,913
CONSULTANTS	604	9,840	0	0	46	0	46	46	9,794
FRINGE BENEFITS	606	170,906	75,005	3,288	2,832	1,414	7,533	82,540	88,366
<b>TRAVEL AND TRANSPORTATION</b>									
U.S. Travel	640	5,608	2,769	(44)	0	(290)	(334)	2,435	3,373
International Travel	642-643	92,230	43,242	303	4,486	641	5,430	48,671	43,538
Other Personnel Travel	640-643	0	0	0	0	0	0	0	0
Transportation of Household Goods	642	18,212	3,162	0	0	0	0	3,162	15,050
Storage of Household Items	643	7,000	2,200	225	0	0	225	2,425	4,575
Per Diem and Local O.C. Travel	641	11,328	5,458	154	0	0	154	5,612	5,716
<b>TOTAL TRAVEL AND TRANSPORTATION</b>	<b>607</b>	<b>134,578</b>	<b>56,832</b>	<b>638</b>	<b>4,486</b>	<b>351</b>	<b>5,475</b>	<b>62,306</b>	<b>72,271</b>
OTHER DIRECT COSTS	608-615	202,098	95,943	3,647	5,831	3,685	13,164	109,106	92,992
<b>SUBTOTAL</b>		<b>1,263,573</b>	<b>532,289</b>	<b>20,496</b>	<b>25,029</b>	<b>11,666</b>	<b>57,190</b>	<b>589,479</b>	<b>574,094</b>
OVERHEAD @ 29%		352,639	147,942	5,739	7,408	3,266	16,013	163,955	188,683
<b>ALLOWANCES</b>									
Post Differential	626	28,733	11,714	491	491	491	1,474	13,188	15,545
Quarters	623	48,033	18,848	394	1,103	654	2,151	21,300	27,033
Education	627	12,658	10,307	257	0	0	257	10,564	2,094
One-time Household Set-up	622	16,000	5,500	0	0	0	0	5,500	10,500
<b>TOTAL ALLOWANCE</b>		<b>105,424</b>	<b>49,368</b>	<b>1,142</b>	<b>1,594</b>	<b>1,145</b>	<b>3,882</b>	<b>30,552</b>	<b>38,172</b>
EQUIPMENT	630	27,150	28,504	0	0	0	0	28,504	(1,354)
<b>TOTAL</b>		<b>1,748,785</b>	<b>758,103</b>	<b>27,377</b>	<b>27,632</b>	<b>16,078</b>	<b>77,066</b>	<b>825,189</b>	<b>912,596</b>

February 5, 1987

## CORE CONTRACT EXPENDITURES 1/87 - 3/87

CORE CONTRACT EXPENDITURES  
 MARCH 1987 QUARTERLY REPORT  
 ZIMBABWE/BEST PROJECT  
 USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEMS	ACCOUNT NUMBER	5 YEAR BUDGET ALLOCATION	EXPENDITURES TO DATE 12/86	EXPENDITURES MONTH OF 1/87	EXPENDITURES MONTH OF 2/87	EXPENDITURES MONTH OF 3/87	EXPENDITURES THIS QUARTER 1/87-3/87	EXPENDITURES TO DATE 3/87	FUNDS REMAINING
<b>SALARIES - U.S. PERSONNEL</b>									
Home Office Professional	602	203,293	109,623	3,658	5,603	6,236	15,497	125,120	78,173
Home Office Nonprofessional	603	166,708	64,487	2,762	1,292	1,512	5,566	70,053	96,654
Field Staff Professional	602	287,330	139,465	5,138	10,054	2,643	17,833	157,299	130,031
Field Staff Nonprofessional	603	0	0	0	0	0	0	0	0
<b>TOTAL U.S. SALARIES</b>		<b>657,331</b>	<b>313,574</b>	<b>11,558</b>	<b>16,949</b>	<b>10,391</b>	<b>38,898</b>	<b>352,472</b>	<b>304,858</b>
SALARIES: ZIMBABWE NATIONALS	605	88,820	21,907	1,556	779	954	3,290	25,196	63,624
CONSULTANTS	604	9,840	46	0	0	0	0	46	9,794
FRINGE BENEFITS	606	170,906	82,540	3,149	4,475	2,773	10,397	92,937	77,969
<b>TRAVEL AND TRANSPORTATION</b>									
U.S. Travel	607	5,808	2,435	0	0	188	188	2,623	3,185
International Travel	607	92,230	48,671	229	167	1,173	1,570	50,241	41,988
Other Personnel Travel	607	0	0	0	0	0	0	0	0
Transportation of Household Goods	607	18,212	3,162	0	0	0	0	3,162	15,050
Storage of Household Items	607	7,000	2,425	0	225	0	225	2,650	4,350
Per Diem and Local D.C. Travel	607	11,328	5,612	0	0	184	184	5,796	5,532
<b>TOTAL TRAVEL AND TRANSPORTATION</b>	<b>607</b>	<b>134,578</b>	<b>62,306</b>	<b>229</b>	<b>392</b>	<b>1,545</b>	<b>2,166</b>	<b>64,473</b>	<b>70,105</b>
OTHER DIRECT COSTS	608-615	202,098	109,106	1,933	8,655	4,248	14,836	123,942	78,156
<b>SUBTOTAL</b>		<b>1,263,573</b>	<b>589,479</b>	<b>18,425</b>	<b>31,251</b>	<b>19,911</b>	<b>69,587</b>	<b>659,066</b>	<b>604,507</b>
OVERHEAD @ 28%		352,639	163,955	5159	8,750	5,575	19,484	183,440	169,199
<b>ALLOWANCES</b>									
Post Differential	626	28,733	13,188	514	514	514	1,541	14,729	14,004
Quarters	623	48,033	21,090	627	1,093	2,144	3,864	24,864	23,169
Education	627	12,658	10,564	6,000	1,022	0	7,022	17,586	14,928
One-time Household Set-up	622	16,000	8,500	0	0	0	0	8,500	7,500
<b>TOTAL ALLOWANCE</b>		<b>105,424</b>	<b>53,251</b>	<b>7,141</b>	<b>2,629</b>	<b>2,658</b>	<b>12,427</b>	<b>65,678</b>	<b>39,745</b>
EQUIPMENT	630	27,150	28,504	0	0	0	0	28,504	(1,354)
<b>TOTAL</b>		<b>1,748,785</b>	<b>835,189</b>	<b>30,725</b>	<b>42,630</b>	<b>28,143</b>	<b>101,498</b>	<b>936,687</b>	<b>812,098</b>

April 10, 1987

46

**D. Delivery Order Expenditures**

December 1986

- Delivery Order #1 Expenditures
- Delivery Order #2 Expenditures
- Delivery Order #3 Expenditures
- Delivery Order #4 Expenditures
- Delivery Order #5 Expenditures
- Delivery Order #6 Expenditures
- Delivery Order #7 Expenditures
- Delivery Order #8 Expenditures
- Delivery Order #9 Expenditures
- Delivery Order #10 Expenditures
- Delivery Order #11 Expenditures
- Delivery Order #12 Expenditures
- Delivery Order #13 Expenditures
- Delivery Order #14 Expenditures
- Delivery Order #15 Expenditures
- Delivery Order #16 Expenditures
- Delivery Order #17 Expenditures
- Delivery Order #18 Expenditures

D. DELIVERY ORDER #1 EXPENDITURES  
Signed 8/5/84, Completed 3/31/85

DECEMBER 1986 QUARTERLY REPORT  
DELIVERY ORDER #1  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	ADJUSTED BUDGET 1/85	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 10/86-12/86	EXPENDITURES TO DATE 12/86	FUNDS REMAINING
<b>Short-Term Costs:</b>							
<b>SALARIES AND WAGES</b>							
Moses 32 days @ 211/day	702	6,752.00	6,752.00	6,752.00	0.00	6,752.00	0.00
Secretarial 28 days @ 67/day	702	1,876.00	1,876.00	1,937.77	0.00	1,937.77	(61.77)
Employee Benefits @ 26%	704	2,243.28	2,243.28	2,243.28	0.00	2,243.28	0.00
Bay Consultant Fee 10 days @ 250/day	706	2,500.00	4,000.00	4,000.00	0.00	4,000.00	0.00
<b>TRAVEL AND PER DIEM</b>							
Moses 2 RT Mash/Harare @ 2,300	711	4,600.00	3,100.00	2,772.00	(969.77)	1,802.23	1,297.77
Bay 1 RT Boston/Harare @ 2,300	711	2,300.00	2,300.00	1,734.00	0.00	1,734.00	566.00
Per Diem Moses 17 days @ 80	711	1,360.00	1,060.00	829.00	0.00	829.00	231.00
Per Diem Bay 10 days @ 80	711	800.00	1,100.00	1,092.00	0.00	1,092.00	8.00
<b>TOTAL TRAVEL &amp; PER DIEM</b>		<b>9,060.00</b>	<b>7,560.00</b>	<b>6,427.00</b>	<b>(969.77)</b>	<b>5,457.23</b>	<b>2,102.77</b>
<b>OTHER DIRECT COSTS</b>	714	<b>4,750.00</b>	<b>4,750.00</b>	<b>2,643.08</b>	<b>(35.00)</b>	<b>2,608.08</b>	<b>2,141.92</b>
Communications, Xerox, Postage, Etc.							
<b>SUBTOTAL OF SHORT-TERM</b>		<b>27,181.28</b>	<b>27,181.28</b>	<b>24,003.13</b>	<b>(1,004.77)</b>	<b>22,998.36</b>	<b>4,182.92</b>
<b>INDIRECT COST</b>	798	<b>7,338.95</b>	<b>7,338.95</b>	<b>6,481.46</b>	<b>(281.34)</b>	<b>6,200.13</b>	<b>1,138.82</b>
<b>Long-term Costs:</b>							
<b>SALARIES AND WAGES</b>							
Eno 153 days @ 200	708	34,540.00	30,600.00	30,600.00	0.00	30,600.00	0.00
<b>TRAVEL AND PER DIEM</b>							
3 RT Greensboro/Harare @ 2,300	712	6,900.00	10,840.00	10,781.00	0.00	10,781.00	59.00
Per Diem 143 days @ 80	712	11,440.00	11,440.00	9,730.00	0.00	9,730.00	1,710.00
Incountry Travel (Zimbabwe)	712	2,000.00	2,000.00	0.00	0.00	0.00	2,000.00
<b>TOTAL TRAVEL &amp; PER DIEM - LT</b>		<b>20,340.00</b>	<b>24,280.00</b>	<b>20,511.00</b>	<b>0.00</b>	<b>20,511.00</b>	<b>3,769.00</b>
<b>OTHER LONG-TERM DIRECT COSTS</b>	716	<b>1,000.00</b>	<b>1,000.00</b>	<b>710.72</b>	<b>0.00</b>	<b>710.72</b>	<b>289.28</b>
<b>SUBTOTAL OF LONG-TERM</b>		<b>55,880.00</b>	<b>55,880.00</b>	<b>51,821.72</b>	<b>0.00</b>	<b>51,821.72</b>	<b>4,058.28</b>
<b>INDIRECT COST @ 2%</b>	799	<b>1,117.60</b>	<b>1,117.60</b>	<b>1,036.43</b>	<b>0.00</b>	<b>1,036.43</b>	<b>81.17</b>
<b>TOTAL OF SHORT- AND LONG-TERM COSTS</b>		<b>91,517.83</b>	<b>91,517.83</b>	<b>83,342.75</b>	<b>(1,286.11)</b>	<b>82,056.65</b>	<b>9,461.18</b>

February 5, 1987

**D. DELIVERY ORDER #2 EXPENDITURES**  
Signed 9/6/84, Completed 11/30/84

DECEMBER 1986 QUARTERLY REPORT  
BUDGET: DELIVERY ORDER #2  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE 12/86*	FUNDS REMAINING
IBM PC - 256 ram, 2 disk drive With monochrome display card, monitor	750	\$3,500.00	\$2,415.00	\$1,085.00
DOT MATRIX PRINTER, 132 column carriage Graphics capability, tractor feed	750	2,000.00	1,145.00	855.00
2 GRAPHICS DISPLAY CARDS	750	1,000.00	828.00	172.00
KNOWLEDGE MAN DATA BASE MENT K Print and K Graphic Utilities	750	750.00	1,652.00	(902.00)
150 DISKETTES	750	450.00	622.00	(172.00)
2 SETS OF 64K RAM CHIPS	750	150.00	78.00	72.00
24,000 ADHESIVE LABELS 3 OR 4 ACROSS	750	200.00	133.00	67.00
TRANSFORMER	750	0.00	214.00	(214.00)
SHIPPING/HANDLING/INSURANCE		0.00	1,106.00	(1,106.00)
MISCELLANEOUS EXPENSES		930.00	0.00	930.00
<b>TOTAL OF LINE ITEMS IN BUDGET</b>		<b>99,000.00</b>	<b>\$8,193.00</b>	<b>\$9087.00</b>

\* No change in expenditures since 3/85.

February 5, 1987

44

D. DELIVERY ORDER #3 EXPENDITURES  
Signed 1/2/85

DECEMBER 1986 QUARTERLY REPORT  
BUDGET: DELIVERY ORDER 03  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 10/86-12/86	EXPENDITURES TO DATE 12/86	FUND REMAINING
US ANNUAL BASE SALARY	701	9937,300.00	9429,911.13	\$110,469.30	9540,380.43	\$396,919.57
5% INCENTIVE	710	33,965.00	26,221.33	6,706.82	33,008.15	22,956.85
7% RETIREMENT	703	78,331.00	36,593.99	9,543.85	46,137.84	32,211.16
TOTAL: SALARY PAYMENTS		1,071,616.00	972,728.45	126,799.97	619,528.42	452,087.58
TRAVEL AND PER DIEM	712	126,100.00	64,134.83	41.70	64,176.53	61,923.47
SETTLING IN ALLOWANCE	726	109,200.00	100,800.00	0.00	100,800.00	8,400.00
AIR FREIGHT	722	61,750.00	31,893.28	0.00	31,893.28	29,856.72
STORAGE	713	71,200.00	23,473.72	3,506.57	26,980.29	44,219.71
D.B.A. INSURANCE	717	0.00	0.00	0.00	0.00	0.00
PREDEPARTURE EXPENSES	727	0.00	2,184.34	0.00	2,184.34	(2,184.34)
OTHER COSTS LONG-TERM	716	0.00	384.07	152.44	536.51	(536.51)
SUBTOTAL, LONG-TERM COSTS		1,439,906.00	713,600.69	130,300.68	846,101.37	593,804.63
ZZ ADMINISTRATIVE COST.	799	28,798.12	14,312.01	2,610.01	16,922.03	11,876.09
RECRUITMENT COSTS	731	28,000.00	9,733.19	0.00	9,733.19	18,266.81
TOTAL		\$1,496,704.12	\$739,645.89	\$133,110.69	\$872,776.39	\$623,927.73
February 5, 1987						

DECEMBER 1986 QUARTERLY REPORT  
 BUDGET: DELIVERY ORDER 04  
 ZIMBABWE/BEST PROJECT  
 USAID CONTRACT NO. 813-K-806-C-00-4010

D. DELIVERY ORDER #4 EXPENDITURES  
 Signed 1/4/85

LINE ITEM	ACCOUNT NUMBER	THIRD AMENDED BUDGET	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 10/86-12/86	EXPENDITURES TO DATE 12/86	FUNDS REMAINING
<b>SOFTWARE DEVELOPMENT SUPPORT</b>						
30 days @ \$225	706	\$6,750.00	\$6,800.00	0.00	\$6,800.00	(150.00)
Travels 2 rt US-Zimbabwe	711	8,000.00	5,816.00	0.00	5,816.00	184.00
Per Diem 42 days @ \$66	711	2,772.00	2,940.58	0.00	2,940.58	(168.58)
<b>SYSTEMS DEVELOPMENT SUPPORT</b>						
40 days @ \$225	706	9,000.00	12,150.00	1,250.00	13,400.00	(4,400.00)
Travels 2 rt US-Zimbabwe	711	8,000.00	8,414.28	0.00	8,414.28	(2,414.28)
Per Diem 56 days @ \$66	711	3,696.00	3,224.88	0.00	3,224.88	471.12
<b>HARDWARE EVALUATION</b>						
10 days @ \$250	706	0.00	0.00	0.00	0.00	0.00
Travels 1 rt US-Zimbabwe	711	0.00	0.00	0.00	0.00	0.00
Per Diem 14 days @ \$66	711	0.00	0.00	0.00	0.00	0.00
<b>ONR TRAINING AND SUPPORT</b>						
10 days @ \$250	706	2,500.00	2,500.00	0.00	2,500.00	0.00
Travels 1 rt US-Zimbabwe	711	3,000.00	1,973.00	0.00	1,973.00	1,027.00
Per Diem 14 days @ \$66	711	924.00	615.45	0.00	615.45	308.55
<b>TRAVEL PREPARATION COSTS</b>						
	714	400.00	120.68	11.27	131.95	268.03
<b>SUBTOTAL</b>						
		41,042.00	44,554.87	1,261.27	45,816.14	(4,774.14)
<b>INDIRECT COSTS @ 28%</b>						
	798	11,491.76	12,475.36	353.16	12,828.52	(1,336.76)
<b>SUBCONTRACT: LITTLE COMPUTER THAT COULD</b>						
Examinations Software Development	750	92,748.00	92,183.30	13,219.78	105,403.08	(12,655.08)
<b>VIDEO RECORDING EQUIPMENT</b>						
	750	0.00	0.00	0.00	0.00	0.00
<b>SUPPLIES, COMMUNICATIONS</b>						
	750	7,060.00	2,398.59	0.00	2,398.59	4,661.41
<b>PAPER FOR TRIAL LOCAL PRINTING</b>						
	750	3,100.00	3,887.66	0.00	3,887.66	(787.66)
<b>ANSWER SHEETS FOR 1985 EXAMINATIONS</b>						
	750	83,365.00	56,076.18	0.00	56,076.18	27,288.82
<b>AMENDMENT 02 - EQUIPMENT</b>						
Hercules Graphics Card	750	500.00	499.00	0.00	499.00	1.00
2 x IBM PC Power Supplies	750	500.00	139.90	0.00	139.90	360.10
2 x R.A.M. chips - 256K	750	150.00	150.00	0.00	150.00	0.00
Quadrae Memory Board	750	325.00	295.00	0.00	295.00	30.00
Label Feeder	750	325.00	0.75	0.00	0.75	324.25
2 Disk Conversion Kits MCS Model 7010 Optical Mark	750	3,000.00	3,289.00	0.00	3,289.00	(289.00)
<b>AMENDMENT 02 - SOFTWARE</b>						
Project Management Software	750	500.00	401.00	0.00	401.00	99.00
MCS ITS Itec Analysis Software for Optical Mark Reader	750	750.00	473.00	0.00	473.00	277.00
<b>TRAINING AND INSURANCE</b>						
	750	3,000.00	2,174.31	541.12	2,715.43	284.57
<b>SUBTOTAL WITHOUT OVERHEAD CHARGE</b>						
		197,263.00	163,969.69	13,790.82	177,760.51	19,502.49
<b>GRAND TOTAL</b>						
		629,796.76	628,999.92	813,408.28	6236,408.17	813,391.39

D. DELIVERY ORDER #5 EXPENDITURES  
Signed 1/4/85

DECEMBER 1986 QUARTERLY REPORT  
BUDGET: DELIVERY ORDER #5  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS PERIOD 10/86-12/86	EXPENDITURES TO DATE 12/86	FUNDS REMAINING
<b>TECHNICAL ASSISTANCE PERSONNEL</b>						
Library Specialist (Sharon Feen) (1 person x 4 wks x 5 days @ \$200)	706	4,000.00	0.00	0.00	0.00	4,000.00
Voc-Tech Equipment Specialist (Reynolds, Lewis) (2 persons x 8 wks x 5 days @ \$200)	706	16,000.00	7,064.53	0.00	7,064.53	8,935.47
Computer Studies Expert (1 person x 12 wks x 5 days @ \$250)	706	15,000.00	0.00	0.00	0.00	15,000.00
Competency-based Education Expert (Radfield) (1 person x 1 wk x 5 days @ \$250)	706	0.00	1,800.00	0.00	1,800.00	(1,800.00)
<b>SUBTOTAL TECHNICAL ASSISTANCE PERSONNEL</b>	<b>706</b>	<b>35,000.00</b>	<b>8,864.53</b>	<b>0.00</b>	<b>8,864.53</b>	<b>26,135.47</b>
<b>TRAVEL</b>						
Airfare (4 rt US-Zimbabwe)	711	12,000.00	5,509.44	0.00	5,509.44	6,490.56
Per Diem (224 days @ \$66)	711	14,784.00	2,480.75	0.00	2,480.75	12,303.25
2 Rental Cars	711	3,000.00	459.82	0.00	459.82	2,540.18
Airfares CBE Expert (1 rt US-Zimbabwe)	711	0.00	3,588.96	0.00	3,588.96	(3,588.96)
Per Diems CBE Expert (5 days @ \$66)	711	0.00	560.58	0.00	560.58	(560.58)
<b>SUBTOTAL TRAVEL</b>	<b>711</b>	<b>29,784.00</b>	<b>12,599.35</b>	<b>0.00</b>	<b>12,599.35</b>	<b>17,184.65</b>
<b>SHORT-TERM DIRECT COSTS</b>	<b>714</b>	<b>0.00</b>	<b>92.15</b>	<b>0.00</b>	<b>92.15</b>	<b>(92.15)</b>
<b>SHORT-TERM COST SUBTOTAL</b>		<b>64,784.00</b>	<b>21,556.23</b>	<b>0.00</b>	<b>21,556.23</b>	<b>43,227.77</b>
<b>INDIRECT COSTS @ 28%</b>	<b>798</b>	<b>17,491.68</b>	<b>6,033.74</b>	<b>0.00</b>	<b>6,033.74</b>	<b>11,457.94</b>
<b>TOTAL COSTS</b>		<b>\$82,275.68</b>	<b>\$27,591.97</b>	<b>\$0.00</b>	<b>\$27,591.97</b>	<b>\$54,683.71</b>

February 5, 1987

17

D. DELIVERY ORDER #6 EXPENDITURES  
Signed 3/27/85, Completed 4/11/85

DECEMBER 1986 QUARTERLY REPORT  
DELIVERY ORDER #6  
ZIMBABWE/BEST PROJECT  
USAID PROJECT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES	
			TO DATE 12/86*	FUNDS REMAINING
CONSULTANCY FEE 3 days @ 250/day	706	\$750.00	\$750.00	\$0.00
TRAVEL EXPENSES				
Full-fare Economy Air Ticket	711	3,125.00	3,109.00	16.00
Per Diem 5 days @ 60/day	711	300.00	322.00	(22.00)
MISCELLANEOUS EXPENSES/CONTINGENCY	714	100.00	52.10	47.90
SUBTOTAL		4,275.00	4,233.10	41.90
INDIRECT COSTS @ 27%	790	1,154.25	1,142.94	11.31
TOTAL COST OF CONSULTANCY		\$5,429.25	\$5,376.04	\$53.21

\* No change in expenditures since 4/85.

February 5, 1987

D. DELIVERY ORDER #7 EXPENDITURES  
Signed 4/29/85, Completed 5/6/85

DECEMBER 1986 QUARTERLY REPORT  
BUDGET: DELIVERY ORDER #7  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE 9/86*	EXPENDITURES THIS PERIOD 10/86-12/86	EXPENDITURES TO DATE 12/86	FUNDS REMAINING
TRAVEL r/t Dar es Salaam-Harare	711	\$800.00	\$746.93	\$0.00	\$746.93	\$53.07
PER DIEM 6 days @ \$60	711	360.00	354.02	0.00	354.02	5.98
SUBTOTAL		1,160.00	1,100.95	0.00	1,100.95	59.05
Indirect Costs @ 27%	798	313.20	297.26	0.00	297.26	15.94
TOTAL		\$1,473.20	\$1,398.21	\$0.00	\$1,398.21	\$74.99

\* No change in expenditures since 6/85.

February 5, 1987

D. DELIVERY ORDER #8 EXPENDITURES  
Signed 6/27/85

DECEMBER 1986 QUARTERLY REPORT  
BUDGET: DELIVERY ORDER #8  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS PERIOD 10/86-12/86	EXPENDITURES TO DATE 12/86	FUNDS REMAINING
US ANNUAL BASE SALARY	701	697,200.00	58,121.21	40,433.01	98,554.22	598,645.78
5% INCENTIVE	710	45,104.00	2,694.57	1,857.99	4,552.56	40,551.44
7% RETIREMENT	703	63,144.00	3,716.62	2,601.27	6,317.89	56,826.11
TOTAL: SALARY PAYMENTS		805,448.00	64,532.40	44,892.27	109,424.67	696,023.33
PREDEPARTURE EXPENSES	727	3,200.00	404.70	0.00	404.70	2,795.30
SETTLING-IN ALLOWANCE	726	67,200.00	33,600.00	5,000.00	38,600.00	28,600.00
EDUCATIONAL EXPENSES	707	8,000.00	0.00	0.00	0.00	8,000.00
STORAGE	713	44,800.00	7,166.40	2,137.98	9,304.38	33,495.62
ORIENTATION PER DIEM	712	2,400.00	4,641.07	0.00	4,641.07	(2,241.07)
D.B.A. INSURANCE	717	0.00	0.00	0.00	0.00	0.00
RECRUITMENT COSTS						
Panelist honoraria	728	2,400.00	1,200.00	0.00	1,200.00	1,200.00
Candidate Airfare and Per Diem	728	7,800.00	3,700.30	0.00	3,700.30	4,099.70
Miscellaneous Recruitment Costs	728	0.00	324.64	764.97	1,089.61	(1,089.61)
TOTAL: RECRUITMENT COSTS		10,200.00	5,224.94	764.97	5,989.91	4,210.09
SUBTOTAL		941,248.00	115,569.51	52,793.22	168,364.73	772,883.27
2% ADMINISTRATIVE COST	799	18,824.96	2,311.39	1,033.90	3,367.29	15,457.67
TOTAL		960,072.96	117,880.90	53,827.12	171,732.02	878,340.94
February 5, 1987						

**D. DELIVERY ORDER #9 EXPENDITURES**  
Signed 6/27/85

DECEMBER 1986 QUARTERLY REPORT  
BUDGET: DELIVERY ORDER #9  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 10/86-12/86	EXPENDITURES TO DATE 12/86	FUNDS REMAINING
US ANNUAL BASE SALARY	701	\$999,600.00	\$275,442.98	\$126,496.60	\$401,939.58	\$597,660.42
5% INCENTIVE	710	61,500.00	11,512.45	5,779.37	17,291.82	44,208.18
7% RETIREMENT	703	86,100.00	16,349.22	8,334.81	24,684.03	61,415.97
TOTAL: SALARY PAYMENTS		1,147,200.00	303,304.65	140,610.78	443,915.43	703,284.57
TRAVEL AND PER DIEM	712	133,200.00	61,662.14	36.76	61,698.90	71,501.10
SETTLING-IN ALLOWANCE	726	100,800.00	82,200.00	0.00	82,200.00	18,600.00
AIR FREIGHT	722	57,000.00	26,528.86	8,159.65	34,688.51	22,311.49
STORAGE	713	67,200.00	10,046.15	3,532.92	13,579.07	53,620.93
D.B.A. INSURANCE	717	0.00	0.00	0.00	0.00	0.00
PREDEPARTURE EXPENSES	727	4,800.00	879.58	0.00	879.58	3,920.42
EDUCATIONAL EXPENSES	707	12,000.00	433.68	1,232.67	1,666.35	10,333.65
OTHER COSTS LONG-TERM	716	0.00	95.52	23.50	119.02	(119.02)
RECRUITMENT	728	31,200.00	26,139.24	0.00	26,139.24	5,060.76
SUBTOTAL, LONG-TERM COSTS:		1,533,400.00	511,289.82	153,596.28	664,886.10	888,513.90
2% ADMINISTRATIVE COSTS	799	31,068.00	10,225.79	3,071.93	13,297.72	17,770.28
TOTAL		\$1,584,468.00	\$521,515.61	\$156,668.21	\$678,183.82	\$906,284.18

February 5, 1987

## D. DELIVERY ORDER #10 EXPENDITURES

Signed 7/15/85

DECEMBER 1986 QUARTERLY REPORT  
 BUDGET: DELIVERY ORDER #10  
 ZIMBABWE/BEST PROJECT  
 USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	REVISED THREE YEAR BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 10/86-12/86	EXPENDITURES AS OF 12/86	FUNDS REMAINING
<b>1. SALARY:</b>						
Program Specialist (KDM/AED)	702	61,587.00	30,270.19	1,159.74	31,429.93	30,157.07
Project/Automation Specialist (AED)	702	40,000.00	0.00	0.00	0.00	40,000.00
Secretary (AED)	702	16,500.00	2,310.99	0.00	2,310.99	14,189.01
Software Specialist (ST)	702	20,795.00	754.95	0.00	754.95	20,040.05
Total Salary:		138,882.00	33,336.13	1,159.74	34,495.87	104,386.13
<b>2. BENEFITS:</b>						
	704	36,109.00	8,667.39	295.74	8,963.13	27,145.87
<b>3. CONSULTANTS (Hardware &amp; Training):</b>						
	706	54,800.00	14,143.45	2,358.72	16,702.17	38,097.83
Total Salary, Benefits, & Consultants:		229,791.00	56,146.97	4,014.20	60,161.17	169,629.83
<b>4. TRAVEL AND TRANSPORTATION:</b>						
International Travel						
10 RT Wash/Harare 82,500	711	50,400.00	16,178.71	0.00	16,178.71	34,221.29
Per Diem	711	24,000.00	7,368.46	969.77	10,338.23	13,661.77
In-country Travel						
Harare/Bulawayo	711	5,000.00	322.37	0.00	322.37	4,677.63
Per Diem	711	4,160.00	0.00	0.00	0.00	4,160.00
U.S. Domestic Travel						
Airfare	711	1,250.00	658.00	0.00	658.00	592.00
Per Diem	711	1,875.00	906.25	0.00	906.25	968.75
Total Travel:		86,685.00	27,433.79	969.77	28,403.56	58,281.44
<b>5. INCIDENTAL EXPENSES:</b>						
		21,050.00	3.00	0.00	3.00	21,050.00
<b>6. OTHER DIRECT COSTS:</b>						
Office Supplies	714	4,000.00	405.42	110.30	515.72	3,484.28
DBA Ins. 82.67 of overseas salaries	714	2,750.00	38.73	0.00	38.73	2,711.27
Communications	714	6,500.00	3,355.50	182.93	3,538.43	2,961.57
Printing & Reproduction	714	5,500.00	172.66	64.24	236.90	5,263.10
Postage & Delivery	714	4,950.00	356.00	2,343.41	2,699.41	2,250.59
Visa and Medical	714	300.00	112.00	0.00	112.00	188.00
Temporary Clerical	714	10,000.00	7,908.07	93.00	8,001.07	1,998.93
Total Other Direct Costs:		32,000.00	12,270.92	2,793.88	15,064.80	16,935.20
Subtotal Costs Subject to Overheads:		369,526.00	95,851.68	7,777.85	103,629.53	265,796.47
<b>7. OVERHEAD:</b>						
	798	103,474.00	26,838.47	2,177.80	29,016.27	74,457.73
Subtotal Direct Costs Plus Overheads:		473,000.00	122,690.15	9,955.65	132,645.80	340,354.20
<b>8. EQUIPMENT &amp; SOFTWARE:</b>						
Computer Hardware	750	705,000.00	171,604.00	169,608.00	341,212.00	363,788.00
Off-the-Shelf and Custom Software	750	90,000.00	20,460.00	19,710.00	40,170.00	49,830.00
Communications Equipment	750	7,300.00	1,647.00	0.00	1,647.00	5,653.00
Spare Parts	750	115,000.00	24,546.50	51,617.90	76,164.30	38,835.70
Forms Paper for redesign	750	0.00	0.00	0.00	0.00	0.00
Training materials	750	0.00	0.00	0.00	0.00	0.00
Total Equipment and Software:		917,000.00	218,257.50	240,935.80	459,193.30	457,806.70
<b>9. MEDIA:</b>						
		55,000.00	11,657.19	11,612.26	23,269.45	31,730.55
<b>10. EQUIPMENT SHIPPING:</b>						
	750	145,000.00	61,908.95	7,512.63	69,421.58	75,578.42
<b>11. TRAINING:</b>						
Materials	752	10,000.00	0.00	0.00	0.00	10,000.00
Airfare	752	8,000.00	0.00	0.00	0.00	8,000.00
Per Diem	752	27,000.00	0.00	0.00	0.00	27,000.00
Tuition	752	18,000.00	0.00	0.00	0.00	18,000.00
Books	752	2,000.00	0.00	0.00	0.00	2,000.00
Total Training:		65,000.00	0.00	0.00	0.00	65,000.00
<b>12. ALLOWANCES:</b>						
		0.00	0.00	0.00	0.00	0.00
Subtotal Other Costs:		1,182,000.00	291,823.64	260,060.69	551,884.33	630,115.67
<b>GRAND TOTAL:</b>		<b>1,655,000.00</b>	<b>414,513.79</b>	<b>270,016.34</b>	<b>684,530.13</b>	<b>970,469.87</b>
February 3, 1987						

52

D. DELIVERY ORDER #11 EXPENDITURES  
Signed 9/26/85

DECEMBER 1986 QUARTERLY REPORT  
DELIVERY ORDER #11  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 10/86-12/86	EXPENDITURES TO DATE 12/86	FUNDS REMAINING
<b>TECHNICAL ASSISTANCE PERSONNEL</b>						
2 ST Consultants (2 x \$240 x 60 days)	706	\$28,800.00	\$14,382.00	\$0.00	\$14,382.00	\$14,418.00
<b>TRAVEL</b>						
International						
2 RT Wash-Harare @ \$3,000	711	6,000.00	7,973.00	0.00	7,973.00	(1,973.00)
Per Diem (2 x 70 x \$62)	711	8,680.00	5,836.16	0.00	5,836.16	2,843.84
In-country	711	500.00	79.75	0.00	79.75	420.25
<b>Total Travel:</b>		<u>15,180.00</u>	<u>13,888.91</u>	<u>0.00</u>	<u>13,888.91</u>	<u>1,291.09</u>
<b>OTHER DIRECT COSTS</b>						
Travel Preparation	714	200.00	11.41	9.75	21.16	178.84
DBA Insurance @ 2.67	714	0.00	0.00	0.00	0.00	0.00
<b>Subtotal Other Direct Costs:</b>		<u>200.00</u>	<u>11.41</u>	<u>9.75</u>	<u>21.16</u>	<u>178.84</u>
<b>SUBTOTAL:</b>		<u>44,180.00</u>	<u>28,282.32</u>	<u>9.75</u>	<u>28,292.07</u>	<u>15,887.93</u>
<b>INDIRECT COSTS @ 28%</b>	798	11,928.60	7,919.04	2.73	7,921.77	4,006.83
<b>SUBTOTAL DIRECT COSTS PLUS OVERHEAD:</b>		<u>56,108.60</u>	<u>36,201.36</u>	<u>12.48</u>	<u>36,213.84</u>	<u>19,894.76</u>
<b>EQUIPMENT</b>						
2 Microcomputers @ \$3,500	750	7,000.00	9,841.65	0.00	9,841.65	(2,841.65)
2 Printers @ \$1,500	750	3,000.00	1,074.01	0.00	1,074.01	1,925.99
2 Graphics Cards @ \$800	750	1,600.00	679.25	0.00	679.25	920.75
Software Packages	750	4,000.00	1,125.73	0.00	1,125.73	2,874.27
Diskettes	750	750.00	44.24	0.00	44.24	705.76
Printer Ribbons, Reinker	750	500.00	49.00	0.00	49.00	451.00
Transformers, Power Strips	750	500.00	136.12	0.00	136.12	363.88
Air Freight	750	3,000.00	1,919.98	0.00	1,919.98	1,080.02
Publications, AWA Fee	750	2,000.00	1,840.00	0.00	1,840.00	160.00
<b>Total Equipments</b>		<u>22,350.00</u>	<u>16,709.98</u>	<u>0.00</u>	<u>16,709.98</u>	<u>5,640.02</u>
<b>TOTAL COSTS:</b>		<u>\$78,458.60</u>	<u>\$52,911.34</u>	<u>\$12.48</u>	<u>\$52,923.82</u>	<u>\$25,534.78</u>
February 5, 1987		<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>

**D. DELIVERY ORDER #12 EXPENDITURES**  
Signed 9/25/85

DECEMBER 1986 QUARTERLY REPORT  
 BUDGET: DELIVERY ORDER #12  
 ZIMBABWE/BEST PROJECT  
 USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES	EXPENDITURES	EXPENDITURES	FUNDS REMAINING
			TO DATE LAST QUARTER	THIS QUARTER 10/86-12/86	TO DATE 12/86	
US ANNUAL BASE SALARY:	701	\$15,602.00	\$15,602.04	\$0.00	\$15,602.04	(\$0.04)
5% INCENTIVE:	710	900.00	900.00	0.00	900.00	0.00
7% RETIREMENT:	703	1,260.00	1,260.00	0.00	1,260.00	.00
TOTAL SALARY PAYMENTS:		17,762.00	17,762.04	0.00	17,762.04	(0.04)
2% ADMINISTRATIVE COSTS:	799	355.24	355.24	0.00	355.24	(.00)
TOTAL:		\$18,117.24	\$18,117.28	\$0.00	\$18,117.28	(\$0.04)

February 5, 1987

**D. DELIVERY ORDER #13 EXPENDITURES**  
Signed 9/25/85

DECEMBER 1986 QUARTERLY REPORT  
BUDGET: DELIVERY ORDER #13  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 10/86-12/86	EXPENDITURES TO DATE 12/86	FUNDS REMAINING
TECHNICAL ASSISTANCE PERSONNEL (1 x \$235 x 16 days)	706	\$3,760.00	\$1,753.40	\$0.00	\$1,753.40	\$2,006.60
TRAVEL						
Air Fare (1 RT Wash-Harare)	711	2,450.00	2,276.38	0.00	2,276.38	173.62
Per Diem (14 days @ \$66)	711	924.00	714.29	0.00	714.29	209.71
Total Travel:		3,374.00	2,990.67	0.00	2,990.67	383.33
COMMUNICATIONS & ODC:	714	600.00	0.00	0.00	0.00	600.00
Subtotal Direct Costs:		7,734.00	4,744.07	0.00	4,744.07	2,989.93
INDIRECT COSTS @ 28%	798	2,088.18	1,328.34	0.00	1,328.34	759.84
TOTAL:		\$9,822.18	\$6,072.41	\$0.00	\$6,072.41	\$3,749.77

February 5, 1987

53

**D. DELIVERY ORDER #14 EXPENDITURES**  
Signed 11/1/85

DECEMBER 1986 QUARTERLY REPORT  
BUDGET: DELIVERY ORDER #14  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 10/86-12/86	EXPENDITURES TO DATE 12/86	FUNDS REMAINING
US ANNUAL BASE SALARY	701	\$1,069,731.00	\$145,699.52	\$85,020.03	\$230,719.55	\$839,011.45
5% INCENTIVE	710	66,625.00	8,175.37	4,351.98	12,527.35	54,097.65
7% RETIREMENT	703	93,275.00	9,896.10	5,317.98	15,214.08	78,060.92
TOTAL: SALARY PAYMENTS		1,229,631.00	163,770.99	94,689.99	258,460.98	971,170.02
TRAVEL AND PER DIEM	712	186,420.00	38,409.80	1,375.51	39,785.31	146,634.69
SETTLING-IN ALLOWANCE	726	109,200.00	63,800.00	0.00	63,800.00	45,400.00
AIR FREIGHT	722	79,950.00	13,709.01	4,929.05	18,638.06	61,311.94
BOOK/MATERIALS SHIPPING	722	0.00	3,507.82	0.00	3,507.82	(3,507.82)
STORAGE	713	79,950.00	8,243.84	3,816.27	12,060.11	67,889.89
D.B.A. INSURANCE	717	0.00	0.00	0.00	0.00	0.00
PREDEPARTURE EXPENSES	727	5,200.00	1,898.00	112.00	2,010.00	3,190.00
EDUCATIONAL EXPENSES	707	13,000.00	45.75	47.82	93.57	12,906.43
OTHER COSTS - LONG TERM	716	0.00	3.49	0.00	3.49	(3.49)
RECRUITMENT						
Interviewee Travel (Airfare, per diem, and misc. costs; 60 people @ \$700)	728	42,000.00	19,848.41	0.00	19,848.41	22,151.59
GOZ Team Travel Costs:						
Airfare (3 x \$1800)	728	5,400.00	3,426.06	0.00	3,426.06	1,973.94
Per Diem	728	2,347.50	2,703.21	0.00	2,703.21	(355.71)
Housing/Interviewing Space	728	4,550.00	0.00	0.00	0.00	4,550.00
U.S. Vocational Experts:						
Airfare	728	800.00	1,023.00	0.00	1,023.00	(223.00)
Per Diem (13 x \$75)	728	975.00	968.97	0.00	968.97	6.03
Consultancy Fee (13 x \$25)	728	3,250.00	2,194.00	0.00	2,194.00	1,056.00
Newspaper, Professional Journal Ads	728	18,000.00	13,132.04	0.00	13,132.04	4,867.96
AWA Recruitment Team Costs:						
Booth Rental	728	1,100.00	1,096.25	0.00	1,096.25	3.75
Airfare (3 x \$1800)	728	5,400.00	0.00	0.00	0.00	5,400.00
Per Diem	728	1,785.00	0.00	0.00	0.00	1,785.00
AWA Registration (3 x \$60)	728	180.00	50.00	(50.00)	0.00	180.00
Hatch/Reynolds Airfare/per diem	728	1,700.00	748.26	0.00	748.26	951.74
Incidental Recruitment Costs	728	1,250.00	3,529.03	0.00	3,529.03	(2,279.03)
SUBTOTAL RECRUITMENT COSTS:		88,737.50	48,719.23	(50.00)	48,669.23	40,068.27
SUBTOTAL		1,792,088.50	342,107.93	104,920.64	447,028.57	1,345,059.93
ZZ ADMINISTRATIVE COSTS	799	34,067.02	6,842.16	2,098.42	8,940.58	25,126.44
TOTAL		\$1,826,155.52	\$348,950.09	\$107,019.06	\$455,969.15	\$1,370,186.37
February 5, 1987						

**D. DELIVERY ORDER #15 EXPENDITURES**  
Signed 10/17/85

DECEMBER 1986 QUARTERLY REPORT  
BUDGET: DELIVERY ORDER #15  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS PERIOD 10/86-12/86	EXPENDITURES TO DATE 12/86	FUNDS REMAINING
US ANNUAL BASE SALARY	701	\$297,560.00	\$37,668.86	\$18,549.24	\$56,218.10	\$241,341.90
5% INCENTIVE	710	18,452.00	2,496.09	1,223.25	3,719.34	14,732.66
7% RETIREMENT	703	25,828.00	3,494.40	1,712.49	5,206.89	20,621.11
<b>TOTAL: SALARY PAYMENTS</b>		<b>341,840.00</b>	<b>43,659.35</b>	<b>21,484.98</b>	<b>65,144.33</b>	<b>276,695.67</b>
TRAVEL	712	53,760.00	10,595.12	0.00	10,595.12	43,164.88
TRAVEL PER DIEM	712	3,600.00	443.07	654.83	1,097.90	2,502.10
<b>SUBTOTAL: TRAVEL AND PER DIEM</b>		<b>57,360.00</b>	<b>11,038.19</b>	<b>654.83</b>	<b>11,693.02</b>	<b>45,666.98</b>
PREDEPARTURE EXPENSES	727	1,600.00	20.00	0.00	20.00	1,580.00
SETTLING-IN ALLOWANCE	726	33,600.00	21,800.00	0.00	21,800.00	11,800.00
AIR FREIGHT	722	24,600.00	9,169.52	671.68	9,841.20	14,758.80
EDUCATIONAL EXPENSES	707	4,000.00	0.00	0.00	0.00	4,000.00
STORAGE	713	24,600.00	4,198.68	244.35	4,443.03	20,156.97
D.B.A. INSURANCE		0.00	0.00	0.00	0.00	0.00
<b>SUBTOTAL</b>		<b>487,600.00</b>	<b>89,883.74</b>	<b>23,053.84</b>	<b>112,941.58</b>	<b>374,658.42</b>
2% ADMINISTRATIVE COSTS	799	9,752.00	1,797.71	461.12	2,258.83	7,493.17
<b>TOTAL</b>		<b>\$497,352.00</b>	<b>\$91,683.45</b>	<b>\$23,516.96</b>	<b>\$115,200.41</b>	<b>\$382,151.59</b>
February 5, 1987						

D. DELIVERY ORDER #16 EXPENDITURES  
Signed 7/1/86

DECEMBER 1986 QUARTERLY REPORT  
BUDGET: DELIVERY ORDER #16  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS PERIOD 10/86-12/86	EXPENDITURES TO DATE 12/86	FUNDS REMAINING
ANSWER SHEETS	750	\$27,300.00	\$25,150.00	\$0.00	\$25,150.00	\$2,150.00
MAILING LABELS	750	2,000.00	500.25	0.00	500.25	1,499.75
SHIPPING AND INSURANCE	750	24,200.00	22,242.65	(193.27)	22,049.38	2,150.62
GRAND TOTAL		<u>\$53,500.00</u>	<u>\$47,892.90</u>	<u>(\$193.27)</u>	<u>\$47,699.63</u>	<u>\$5,800.37</u>

February 5, 1987

D. DELIVERY ORDER #17 EXPENDITURES  
Signed 8/20/86

DECEMBER 1986 QUARTERLY REPORT  
BUDGET: DELIVERY ORDER #17  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS PERIOD 10/86-12/86	EXPENDITURES TO DATE 12/86	FUNDS REMAINING
<b>SALARIES AND WAGES</b>						
Kurt Moses 20 days @ \$239	702	4,780.00	1,193.85	506.31	1,700.16	3,079.84
Admin/secy support 40 days @ \$85	702	3,400.00	41.25	20.96	62.21	3,337.79
Employee Benefits @ 26%	704	2,127.00	321.13	137.09	458.22	1,668.78
Consultant Fee 45 days @ \$200	706	9,000.00	0.00	4,500.00	4,500.00	4,500.00
<b>SUBTOTAL: SALARIES</b>		<b>19,307.00</b>	<b>1,536.23</b>	<b>5,164.36</b>	<b>6,720.59</b>	<b>12,586.41</b>
<b>TRAVEL AND PER DIEM</b>						
1 RT Wash/Harare	711	2,800.00	0.00	0.00	0.00	2,800.00
Per Diem 40 days @ \$62	711	2,480.00	0.00	0.00	0.00	2,480.00
Local Travel	711	200.00	0.00	0.00	0.00	200.00
<b>SUBTOTAL: TRAVEL</b>		<b>5,480.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>5,480.00</b>
<b>OTHER DIRECT COSTS</b>						
Communications	714	1,000.00	156.46	359.08	515.54	484.46
Supplies/Reproduction	714	900.00	0.00	16.54	16.54	883.46
D.B.A. Insurance 2.67% of \$9,000	717	240.00	0.00	0.00	0.00	240.00
<b>SUBTOTAL: DIRECT COSTS</b>		<b>2,140.00</b>	<b>156.46</b>	<b>375.62</b>	<b>532.08</b>	<b>1,607.92</b>
<b>TOTAL COSTS SUBJECT TO OVERHEAD</b>		<b>26,927.00</b>	<b>1,712.69</b>	<b>5,539.98</b>	<b>7,252.67</b>	<b>19,674.33</b>
<b>INDIRECT COSTS @ 28%</b>	798	<b>7,539.56</b>	<b>479.55</b>	<b>1,551.19</b>	<b>2,030.74</b>	<b>5,508.82</b>
<b>TOTAL</b>						
Equipment	750	210,000.00	0.00	0.00	0.00	210,000.00
Media	750	2,500.00	0.00	0.00	0.00	2,500.00
Software	750	35,000.00	0.00	0.00	0.00	35,000.00
Spares	750	20,000.00	0.00	0.00	0.00	20,000.00
Shipping	750	40,000.00	0.00	0.00	0.00	40,000.00
Maintenance	750	8,000.00	0.00	0.00	0.00	8,000.00
<b>SUBTOTAL WITHOUT OVERHEAD</b>		<b>315,500.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>315,500.00</b>
<b>GRAND TOTAL</b>		<b>349,966.56</b>	<b>2,192.24</b>	<b>7,091.17</b>	<b>9,283.41</b>	<b>340,683.15</b>

February 5, 1987

**D. DELIVERY ORDER #18 EXPENDITURES**  
Signed 11/24/86

DECEMBER 1986 QUARTERLY REPORT  
BUDGET: DELIVERY ORDER #18  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. A13-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 10/86-12/86	EXPENDITURES TO DATE 12/86	FUNDS REMAINING
<b>SHORT-TERM COSTS:</b>						
SALARIES AND WAGES						
CONSULTANTS' FEES	706	\$19,000.00	\$0.00	\$0.00	\$0.00	\$19,000.00
INDIRECT COST	798	5,320.00	0.00	0.00	0.00	5,320.00
<b>LONG-TERM COSTS:</b>						
US ANNUAL BASE SALARY	701	359,400.00	0.00	0.00	0.00	359,400.00
5% INCENTIVE	710	25,625.00	0.00	0.00	0.00	25,625.00
7% RETIREMENT	703	35,875.00	0.00	0.00	0.00	35,875.00
TOTAL: SALARY PAYMENTS		420,900.00	0.00	0.00	0.00	420,900.00
TRAVEL AND PER DIEM	712	73,500.00	0.00	0.00	0.00	73,500.00
SETTLING-IN ALLOWANCE	726	42,000.00	0.00	0.00	0.00	42,000.00
PRE-DEPARTURE EXPENSES	727	2,000.00	0.00	0.00	0.00	2,000.00
AIR FREIGHT	722	31,500.00	0.00	0.00	0.00	31,500.00
STORAGE	713	31,500.00	0.00	0.00	0.00	31,500.00
D.B.A. INSURANCE	717	0.00	0.00	0.00	0.00	0.00
EDUCATIONAL EXPENSES	707	5,000.00	0.00	0.00	0.00	5,000.00
RECRUITMENT	728	12,000.00	0.00	0.00	0.00	12,000.00
OTHER DIRECT COSTS	716	0.00	41.32	0.00	41.32	(41.32)
SUBTOTAL: LONG-TERM COSTS		618,400.00	41.32	0.00	41.32	618,358.68
2% ADMINISTRATIVE COSTS	799	12,368.00	0.83	0.00	0.83	12,367.17
EQUIPMENT						
BOOKS AND REPORTS	750	17,000.00	0.00	0.00	0.00	17,000.00
TOTAL: SHORT & LONG-TERM COSTS		\$672,068.00	\$42.15	\$0.00	\$42.15	\$672,045.85

February 5, 1987

**D. Delivery Order Expenditures**

March 1987

Delivery Order #1 Expenditures  
Delivery Order #2 Expenditures  
Delivery Order #3 Expenditures  
Delivery Order #4 Expenditures  
Delivery Order #5 Expenditures  
Delivery Order #6 Expenditures  
Delivery Order #7 Expenditures  
Delivery Order #8 Expenditures  
Delivery Order #9 Expenditures  
Delivery Order #10 Expenditures  
Delivery Order #11 Expenditures  
Delivery Order #12 Expenditures  
Delivery Order #13 Expenditures  
Delivery Order #14 Expenditures  
Delivery Order #15 Expenditures  
Delivery Order #16 Expenditures  
Delivery Order #17 Expenditures  
Delivery Order #18 Expenditures

**D. DELIVERY ORDER #1 EXPENDITURES**  
Signed 8/5/84, Completed 3/31/85

MARCH 1987 QUARTERLY REPORT  
DELIVERY ORDER #1  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	ADJUSTED BUDGET 01/85	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 01/87-03/87	EXPENDITURES TO DATE 03/87	FUNDS REMAINING
<b>Short-Term Costs:</b>							
<b>SALARIES AND WAGES</b>							
Moses 32 days @ 211/day	702	6,752.00	6,752.00	6,752.00	0.00	6,752.00	0.00
Secretarial 28 days @ 67/day	702	1,876.00	1,876.00	1,937.77	0.00	1,937.77	(61.77)
Employee Benefits @ 26%	704	2,243.28	2,243.28	2,243.28	0.00	2,243.28	0.00
Bay Consultant Fee 10 days @ 250/day	706	2,500.00	4,000.00	4,000.00	0.00	4,000.00	0.00
<b>TRAVEL AND PER DIEM</b>							
Moses 2 RT Wash/Harare @ 2,300	711	4,600.00	3,100.00	1,802.23	0.00	1,802.23	1,297.77
Bay 1 RT Boston/Harare @ 2,300	711	2,300.00	2,300.00	1,734.00	0.00	1,734.00	566.00
Per Diem Moses 17 days @ 80	711	1,360.00	1,060.00	829.00	0.00	829.00	231.00
Per Diem Bay 10 days @ 80	711	800.00	1,100.00	1,092.00	0.00	1,092.00	9.00
<b>TOTAL TRAVEL &amp; PER DIEM</b>		<b>9,060.00</b>	<b>7,560.00</b>	<b>5,457.23</b>	<b>0.00</b>	<b>5,457.23</b>	<b>2,102.77</b>
<b>OTHER DIRECT COSTS</b>	714	4,750.00	4,750.00	2,608.08	0.00	2,608.08	2,141.92
Communications, Xerox, Postage, Etc.							
<b>SUBTOTAL OF SHORT-TERM</b>		<b>27,181.28</b>	<b>27,181.28</b>	<b>22,998.36</b>	<b>0.00</b>	<b>22,998.36</b>	<b>4,182.92</b>
<b>INDIRECT COST</b>	798	7,338.95	7,338.95	6,200.13	0.00	6,200.13	1,138.82
<b>Long-term Costs:</b>							
<b>SALARIES AND WAGES</b>							
Eno 153 days @ 200	708	34,540.00	30,600.00	30,600.00	0.00	30,600.00	0.00
<b>TRAVEL AND PER DIEM</b>							
3 RT Greensboro/Harare @ 2,300	712	6,900.00	10,840.00	10,781.00	0.00	10,781.00	59.00
Per Diem 143 days @ 80	712	11,440.00	11,440.00	9,730.00	0.00	9,730.00	1,710.00
Incountry Travel (Zimbabwe)	712	2,000.00	2,000.00	0.00	0.00	0.00	2,000.00
<b>TOTAL TRAVEL &amp; PER DIEM - LT</b>		<b>20,340.00</b>	<b>24,280.00</b>	<b>20,511.00</b>	<b>0.00</b>	<b>20,511.00</b>	<b>3,769.00</b>
<b>OTHER LONG-TERM DIRECT COSTS</b>	716	1,000.00	1,000.00	710.72	0.00	710.72	289.28
<b>SUBTOTAL OF LONG-TERM</b>		<b>55,880.00</b>	<b>55,880.00</b>	<b>51,821.72</b>	<b>0.00</b>	<b>51,821.72</b>	<b>4,058.28</b>
<b>INDIRECT COST @ 2%</b>	799	1,117.60	1,117.60	1,036.43	0.00	1,036.43	81.17
<b>TOTAL OF SHORT- AND LONG-TERM COSTS</b>		<b>91,517.83</b>	<b>91,517.83</b>	<b>82,056.65</b>	<b>0.00</b>	<b>82,056.65</b>	<b>9,461.18</b>

April 10, 1987

**D. DELIVERY ORDER #2 EXPENDITURES**  
Signed 9/6/84, Completed 11/30/84

MARCH 1987 QUARTERLY REPORT  
BUDGET: DELIVERY ORDER #2  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE 03/87*	FUNDS REMAINING
IBM PC - 256 ram, 2 disk drive With monochrome display card, monitor	750	\$3,500.00	\$2,415.00	\$1,085.00
DOT MATRIX PRINTER, 132 column carriage Graphics capability, tractor feed	750	2,000.00	1,145.00	855.00
2 GRAPHICS DISPLAY CARDS	750	1,000.00	828.00	172.00
KNOWLEDGE MAN DATA BASE MGMT K Print and K Graphic Utilities	750	750.00	1,652.00	(902.00)
150 DISKETTES	750	450.00	622.00	(172.00)
2 SETS OF 64K RAM CHIPS	750	150.00	78.00	72.00
24,000 ADHESIVE LABELS 2 1/2" 4 ACROSS	750	200.00	133.00	67.00
TRANSFORMER	750	0.00	214.00	(214.00)
SHIPPING/HANDLING/INSURANCE		0.00	1,106.00	(1,106.00)
MISCELLANEOUS EXPENSES		950.00	0.00	950.00
TOTAL OF LINE ITEMS IN BUDGET		\$9,000.00	\$8,193.00	\$807.00

\* No change in expenditures since 3/85.

April 10, 1987

**D. DELIVERY ORDER #3 EXPENDITURES**  
Signed 1/2/85

MARCH 1987 QUARTERLY REPORT  
BUDGET: DELIVERY ORDER #3  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 01/87-03/87	EXPENDITURES TO DATE 03/87	FUNDS REMAINING
US ANNUAL BASE SALARY	701	\$937,300.00	\$540,380.43	\$106,834.73	\$647,215.16	\$290,084.84
5% INCENTIVE	710	55,965.00	33,008.15	6,572.60	39,580.75	16,384.25
7% RETIREMENT	703	78,351.00	46,139.84	9,264.37	55,404.21	22,946.79
TOTAL: SALARY PAYMENTS		1,071,616.00	619,528.42	122,671.70	742,200.12	329,415.88
TRAVEL AND PER DIEM	712	126,100.00	64,176.53	316.80	64,493.33	61,606.67
SETTLING IN ALLOWANCE	726	109,200.00	100,800.00	0.00	100,800.00	8,400.00
AIR FREIGHT	722	61,750.00	31,893.28	0.00	31,893.28	29,856.72
STORAGE	713	71,240.00	26,982.29	4,797.44	31,779.73	39,460.27
D.B.A. INSURANCE	717	0.00	0.00	0.00	0.00	0.00
PREDEPARTURE EXPENSES	727	0.00	2,184.34	0.00	2,184.34	(2,184.34)
OTHER COSTS LONG-TERM	716	0.00	536.51	494.10	1,030.61	(1,030.61)
SUBTOTAL, LONG-TERM COSTS		1,439,906.00	846,191.37	128,280.94	974,381.41	465,524.59
2% ADMINISTRATIVE COST	799	28,798.12	16,922.03	2,565.60	19,487.63	9,310.49
RECRUITMENT COSTS	751	28,000.00	9,753.19	0.00	9,753.19	18,246.81
TOTAL		\$1,496,704.12	\$872,776.59	\$130,845.64	\$1,003,622.23	\$493,081.89
April 10, 1987						

**D. DELIVERY ORDER #4 EXPENDITURES**  
Signed 1/4/85

MARCH 1987 QUARTERLY REPORT  
BUDGET: DELIVERY ORDER #4  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	THIRD AMENDED BUDGET	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 01/87-03/87	EXPENDITURES TO DATE 03/87	FUNDS REMAINING
<b>SOFTWARE DEVELOPMENT SUPPORT</b>							
30 days @ \$225	706	\$6,750.00	\$6,750.00	\$6,800.00	\$0.00	\$6,800.00	(\$50.00)
Travel: 2 rt US-Zimbabwe	711	6,000.00	6,060.00	5,816.00	0.00	5,816.00	184.00
Per Diem: 42 days @ \$66	711	2,772.00	2,772.00	2,940.58	0.00	2,940.58	(168.58)
<b>SYSTEMS DEVELOPMENT SUPPORT</b>							
40 days @ \$225	706	9,000.00	9,000.00	13,400.00	0.00	13,400.00	(4,400.00)
Travel: 2 rt US-Zimbabwe	711	6,000.00	6,000.00	8,414.28	0.00	8,414.28	(2,414.28)
Per Diem: 56 days @ \$66	711	3,696.00	3,696.00	3,224.88	0.00	3,224.88	471.12
<b>HARDWARE EVALUATION</b>							
10 days @ \$250	706	2,500.00	0.00	0.00	0.00	0.00	0.00
Travel: 1 rt US-Zimbabwe	711	3,000.00	0.00	0.00	0.00	0.00	0.00
Per Diem: 14 days @ \$66	711	924.00	0.00	0.00	0.00	0.00	0.00
<b>DMR TRAINING AND SUPPORT</b>							
10 days @ \$250	706	2,500.00	2,500.00	2,500.00	0.00	2,500.00	0.00
Travel: 1 rt US-Zimbabwe	711	3,000.00	3,000.00	1,973.00	0.00	1,973.00	1,027.00
Per Diem: 14 days @ \$66	711	924.00	924.00	615.45	0.00	615.45	308.55
TRAVEL PREPARATION COSTS	714	400.00	400.00	131.95	0.00	131.95	268.05
SUBTOTAL		47,466.00	41,042.00	45,816.14	0.00	45,816.14	(4,774.14)
INDIRECT COSTS @ 28%	798	12,815.82	11,491.76	12,828.52	0.00	12,828.52	(1,336.76)
<b>SUBCONTRACT: LITTLE COMPUTER THAT COULD Examinations Software Development</b>							
	750	90,000.00	92,748.00	195,433.00	0.00	105,433.00	(12,685.00)
VIDEO RECORDING EQUIPMENT	750	5,000.00	0.00	0.00	0.00	0.00	0.00
SUPPLIES, COMMUNICATIONS	750	3,000.00	7,060.00	2,398.59	330.00	2,728.59	4,331.41
PAPER FOR TRIAL LOCAL PRINTING	750	0.00	3,100.00	3,987.66	911.70	4,799.36	(1,699.36)
ANSWER SHEETS FOR 1985 EXAMINATIONS	750	0.00	83,305.00	56,076.18	0.00	56,076.18	27,228.82
<b>AMENDMENT #2 - EQUIPMENT</b>							
Hercules Graphics Card	750	0.00	500.00	499.00	0.00	499.00	1.00
2 x IBM PC Power Supplies	750	0.00	500.00	139.90	0.00	139.90	360.10
2 x R.A.M. chips - 256k	750	0.00	150.00	150.00	0.00	150.00	0.00
Quadran Memory Board	750	0.00	325.00	295.00	0.00	295.00	30.00
Label Feeder	750	0.00	325.00	0.75	0.00	0.75	324.25
2 Disk Conversion kits NCS Model 7018	750	0.00	5,000.00	5,299.00	0.00	5,299.00	(299.00)
Optical Mark							
<b>AMENDMENT #2 - SOFTWARE</b>							
Project Management Software	750	0.00	500.00	401.00	0.00	401.00	99.00
NCS ITS Item Analysis Software for Optical Mark Reader	750	0.00	750.00	475.00	0.00	475.00	275.00
SHIPPING AND INSURANCE	750	0.00	3,000.00	2,715.43	0.00	2,715.43	284.57
SUBTOTAL WITHOUT OVERHEAD CHARGE		88,000.00	197,263.00	177,760.51	1,241.70	179,002.21	18,260.79
<b>GRAND TOTAL</b>							
		\$148,281.82	\$249,796.76	\$236,405.17	\$1,241.70	\$237,646.87	\$12,149.89

65

**D. DELIVERY ORDER #5 EXPENDITURES**  
Signed 1/4/85

MARCH 1987 QUARTERLY REPORT  
BUDGET: DELIVERY ORDER #5  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS PERIOD 01/87-03/87	EXPENDITURES TO DATE 03/87	FUNDS REMAINING
<b>TECHNICAL ASSISTANCE PERSONNEL</b>						
Library Specialist (Sharon Feen) (1 person x 4 wks x 5 days @ \$200)	706	4,000.00	0.00	0.00	0.00	4,000.00
Voc-Tech Equipment Specialist (Reynolds, Lewis) (2 persons x 8 wks x 5 days @ \$200)	706	16,000.00	7,064.53	0.00	7,064.53	8,935.47
Computer Studies Expert (1 person x 12 wks x 5 days @ \$250)	706	15,000.00	0.00	0.00	0.00	15,000.00
Competency-based Education Expert (Reedfield) (1 person x 1 wk x 5 days @ \$250)	706	0.00	1,800.00	0.00	1,800.00	(1,800.00)
<b>SUBTOTAL TECHNICAL ASSISTANCE PERSONNEL</b>	706	<u>35,000.00</u>	<u>8,864.53</u>	<u>0.00</u>	<u>8,864.53</u>	<u>26,135.47</u>
<b>TRAVEL</b>						
Airfare (4 rt US-Zimbabwe)	711	12,000.00	5,509.44	0.00	5,509.44	6,490.56
Per Diem (224 days @ \$66)	711	14,784.00	2,480.75	0.00	2,480.75	12,303.25
2 Rental Cars	711	3,000.00	459.82	0.00	459.82	2,540.18
Airfare: CBE Expert (1 rt US-Zimbabwe)	711	0.00	3,588.96	0.00	3,588.96	(3,588.96)
Per Diem: CBE Expert (5 days @ \$66)	711	0.00	560.58	0.00	560.58	(560.58)
<b>SUBTOTAL TRAVEL</b>	711	<u>29,784.00</u>	<u>12,599.55</u>	<u>0.00</u>	<u>12,599.55</u>	<u>17,184.45</u>
<b>SHORT-TERM DIRECT COSTS</b>	714	0.00	92.15	0.00	92.15	(92.15)
<b>SHORT-TERM COST SUBTOTAL</b>		<u>64,784.00</u>	<u>21,556.23</u>	<u>0.00</u>	<u>21,556.23</u>	<u>43,227.77</u>
<b>INDIRECT COSTS @ 28%</b>	798	17,491.68	6,035.74	0.00	6,035.74	11,455.94
<b>TOTAL COSTS</b>		<u>\$82,275.68</u>	<u>\$27,591.97</u>	<u>\$0.00</u>	<u>\$27,591.97</u>	<u>\$54,683.71</u>

April 10, 1987

66

**D. DELIVERY ORDER #6 EXPENDITURES**  
**Signed 3/27/85, Completed 4/11/85**

MARCH 1987 QUARTERLY REPORT  
 DELIVERY ORDER #6  
 ZIMBABWE/BEST PROJECT  
 USAID PROJECT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES	
			TO DATE 03/87*	FUNDS REMAINING
CONSULTANCY FEE 3 days @ 250/day	706	\$750.00	\$750.00	\$0.00
TRAVEL EXPENSES				
Full-fare Economy Air Ticket	711	3,125.00	3,109.00	16.00
Per Diem 5 days @ 60/day	711	300.00	322.00	(22.00)
MISCELLANEOUS EXPENSES/CONTINGENCY	714	100.00	52.10	47.90
SUBTOTAL		4,275.00	4,233.10	41.90
INDIRECT COSTS @ 27%	758	1,154.25	1,142.94	11.31
TOTAL COST OF CONSULTANCY		\$5,429.25	\$5,376.04	\$53.21

\* No change in expenditures since 4/85.

April 10, 1987

**D. DELIVERY ORDER #7 EXPENDITURES**  
**Signed 4/29/85, Completed 5/6/85**

MARCH 1987 QUARTERLY REPORT  
 BUDGET: DELIVERY ORDER #7  
 ZIMBABWE/BEST PROJECT  
 USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE 12/86*	EXPENDITURES THIS PERIOD 01/87-03/87	EXPENDITURES TO DATE 03/87	FUNDS REMAINING
TRAVEL r/t Dar es Salaam-Harare	711	\$800.00	\$746.93	\$0.00	\$746.93	\$53.07
PER DIEM 6 days @ \$60	711	360.00	354.02	0.00	354.02	5.98
SUBTOTAL		1,160.00	1,100.95	0.00	1,100.95	59.05
Indirect Costs @ 27%	798	313.20	297.26	0.00	297.26	15.94
TOTAL		\$1,473.20	\$1,398.21	\$0.00	\$1,398.21	\$74.99

\* No change in expenditures since 6/85.

April 10, 1987

128

**D. DELIVERY ORDER #8 EXPENDITURES**  
Signed 6/27/85

MARCH 1987 QUARTERLY REPORT  
BUDGET: DELIVERY ORDER #8  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS PERIOD 01/87-03/87	EXPENDITURES TO DATE 03/87	FUNDS REMAINING
US ANNUAL BASE SALARY	701	697,200.00	98,554.22	48,297.57	146,851.79	550,348.21
5% INCENTIVE	710	45,104.00	4,552.56	2,304.83	6,857.39	38,246.61
7% RETIREMENT	703	63,144.00	6,317.89	3,226.87	9,544.76	53,599.24
TOTAL: SALARY PAYMENTS		805,448.00	109,424.67	53,829.27	163,253.94	642,194.06
PREDEPARTURE EXPENSES	727	3,200.00	404.70	79.00	483.70	2,716.30
SETTLING-IN ALLOWANCE	726	67,200.00	38,600.00	0.00	38,600.00	28,600.00
EDUCATIONAL EXPENSES	707	8,000.00	0.00	208.36	208.36	7,791.64
STORAGE	713	44,800.00	9,304.38	1,357.29	10,661.67	34,138.33
ORIENTATION PER DIEM	712	2,400.00	4,641.07	188.75	4,829.82	(2,429.82)
D.B.A. INSURANCE	717	0.00	0.00	0.00	0.00	0.00
RECRUITMENT COSTS						
Panelist honoraria	728	2,400.00	1,200.00	0.00	1,200.00	1,200.00
Candidate Airfare and Per Diem	728	7,800.00	3,700.30	480.00	4,180.30	3,619.70
Miscellaneous Recruitment Costs	728	0.00	1,089.61	67.71	1,157.32	(1,157.32)
TOTAL: RECRUITMENT COSTS		10,200.00	5,989.91	547.71	6,537.62	3,662.38
SUBTOTAL		941,248.00	168,364.73	56,210.38	224,575.11	716,672.89
2% ADMINISTRATIVE COST	799	18,824.96	3,367.27	1,124.21	4,491.50	14,333.46
TOTAL		\$960,072.96	\$171,732.02	\$57,334.59	\$229,066.61	\$731,006.35
April 10, 1987						

**D. DELIVERY ORDER #9 EXPENDITURES**  
Signed 6/27/85

MARCH 1987 QUARTERLY REPORT  
BUDGET: DELIVERY ORDER #9  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 01/87-03/87	EXPENDITURES TO DATE 03/87	FUNDS REMAINING
US ANNUAL BASE SALARY	701	\$999,600.00	\$401,939.58	\$133,733.60	\$535,673.18	\$463,926.82
5% INCENTIVE	710	61,500.00	17,291.82	6,183.61	23,475.43	38,024.57
7% RETIREMENT	703	86,100.00	24,684.03	8,893.21	33,577.24	52,522.76
TOTAL: SALARY PAYMENTS		1,147,200.00	443,915.43	148,810.42	592,725.85	554,474.15
TRAVEL AND PER DIEM	712	133,200.00	61,698.99	3,690.28	65,389.18	67,810.82
SETTLING-IN ALLOWANCE	726	100,800.00	82,200.00	0.00	82,200.00	18,600.00
AIR FREIGHT	722	57,000.00	34,688.51	0.00	34,688.51	22,311.49
STORAGE	713	67,200.00	13,579.07	2,161.06	15,740.13	51,459.87
D.B.A. INSURANCE	717	0.00	0.00	0.00	0.00	0.00
PREDEPARTURE EXPENSES	727	4,800.00	579.58	269.20	1,148.78	3,651.22
EDUCATIONAL EXPENSES	707	12,000.00	1,655.35	220.26	1,875.61	10,124.39
OTHER COSTS LONG-TERM	716	0.00	119.92	0.00	119.92	(119.92)
RECRUITMENT	728	31,200.00	26,139.24	0.00	26,139.24	5,060.76
SUBTOTAL, LONG-TERM COSTS:		1,553,400.00	664,886.10	158,151.22	800,037.32	733,362.68
2% ADMINISTRATIVE COSTS	799	31,068.00	13,297.72	3,103.03	16,400.75	14,667.25
TOTAL		\$1,584,468.00	\$678,183.82	\$158,254.25	\$836,438.07	\$748,029.93

April 10, 1987

**D. DELIVERY ORDER #10 EXPENDITURES**  
 Signed 7/15/85

LINE ITEM	ACCOUNT NUMBER	REVISED THREE YEAR BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 01/87-03/87	EXPENDITURES AS OF 03/87	FUNDS REMAINING
<b>1. SALARY:</b>						
Program Specialist (KDM/AED)	702	61,587.00	31,429.93	2,252.25	33,682.18	27,904.82
Project/Automation Specialist (AED)	702	40,000.00	0.00	0.00	0.00	40,000.00
Secretary (AED)	702	16,500.00	2,310.99	224.49	2,535.48	13,964.52
Software Specialist (ST)	702	20,795.00	754.95	0.00	754.95	20,040.05
Total Salary:		138,882.00	34,495.87	2,476.74	36,972.61	101,909.39
<b>2. BENEFITS:</b>						
	704	36,109.00	8,963.13	643.96	9,607.09	26,501.91
<b>3. CONSULTANTS (Hardware &amp; Training):</b>						
	706	54,800.00	16,702.17	1,611.10	18,313.27	36,486.73
Total Salary, Benefits, & Consultants:		229,791.00	60,161.17	4,731.80	64,892.97	164,898.03
<b>4. TRAVEL AND TRANSPORTATION:</b>						
International Travel						
to RT Wash/Harare @2.500	711	50,400.00	16,178.71	0.00	16,178.71	34,221.29
Per Diem	711	24,000.00	10,338.23	0.00	10,338.23	13,661.77
In-country Travel						
Harare/Kulawayo	711	5,000.00	322.37	0.00	322.37	4,677.63
Per Diem	711	4,160.00	0.00	0.00	0.00	4,160.00
U.S. Domestic Travel						
Airfare	711	1,250.00	658.00	0.00	658.00	592.00
Per Diem	711	1,875.00	706.25	0.00	706.25	768.75
Total Travel:		86,685.00	28,403.56	0.00	28,403.56	58,281.44
<b>5. INCIDENTAL EXPENSES:</b>						
		21,050.00	0.00	0.00	0.00	21,050.00
<b>6. OTHER DIRECT COSTS:</b>						
Office Supplies	714	4,000.00	515.72	265.35	781.07	3,218.93
DBA Ins. @2.67 of overseas salaries	714	2,750.00	(38.73)	0.00	(38.73)	2,788.73
Communications	714	6,500.00	3,538.43	0.00	3,538.43	2,961.57
Printing & Reproduction	714	3,500.00	236.90	6.40	243.30	3,256.70
Postage & Delivery	714	4,950.00	2,699.41	9.75	2,709.16	2,240.84
Visa and Medical	714	300.00	112.00	0.00	112.00	188.00
Temporary Clerical	714	10,000.00	8,001.07	0.00	8,001.07	1,998.93
Total Other Direct Costs:		32,000.00	15,064.80	281.50	15,346.30	16,653.70
Subtotal Costs Subject to Overhead:		369,526.00	103,629.53	5,013.30	108,642.83	260,883.17
<b>7. OVERHEAD:</b>						
	798	103,474.00	29,016.27	1,403.73	30,420.00	73,054.00
Subtotal Direct Costs Plus Overhead:		473,000.00	132,645.80	6,417.03	139,062.83	333,937.17
<b>8. EQUIPMENT &amp; SOFTWARE:</b>						
Computer Hardware	750	705,000.00	341,212.00	0.00	341,212.00	363,788.00
Off-the-Shelf and Custom Software	750	90,000.00	40,170.00	0.00	40,170.00	49,830.00
Communications Equipment	750	7,000.00	1,647.00	0.00	1,647.00	5,353.00
Spare Parts	750	115,000.00	76,164.30	0.00	76,164.30	38,835.70
Form Paper for redesign	750	0.00	0.00	0.00	0.00	0.00
Training materials	750	0.00	0.00	0.00	0.00	0.00
Total Equipment and Software:		917,000.00	459,193.30	0.00	459,193.30	457,806.70
<b>9. MEDIA:</b>						
		55,000.00	23,269.45	0.00	23,269.45	31,730.55
<b>10. EQUIPMENT SHIPPING:</b>						
	750	145,000.00	69,421.58	0.00	69,421.58	75,578.42
<b>11. TRAINING:</b>						
Materials	752	10,000.00	0.00	0.00	0.00	10,000.00
Airfare	752	8,000.00	0.00	0.00	0.00	8,000.00
Per Diem	752	27,000.00	0.00	0.00	0.00	27,000.00
Tuition	752	18,000.00	0.00	0.00	0.00	18,000.00
Books	752	2,000.00	0.00	0.00	0.00	2,000.00
Total Training:		65,000.00	0.00	0.00	0.00	65,000.00
<b>12. ALLOWANCES:</b>						
		0.00	0.00	0.00	0.00	0.00
Subtotal Other Costs:		1,182,000.00	551,884.33	0.00	551,884.33	630,115.67
<b>GRAND TOTAL:</b>		<b>1,655,000.00</b>	<b>684,530.13</b>	<b>6,417.03</b>	<b>690,947.16</b>	<b>964,052.84</b>
April 10, 1987						

71

**D. DELIVERY ORDER #11 EXPENDITURES**  
Signed 9/26/85

MARCH 1987 QUARTERLY REPORT  
DELIVERY ORDER #11  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 01/87-03/87	EXPENDITURES TO DATE 03/87	FUNDS REMAINING
<b>TECHNICAL ASSISTANCE PERSONNEL</b>						
2 ST Consultants (2 x \$240 x 60 days)	706	\$28,800.00	\$14,382.00	\$0.00	\$14,382.00	\$14,418.00
<b>TRAVEL</b>						
International						
2 RT Wash-Harare @ \$3,000	711	6,000.00	7,973.00	0.00	7,973.00	(1,973.00)
Per Diem (2 x 70 x \$62)	711	8,680.00	5,836.16	0.00	5,836.16	2,843.84
In-country	711	500.00	79.75	0.00	79.75	420.25
Total Travel:		15,180.00	13,888.91	0.00	13,888.91	1,291.09
<b>OTHER DIRECT COSTS</b>						
Travel Preparation	714	200.00	21.16	0.00	21.16	178.84
DEA Insurance @ 2.67	714	0.00	0.00	0.00	0.00	0.00
Subtotal Other Direct Costs:		200.00	21.16	0.00	21.16	178.84
<b>SUBTOTAL:</b>		44,180.00	28,292.07	0.00	28,292.07	15,887.93
<b>INDIRECT COSTS @ 28%</b>	798	11,928.60	7,921.77	0.00	7,921.77	4,006.83
<b>SUBTOTAL DIRECT COSTS PLUS OVERHEAD:</b>		56,108.60	36,213.84	0.00	36,213.84	19,894.76
<b>EQUIPMENT</b>						
2 Microcomputers @ \$3,500	750	7,000.00	9,841.65	0.00	9,841.65	(2,841.65)
2 Printers @ \$1,500	750	3,000.00	1,074.01	0.00	1,074.01	1,925.99
2 Graphics Cards @ \$800	750	1,600.00	679.25	0.00	679.25	920.75
Software Packages	750	4,000.00	1,125.73	0.00	1,125.73	2,874.27
Diskettes	750	750.00	44.24	0.00	44.24	705.76
Printer Ribbons, Reinker	750	500.00	49.00	0.00	49.00	451.00
Transformers, Power Strips	750	500.00	136.12	0.00	136.12	363.88
Air Freight	750	3,000.00	1,919.98	0.00	1,919.98	1,080.02
Publications, AWA Fee	750	2,000.00	1,840.00	0.00	1,840.00	160.00
Total Equipment:		22,350.00	16,709.98	0.00	16,709.98	5,640.02
<b>TOTAL COSTS:</b>		\$78,458.60	\$52,923.82	\$0.00	\$52,923.82	\$25,534.78
April 10, 1987						

**D. DELIVERY ORDER #12 EXPENDITURES**  
Signed 9/25/85

ARCH 1987 QUARTERLY REPORT  
 BUDGET: DELIVERY ORDER #12  
 MBARME/BEST PROJECT  
 SAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES	EXPENDITURES	EXPENDITURES	FUNDS REMAINING
			TO DATE LAST QUARTER	THIS QUARTER 01/87-03/87	TO DATE 03/87	
ANNUAL BASE SALARY:	701	\$15,602.00	\$15,602.04	\$0.00	\$15,602.04	(\$0.04)
INCENTIVE:	710	900.00	900.00	0.00	900.00	0.00
RETIREMENT:	703	1,260.00	1,260.00	0.00	1,260.00	.00
TOTAL SALARY PAYMENTS:		17,762.00	17,762.04	0.00	17,762.04	(0.04)
ADMINISTRATIVE COSTS:	799	355.24	355.24	0.00	355.24	(.00)
TOTAL:		\$18,117.24	\$18,117.28	\$0.00	\$18,117.28	(\$0.04)

April 10, 1987

**D. DELIVERY ORDER #13 EXPENDITURES**  
Signed 9/25/85

MARCH 1987 QUARTERLY REPORT  
BUDGET: DELIVERY ORDER #13  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 01/87-03/87	EXPENDITURES TO DATE 03/87	FUNDS REMAINING
TECHNICAL ASSISTANCE PERSONNEL (1 x \$235 x 16 days)	706	\$3,760.00	\$1,753.40	\$0.00	\$1,753.40	\$2,006.60
TRAVEL						
Air Fare (1 RT Wash-Harare)	711	2,450.00	2,276.38	0.00	2,276.38	173.62
Per Diem (14 days @ \$66)	711	924.00	714.29	0.00	714.29	209.71
Total Travel:		3,374.00	2,990.67	0.00	2,990.67	383.33
COMMUNICATIONS & ODC:	714	600.00	0.00	0.00	0.00	600.00
Subtotal Direct Costs:		7,734.00	4,744.07	0.00	4,744.07	2,989.93
INDIRECT COSTS @ 28%	798	2,086.18	1,328.34	0.00	1,328.34	759.84
TOTAL:		\$9,822.18	\$6,072.41	\$0.00	\$6,072.41	\$3,749.77

April 10, 1987

24

D. DELIVERY ORDER #14 EXPENDITURES  
Signed 11/1/85

MARCH 1987 QUARTERLY REPORT  
BUDGET: DELIVERY ORDER #14  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 01/87-03/87	EXPENDITURES TO DATE 03/87	FUNDS REMAINING
US ANNUAL BASE SALARY	701	\$1,069,731.00	\$230,719.55	\$86,929.19	\$317,648.74	\$752,082.26
5% INCENTIVE	710	66,625.00	12,527.35	4,460.45	16,987.80	49,637.20
7% RETIREMENT	703	93,275.00	15,214.08	5,469.85	20,683.93	72,591.07
TOTAL: SALARY PAYMENTS		1,229,631.00	258,460.98	96,859.49	355,320.47	874,310.53
TRAVEL AND PER DIEM	712	186,420.00	39,785.31	10,556.11	50,341.42	136,078.58
SETTLING-IN ALLOWANCE	726	109,200.00	63,800.00	8,400.00	72,200.00	37,000.00
AIR FREIGHT	722	79,950.00	18,638.06	781.00	19,419.06	60,530.94
BOOK/MATERIALS SHIPPING	722	0.00	3,507.82	0.00	3,507.82	(3,507.82)
STORAGE	713	79,950.00	12,060.11	21.78	12,081.89	67,868.11
D.B.A. INSURANCE	717	0.00	0.00	0.00	0.00	0.00
PREDEPARTURE EXPENSES	727	5,200.00	2,010.00	0.00	2,010.00	3,190.00
EDUCATIONAL EXPENSES	707	13,000.00	93.57	2,210.16	2,303.73	10,696.27
OTHER COSTS - LONG TERM	716	0.00	3.49	0.00	3.49	(3.49)
RECRUITMENT						
Interviewee Travel (Airfare, per diem, and misc. costs; 60 people @ \$700)	728	42,000.00	19,848.41	0.00	19,848.41	22,151.59
BOZ Team Travel Costs:						
Airfare (3 x \$1800)	728	5,400.00	3,426.06	0.00	3,426.06	1,973.94
Per Diem	728	2,347.50	2,703.21	0.00	2,703.21	(355.71)
Housing/Interviewing Space	728	4,550.00	0.00	0.00	0.00	4,550.00
U.S. Vocational Experts:						
Airfare	728	800.00	1,023.00	0.00	1,023.00	(223.00)
Per Diem (13 x \$75)	728	975.00	968.97	0.00	968.97	6.03
Consultancy Fee (13 X 250)	728	3,250.00	2,194.00	0.00	2,194.00	1,056.00
Newspaper, Professional Journal Ads	728	18,000.00	13,132.04	0.00	13,132.04	4,867.96
AVA Recruitment Team Costs:						
Booth Rental	728	1,100.00	1,096.25	0.00	1,096.25	3.75
Airfare (3 x \$1800)	728	5,400.00	0.00	0.00	0.00	5,400.00
Per Diem	728	1,785.00	0.00	0.00	0.00	1,785.00
AVA Registration (3 x \$60)	728	180.00	0.00	0.00	0.00	180.00
Hatch/Reynolds Airfare/per diem	728	1,700.00	748.26	0.00	748.26	951.74
Incidental Recruitment Costs	728	1,250.00	3,529.03	129.26	3,658.29	(2,408.29)
SUBTOTAL RECRUITMENT COSTS:		88,737.50	48,669.23	129.26	48,798.49	39,939.01
SUBTOTAL		1,792,088.50	447,028.57	118,957.80	565,986.37	1,226,102.13
2% ADMINISTRATIVE COSTS	799	34,067.02	8,940.58	2,379.15	11,319.73	22,747.29
TOTAL		\$1,826,155.52	\$455,969.15	\$121,336.95	\$577,306.10	\$1,248,849.42
April 10, 1987						

**D. DELIVERY ORDER #15 EXPENDITURES**  
Signed 10/17/85

MARCH 1987 QUARTERLY REPORT  
 BUDGET: DELIVERY ORDER #15  
 ZIMBABWE/BEST PROJECT  
 SAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES	EXPENDITURES	EXPENDITURES	FUNDS REMAINING
			TO DATE LAST QUARTER	THIS PERIOD 01/87-03/87	TO DATE 03/87	
ANNUAL BASE SALARY	701	\$297,560.00	\$56,218.10	\$18,549.16	\$74,767.26	\$222,792.74
% INCENTIVE	710	18,452.00	3,719.34	1,223.25	4,942.59	13,509.41
% RETIREMENT	703	25,828.00	5,206.89	1,712.49	6,919.38	18,908.62
<b>TOTAL: SALARY PAYMENTS</b>		<b>341,840.00</b>	<b>65,144.33</b>	<b>21,484.90</b>	<b>86,629.23</b>	<b>255,210.77</b>
TRAVEL	712	53,760.00	10,595.12	0.00	10,595.12	43,164.88
TRAVEL PER DIEM	712	3,600.00	1,097.90	0.00	1,097.90	2,502.10
<b>SUBTOTAL: TRAVEL AND PER DIEM</b>		<b>57,360.00</b>	<b>11,693.02</b>	<b>0.00</b>	<b>11,693.02</b>	<b>45,666.98</b>
REDEPARTURE EXPENSES	727	1,600.00	20.00	0.00	20.00	1,580.00
SETTLING-IN ALLOWANCE	726	33,600.00	21,800.00	0.00	21,800.00	11,800.00
AIR FREIGHT	722	24,600.00	9,841.20	0.00	9,841.20	14,758.80
EDUCATIONAL EXPENSES	707	4,000.00	0.00	0.00	0.00	4,000.00
STORAGE	713	24,600.00	4,443.03	314.44	4,757.47	19,842.53
U.S.A. INSURANCE		0.00	0.00	0.00	0.00	0.00
<b>SUBTOTAL</b>		<b>487,600.00</b>	<b>112,941.58</b>	<b>21,799.34</b>	<b>134,740.92</b>	<b>352,859.08</b>
ADMINISTRATIVE COSTS	799	9,752.00	2,258.83	435.98	2,694.81	7,057.19
<b>TOTAL</b>		<b>\$497,352.00</b>	<b>\$115,200.41</b>	<b>\$22,235.32</b>	<b>\$137,435.73</b>	<b>\$359,916.27</b>
April 10, 1987						

**D. DELIVERY ORDER #16 EXPENDITURES**  
Signed 7/1/86

MARCH 1987 QUARTERLY REPORT  
 BUDGET: DELIVERY ORDER #16  
 ZIMBABWE/BEST PROJECT  
 USAID CONTRACT NO. 613-K-606-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS PERIOD 01/87-03/87	EXPENDITURES TO DATE 03/87	FUNDS REMAINING
ANSWER SHEETS	750	\$27,300.00	\$25,150.00	\$0.00	\$25,150.00	\$2,150.00
MAILING LABELS	750	2,000.00	500.25	0.00	500.25	1,499.75
SHIPPING AND INSURANCE	750	24,200.00	22,049.38	0.00	22,049.38	2,150.62
GRAND TOTAL		----- \$53,500.00 -----	----- \$47,699.63 -----	----- \$0.00 -----	----- \$47,699.63 -----	----- \$5,800.37 -----

April 10, 1987

**D. DELIVERY ORDER #17 EXPENDITURES**  
Signed 8/20/86

Q1 1987 QUARTERLY REPORT  
 SUBJECT: DELIVERY ORDER #17  
 ZIMBABWE/BEST PROJECT  
 BID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS PERIOD 01/87-03/87	EXPENDITURES TO DATE 03/87	FUNDS REMAINING
<b>SALARIES AND WAGES</b>						
Contractor Moses 20 days @ \$239	702	4,780.00	1,700.16	592.33	2,292.49	2,487.51
Admin/Secy support 40 days @ \$85	702	3,400.00	62.21	0.00	62.21	3,337.79
Employee Benefits @ 26%	704	2,127.00	458.22	154.01	612.22	1,514.78
Contractor Fee 45 days @ \$200	706	9,000.00	4,500.00	900.00	5,400.00	3,600.00
<b>TOTAL: SALARIES</b>		<b>19,307.00</b>	<b>6,720.59</b>	<b>1,646.34</b>	<b>8,366.92</b>	<b>10,940.08</b>
<b>TRAVEL AND PER DIEM</b>						
Travel Wash/Harare	711	2,800.00	0.00	0.00	0.00	2,800.00
Per Diem 40 days @ \$62	711	2,480.00	0.00	0.00	0.00	2,480.00
Local Travel	711	200.00	0.00	0.00	0.00	200.00
<b>TOTAL: TRAVEL</b>		<b>5,480.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>5,480.00</b>
<b>OTHER DIRECT COSTS</b>						
Communications	714	1,000.00	515.54	147.42	662.96	337.04
Supplies/Reproduction	714	900.00	16.54	0.00	16.54	883.46
Liability Insurance 2.67% of \$9,000	717	240.00	0.00	0.00	0.00	240.00
<b>TOTAL: DIRECT COSTS</b>		<b>2,140.00</b>	<b>532.08</b>	<b>147.42</b>	<b>679.50</b>	<b>1,460.50</b>
<b>INDIRECT COSTS SUBJECT TO OVERHEAD</b>						
Indirect Costs @ 28%	798	26,927.00	7,252.67	1,793.76	9,046.42	17,880.58
<b>TOTAL</b>		<b>7,539.56</b>	<b>2,030.75</b>	<b>502.25</b>	<b>2,533.00</b>	<b>5,006.56</b>
<b>EQUIPMENT</b>						
Equipment	750	210,000.00	0.00	0.00	0.00	210,000.00
Software	750	2,500.00	0.00	0.00	0.00	2,500.00
Hardware	750	35,000.00	0.00	0.00	0.00	35,000.00
Repairs	750	20,000.00	0.00	0.00	0.00	20,000.00
Shipping	750	40,000.00	0.00	0.00	0.00	40,000.00
Maintenance	750	8,000.00	0.00	0.00	0.00	8,000.00
<b>TOTAL WITHOUT OVERHEAD</b>		<b>315,500.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>315,500.00</b>
<b>GRAND TOTAL</b>		<b>349,966.56</b>	<b>9,283.41</b>	<b>2,296.01</b>	<b>11,579.42</b>	<b>338,387.14</b>

11 10, 1987

16

**D. DELIVERY ORDER #18 EXPENDITURES**  
Signed 11/24/86

MARCH 1987 QUARTERLY REPORT  
BUDGET: DELIVERY ORDER #18  
ZIMBABWE/BEST PROJECT  
USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS PERIOD 01/87-03/87	EXPENDITURES TO DATE 03/87	FUNDS REMAINING
<b>SHORT-TERM COSTS:</b>						
SALARIES AND WAGES						
CONSULTANTS' FEES	706	\$19,000.00	\$0.00	\$5,258.74	\$5,258.74	\$13,741.26
INDIRECT COST	798	5,320.00	0.00	1,472.45	1,472.45	3,847.55
<b>LONG-TERM COSTS:</b>						
US ANNUAL BASE SALARY	701	359,400.00	0.00	1,755.89	1,755.89	357,644.11
5% INCENTIVE	710	25,625.00	0.00	99.27	99.27	25,525.73
7% RETIREMENT	713	35,875.00	0.00	130.24	130.24	35,744.76
TOTAL: SALARY PAYMENTS		420,900.00	0.00	1,985.40	1,985.40	418,914.60
TRAVEL AND PER DIEM	712	73,500.00	0.00	215.00	215.00	73,285.00
SETTLING-IN ALLOWANCE	726	42,000.00	0.00	5,000.00	5,000.00	37,000.00
PRE-DEPARTURE EXPENSES	727	2,000.00	0.00	70.00	70.00	1,930.00
AIR FREIGHT	722	31,500.00	0.00	55.03	55.03	31,444.97
STORAGE	713	31,500.00	0.00	51.24	51.24	31,448.76
D.B.A. INSURANCE	717	0.00	0.00	0.00	0.00	0.00
EDUCATIONAL EXPENSES	707	5,000.00	0.00	0.00	0.00	5,000.00
RECRUITMENT	728	12,000.00	0.00	32.00	32.00	11,968.00
OTHER DIRECT COSTS	716	0.00	41.32	0.00	41.32	(41.32)
SUBTOTAL: LONG-TERM COSTS		618,400.00	41.32	7,408.67	7,449.99	610,950.01
ZZ ADMINISTRATIVE COSTS	799	12,368.00	0.83	148.17	149.00	12,219.00
EQUIPMENT						
BOOKS AND REPORTS	750	17,000.00	0.00	270.20	270.20	16,729.80
TOTAL: SHORT & LONG-TERM COSTS		\$672,088.00	\$42.15	\$14,558.23	\$14,600.38	\$657,487.62

April 10, 1987

**APPENDIX A**  
**TRAVEL OF CORE CONTRACT PERSONNEL**

APPENDIX A  
TRAVEL OF CORE CONTRACT PERSONNEL

October 1, 1986 - March 31, 1987

<u>DATE</u>	<u>TRAVELER</u>	<u>DESTINATION</u>	<u>PURPOSE</u>
October 9-10	J. Hatch	Normal, IL	To attend the Annual Conference of the National Association of Industrial Technology.
November 11 - December 5	J. Hatch	Harare	To cover field office.
February 28 - March 3	J. Hatch	Chicago, IL	To attend the Annual Meeting of the American Association of Higher Education.
March 3 - 4	R. Klauss	Bulawayo	Visit OPEXers, review completion of service steps for AED contractors, review completion of service steps for AED contractors, renovation and preparation work for D.O. 17 computer equipment.
March 20 - 21	J. Hatch	Houston, TX	To interview candidates recommended by the Faculty of Education at UZ for positions in Adult and the Foundations of Education.

**APPENDIX B**  
**HOME OFFICE MONTHLY REPORTS**

# Academy for Educational Development

**AED**  
International Division

*Twenty-five Years of Service: 1961-1986*

## ZIMBABWE BASIC EDUCATION AND SKILLS TRAINING PROJECT

Monthly Progress Report No. 27

October 1, 1986 - October 31, 1986

AID Contract No. 613-K-606-C-00-4010

### Delivery Order #3

The payroll adjustment process for OPEXers continued this month. All of those in this Delivery Order have had their adjustments refigured and submitted to the AED Accounting Office.

### Delivery Order #4

Final touches were being put on the manuals that accompany the software developed for the processing of the Grade 7 and ZJC Examinations by Eric Eno. It is expected that the three volumes of 700 pages will be shipped to Zimbabwe at the first of next month. A tape was sent off at the end of the month.

### Delivery Order #8

The Handbook for University of Zimbabwe OPEXers was completed and bound this month. The first copy was sent to Dr. Brotman who will be headed for the University at the first of the 1987.

### Delivery Order #17

Major efforts and time were spent this month on this Delivery Order. Bids closed on the tender document on the 16th with five from Zimbabwean firms and three from the USA plus one late from Zimbabwe. The evaluation of the eight bids started immediately in both countries leading to initial ratings on merit and completed technical checks by the end of the month. Much sharing was done by phone calls and occasionally by computer, with evaluation packets being exchanged by DHL at the end of the month. Bruce Geisert was hired to support Kurt Moses on this effort.

### Administration

Final activities highlighted Home Office work this month. Our analysis of committed and expended funds on all Delivery orders was completed at the end of the month. The budget for the pending Delivery Order #18 for staff and equipment for the School of Education at the University of Zimbabwe was reviewed twice in preparation for expected approval of the Delivery Order. Quarterly Report information was completed and posted and work began on the new quarter's Report. And finally, work continued with adjusting OPEXer salaries.

Preparations were made for John Hatch's trip to Zimbabwe to cover the office while Rudi Klauss was away and for Hatch's participation in the Annual Convention of the American Vocational Association. The trip to Zimbabwe was postponed a week on the 31st and thus the AVA Convention in Dallas will be missed this year. Presentations on Vocational Education planning in Zimbabwe were given at the annual meetings of the National Association of Industrial Technology and the International Association of Educational Planners.

### Future

Completion of the OPEXer salary adjustment exercise and the Quarterly Report for July - September will have high priorities in the month ahead. Annual budget projections will need to be completed in November as will annual staff evaluation reports. The Semi-Annual Report for the period April - September 1986 will also have to be completed in the near future.

When Delivery Order #15 for staff for the University of Zimbabwe's School of Education is signed, recruitment will begin with the expectation that people will be in the field by March, 1987. Some preparatory work, including the purchase of equipment and books, will have to be completed before these new OPEXers arrive in the field. A contract will have to be negotiated for the purchase of equipment for Delivery Order #17 once evaluation is completed on the tender bids. Those computers and software should arrive in Zimbabwe by mid-January, 1987. As November and December have fewer working days than most months, there will be plenty of work to keep the office busy.

# Academy for Educational Development

**AED**  
International Division

*Twenty-five Years of Service: 1961-1986*

## **ZIMBABWE BASIC EDUCATION AND SKILLS TRAINING PROJECT**

**Monthly Progress Report No. 28**

**November 1, 1986 - November 30, 1986**

**AID Contract No. 613-K-606-C-00-4010**

This report covers two months as John Hatch was in the field during the later part of November and the first week of December. His time in Zimbabwe is covered in a separate trip report. Two publication activities ran through this period: the drafting of two reports on aspects of the Project and revision of the OPEXer Handbook. The latter was almost completed by the end of this period. One report will focus on the use of computers in development management and the other on the programs for management training developed by OPEXer Lee Scott.

### Delivery Order #4

Work was completed on this D.O. during this period with the shipment of the manuals for the software developed for the processing of the Grade 7 and ZJC Examinations by Eric Eno. Mr. Eno's final report is expected in January.

### Delivery Order #8

Final arrangements were made for the departure of Dr. Brotman to a position with the School of Business at the University. Her tickets kept getting missent or lost and the time for her orientation changed, but she finally came to Washington, D.C. for orientation on December 11 and 12. She will depart after the holidays on January 5.

### Delivery Order #17

Negotiations began with the first ranked bidder for the procurement of computers for the Technical College, Bulawayo, and continued through the period. Consensus was reached prior to the holidays and awaits official confirmation/approval in January from USAID/Harare for the signing of the agreement. Bruce Geisert continued to provide support to the Zimbabwe based selection committee until the rank ordering had been completed and negotiations begun with the first ranked company.

### Delivery Order #18

This D.O. provides five faculty to the School of Education at the University of Zimbabwe in support of a staff development program for the Ministries of Education and of Labour, Manpower Planning and Social Welfare. In preparation for the signing, which took place November 24, ads were prepared and submitted to The Chronicle of Higher Education. Responses were reviewed and culled and sent to the field at the end of December. Another group will be sent in the first week of January.

Dr. Victor Levine, who helped the School of Education draft the D.O., was hired for a month's worth of work in support of setting up the evaluation and research resources center that will be part of this project. Dr. Levine was notified by the University at the end of December that he is being appointed to one of the five faculty positions and that he will probably have responsibilities for the resource center.

### Delivery Order #19

This D.O., which provides the funds for materials for the resource center for D.O. #18, was signed on December 18, 1986. The primary materials will be periodicals and six computers with supporting software. When the exact configuration and computer needs have been determined by Dr. Levine in consultation with Kurt Moses, the Academy's Management Information Specialist, a tender will be let.

### Administration

The end of the year always brings a flurry of budget projections and staff evaluation activities that have to be completed around two major vacation periods and periodic Project activities. The process of updating OPEXer salaries was completed and is current. The Semi-Annual Report is completed and only needs proofing before printing and binding, and reports, projections and evaluations needed by the Academy were completed on time. Two OPEXer (Chiba and Sheehan) dependents were ticketed and sent off to visit their families in Zimbabwe.

Both John Hatch and Eileen Scudder attended a week of half-day classes introducing them to Lotus 1-2-3. Both hope to be able to use their new knowledge to provide support to the Project and the Business and Logistics Coordinator, Edrena Harrison. John Hatch began working with a small Academy group to improve OPEXer orientations through the development of a schema based on the experiences of Academy projects.

### Future

The immediate goal will be to tie up loose ends from 1986. Foremost will be to document the receipt of all materials purchased and shipped to the Field. In conjunction with this is the need to write final reports on all Delivery Orders which have been completed to date.

Recruitment and interviewing candidates for positions at the University under Delivery Order #8 and #18 will fill the first few months of the new year. Preparations for a presentation on teacher training for vocational education in Zimbabwe, to be given at the American Association of Higher Education, will have to be made.

2/2

# Academy for Educational Development

**AED**  
International Division

*Twenty-five Years of Service: 1961-1986*

## ZIMBABWE BASIC EDUCATION AND SKILLS TRAINING PROJECT

Monthly Progress Report No. 29

January 1, 1987 - January 31, 1987

AID Contract No. 613-K-606-C-00-4010

This has been a busy month with the usual office support work plus three holidays, and three days crippled by snow storms which made transportation very chancy. In addition, the Academy shifted a large number of offices around as a large space became available on the same floor of the building for expansion. The Project's offices were moved from one side of the building to another, placing them nearer Project Officer Stephen F. Moseley, the Director of Vocational Education, Bill Reynolds and Kurt Moses, the Project's Automation Specialist.

### Delivery Order #8

Dr. Billie Ann Brotman departed for Zimbabwe just after the first of the month to take up a one year appointment as a Lecturer in Business Studies at the University of Zimbabwe. Her orientation had taken place in December, before the holidays.

### Delivery Order #9

Conversations with OPEXers Jack Wilson and George Cavaliere, both in the U.S.A. over the holidays revolved around books, shipping needs, and a slide presentation on the Project in Zimbabwe. Dr. Cavaliere has arranged for books to be donated to the technical colleges from his old institution in New York.

### Delivery Order #14

Dr. Henry Williams and his wife Beverly both received appointment letters to positions as Lecturers in Computer Science from the Ministry of Labour, Manpower Planning and Social Welfare. They will be assigned to the Technical College, Bulawayo, though only Dr. Williams will be an OPEXer. There was much interaction with the Williamses as they prepared for expected departures in early February.

### Delivery Order #17

Final negotiations were completed during the month with the first choice of the Tender Selection Committee for the computer workstations at the Technical College, Bulawayo. The process included getting agreements on equipment and approval from various U.S.A.I.D. offices. The contract is expected to be signed in early February.

### Delivery Order #18

Dr. Victor Levine completed his short term assignment of contacting publishers of educational books and professional magazines for catalogues and donations for the resource center that will be established at the School of Education at the University of Zimbabwe. He also investigated possible alignments of computers for the resource center and helped to develop a draft tender document for them.

At the end of December Dr. Levine received an offer of appointment to the School of Education as a Lecturer in Educational Administration. Part of this month was spent in preparation for his departure to take up this position in February.

A group of resumes were sent to the School of Education for consideration for the four positions remaining to be filled under this Delivery Order. It is expected that the University will notify the Academy in early February of those they wish to have interviewed.

### Administration

Even with interruptions this month bills were paid, budgets were updated, OPEXer checks sent out. Supplies for the Field Office, on hand for three months, were finally cleared for shipping to Zimbabwe and shipped out. Meetings were held with representatives of the World University Services of Canada, an international computer based communications system called Econet, and with Dr. John Bing, specialist in preparing people to work in cultures other than their own.

### Future

Immediate future plans involve orienting OPEXers Levine and Williams and holding interviews for Anesthesiologist candidate Clark and the candidates to be nominated by the School of Education at the University of Zimbabwe. On the fiscal side, all OPEXer financial records will be checked for completeness and accuracy and Delivery Order budgets will be both brought up to date and projected out on current commitments. In addition, the core budget will be reviewed and costed out with an eye to seeing what additional costs may be needed if the contract was extended until the end of 1989.

Completion of the contract negotiations for and preparation for shipping of computers to Bulawayo will take place in the near future. A Tender Document is being readied for the computer needs of the School of Education as outlined in Delivery Order #19 and it should be released in early February. It is expected that those computers should be enroute by the end of April.

# Academy for Educational Development



*Twenty-five Years of Service: 1961-1986*

## **ZIMBABWE BASIC EDUCATION AND SKILLS TRAINING PROJECT**

**Monthly Progress Report No. 30**

**February 1, 1987 - February 28, 1987**

**AID Contract No. 613-K-606-C-00-4010**

### **Delivery Order #3**

Based on current expenditures, this Delivery Order was costed out to determine what funds are likely to remain when all OPEXers have completed their contracts. This allowed for projections of costs for extending those who's contracts end in May. The various costs were forwarded to the field to pass to the Ministry of Labour, Manpower Planning and Social Welfare to use for making their determination on extensions.

### **Delivery Order #8**

Dr. Norman Clark, candidate for a position in Anesthetics at the University of Zimbabwe was interviewed by Dr. Angela Hatendi of the Georgetown University Hospital and Dr. John Hatch on February 14. Dr. DuBois was called to surgery and was unable to participate. The report of the interview was sent to the Field Office at the end of the month.

### **Delivery Order #14**

Dr. Henry Williams and family went through orientation February 6 and arrived in Harare February 14. Dr. Williams will be teaching computer science and mathematics at the Technical College, Bulawayo; his wife will also be teaching computer science there on a local contract.

### **Delivery Order #17**

Negotiations continued during the month with Computer Lines, the first choice firm for providing computers to the Technical College, Bulawayo. The contract was signed the 19th and by the end of the month the firm was poised to ship the equipment as soon as the space was ready to receive it.

### Delivery Order #18

Dr. Victor Levine, who had been working on a short term consultancy ordering supplies for the research center being developed under this D.O., went through formal orientation on February 2nd in preparation for his departure to Harare on February 12th. Dr. Levine will be serving as an instructor of Educational Administration in the School of Education at the University of Zimbabwe.

Supplies and publications requested by Dr. Levine for the resource center have been ordered and some have begun to arrive. They are being prepared for shipment at the first of next month.

### Delivery Order #19

A draft RFQ for computers for the resource center at the School of Education was developed and presented to IRM of A.I.D. for their approval. The background work on the computers and their configuration was done in part by Dr. Levine during his consultancy; Kurt Moses, the Academy's automation specialist, drafted the RFQ.

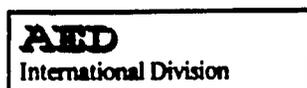
### Administration

The Quarterly Report was completed and sent out. A draft of projected Core budget costs and costs for extension of the contract until the end of 1989 was also made and sent to the field. Two year OPEX extension and two year contracts for D.O. #18 personnel are dependent on the contract being extended beyond March, 1989. Work was begun on ordering replacement parts for equipment under D.O. #11 and for costing equipment needed for the Bachelor of Technology program.

### Future

Immediate future activities will include preparation of computer model to cost out D.O. #8, #9, #14, #15 so that questions about extension costs can be answered quickly, and preparation for interviews for D.O. #18 candidates and letters to unsuccessful candidates. Preparations will also be made for the Sixth Semi-Annual Report which will be due after the end of March. The month of March will also be filled with the overseeing of the shipment of computers for D.O. #17, the bidding for computers for D.O. #19, and the purchasing and shipping of equipment for the Bachelor of Technology program. In the near future it is expected that reports for those Delivery Orders on which no action has been taken and which need to be closed out will be written.

# Academy for Educational Development



*Twenty-five Years of Service: 1961-1986*

## **ZIMBABWE BASIC EDUCATION AND SKILLS TRAINING PROJECT**

**Monthly Progress Report No. 31**

**March 1, 1987 - March 31, 1987**

**AID Contract No. 613-K-606-C-00-4010**

March is the third Anniversary of the Project and was somewhat representative of the Project this year. With most OPEXers in the field there was not much interaction with them, though recruiting for new OPEXers and little support activities continued, including adjustments to salaries and normal bookkeeping. On a different note, the Project was presented on a discussion panel at the Annual Meeting of the American Association for Higher Education. The panel's topic was "Strengthen Teaching in Developing Countries" and the special focus in Zimbabwe was on vocational education, with some mention of computerization in the Ministry of Education.

### Delivery Order #3

Marilyn Duncan, wife of OPEXer Ross Duncan, visited the office March 23rd. She shared information on various other OPEXers and on work underway in Bulawayo in preparation for the shipment of computers.

### Delivery Order #14

At the end of this month, Dr. Marlin Sheridan left the Project after a year. His pending departure hastened work on a manual for OPEXers completing their service.

### Delivery Order #17

The shipment of computers for the Technical College Bulawayo was sent on March 27 and is expected to arrive around April 6. The shipment was delayed as long as feasible to allow for the constructing of classroom spaces for the machines and because of a challenge to the awarding of the contract to Computerlines. The challenge was dismissed before the expected shipping date.

### **Delivery Order #18**

Materials ordered and accumulated by Dr. Levine during his consultancy continued to be boxed and sent to the University of Zimbabwe for the Human Resources Research Centre, but the major activity was the interviewing of candidates for the Faculty of Education. Thirteen candidates were proposed for interviews for two positions. Eight were eventually interviewed as some withdrew. A committee of Dr. Gail Jaji (UZ), Dr. Dan Householder (Texas A&M) and Dr. Edna McBreen (Woodbridge, Va.) queried the candidates while John Hatch acted as Recorder. Two candidates for each position were found to be appointable.

### **Delivery Order #19**

The draft RFQ for the Human Resource Research Center at the University was returned by IRM of AID and vetted at the University and USAID/Harare. Questions and subsequent refinements made to the document and it was resubmitted to AID's Contracts Office for written approval. It will be released as soon as all parties are satisfied with the document.

Bids were requested for two personal computers to serve as administrative workstations. These have been processed, an export license requested, and it is expected that they will accompany Mr. Moses to Zimbabwe in mid-April. Bids have also been requested for a copier. As copies differ as to capabilities and because of the need to be sure that the machine ordered can be repaired in Zimbabwe, final decision on the copier is taking longer than anticipated as user needs and serviceability are checked out. Once decided on, USAID/Harare's permission will be needed before purchase can be made. It is hoped that the procurement can be completed by the end of the next month.

### **Administration**

The model developed for D.O. #3 last month has been computerized and is being applied to other OPEXer Delivery Orders so that questions about extension needs for funds will be known quickly. In conjunction with this effort, we have been supporting the Field Office development of a handbook for completion on service with information on insurance, shipping and other matters of concern from this side. Replacement parts for equipment purchased under D.O. #11 has been prepared and submitted for funding.

### **Future**

Required quarterly reports to USAID and the Academy, and a Semi-Annual Report for the six month period ending this month will be prepared. Equipment and materials will continue to be supplied to the University of Zimbabwe in support of D.O.s #18 and #19. Contract negotiations and preparation of materials in support of OPEXers selected for the University under D.O. #18 should be completed in the next month.

# Academy for Educational Development

AED

Trip Report  
John D. Hatch III

The Annual Conference of the National Association of  
Industrial Technology ( Oct 8-10, 1986 )  
Normal, Illinois

I missed day one but attended two last days. I have two page abstracts of all conference presentations except for panel discussions. The title of the conference was Technology: A Global Influence.

## From Panel of Industry People

"Outsourcing" = contracting for

Caterpillar does not use currency speculation for deciding where to send what and when on international markets, but rather an annual "equilibrium rate" of exchange.

Metric has two levels in industry: dimensions and fasteners; caterpillar now fully metric.

Computer masterfile = trashcans for accountants

The US has become a manager and R & D center for technology but other countries are manufacturing and conceptualizing centers.

Productivity is a graph of Value vs Cost. (Value = timeliness, quality, quantity) cost is the greater fluctuator as has more factors.

Industrial Technologist = Manufacturing Engineer

Technological Education is technical education with addition of a focus on the impact of the technology on the system.

## From Presentation on : Basic Supervisory Training - Implications for Technologists

"The Vestibule Year" = the first few years on the job

Suggested pairing video packaged materials with field experience for training

Basic skills are: Planning, Organizing, Staffing, Directing, Organizing; with employees they are: Knowledge, Recognition, Acceptance, Change, Discipline, Correction, Listening, Showing, Performance Appraisal, Motivation

## From Presentation on : United States Technology Transfer

Transfer on continuum of Reluctant Receiver to Reluctant Supplier; from haves to have nots, new uses to different applications

Incentives include commerce, new markets, cooperative research strategies, international development efforts

Diffusion rate is questionable measure of technology's usefulness, usually seen in demand lag or imitation development

Formal modes of transfer: Direct investment, licensing, export, turnkey plants; reverse engineering from exported item

Informal modes: Publications, Student exchanges, Professional Meetings and Trade Shows, Cooperative Scientific Ventures

Is "made in America going out"? Jobs are leaving. Suggested no tax break on overseas facilities for US manufacturers or required payment of salary differences (US or other) into an earnings parity fund for US workers. (!)

There was some discussion about Maslow's hierarchies and marketing, and their effects on technology transfer.

#### From Dinner Presentation:

"Room Temperature IQs."

Steps of consciousness raising: Credentialing; Rage (we/they); New Identity, Acting out new consciousness; and eventually, consciousness renewal (including Sacred Stories). The cycle is applicable to organizations, especially process newcomer goes through.

I made a presentation on Technological Education and National Development in Zimbabwe on the last day.

**Trip Report - John Hatch  
Harare, Zimbabwe**

**November 11 - December 5, 1986**

**Purpose:** The trip was necessitated by USAID/Lilongwe hiring Rudi Klauss, Field Office Coordinator, for a month's work in Malawi. As a condition of his going I had to cover the office for most of his absence. The trip also would provide an opportunity to meet with new USAID/Harare staff and OPEXers who arrived in Zimbabwe since my last visit there in April.

**Week 1**

The start of the trip was postponed a couple of times because of some uncertainty about the funding of Dr. Klauss' trip but began on November 9 and allowed for three days of overlap with Dr. Klauss in Harare. Together we met with Sam Mumbengegwe, Deputy Secretary, Ministry of Education (MOE), to discuss with him and his staff the development of the work on Delivery Order (D.O.) #10 - the computerization of the MOE regional offices for data management purposes. We also met with Mr. Rob Blair, the Registrar of the University of Zimbabwe, to bring him on the new project (D.O. #18) which will provide the School of Education with interim staff and a small computerized research/evaluation resource center.

We also met with USAID/Harare staff Marge Lewis, Marty Schulman and Golden Chekenyere. Dr. Schulman had taken over the responsibilities for the B.E.S.T. Project from Dr. Shortlidge and I had not met him. Delivery Orders #10, #18, and #17 (Computers for the Technical College at Bulawayo) were the main topics of discussion. Before Dr. Klauss left we met with seven OPEXers from D.O. #3 who will have spent two years in Zimbabwe by the end of 1987 to discuss options, possibilities, and processes for extending or renewing their contracts. Dr. Klauss had previously talked with Mr. Rob Muringi, Deputy Secretary, Ministry of Labour, Manpower Planning and Social Welfare (M/LMPSW) about the OPEXers interests and so had most of the answers for their questions.

**Week 2**

This week was mostly spent in the office with various projects and in informal chats with various OPEXers. Segments of the Semi-Annual Report were completed. Discussions were held with Dr. Earl Picard, Field Office Director for the ZIMMAN Project, on processes for handling USAID sponsored participants. There will be a few under D.O. #10 for which A.E.D. will be responsible for programming and supporting over the next two years.

Meetings out of the office were held with Mr. Isaac Menache, who is coordinating the D.O. #10 activities for MOE, and with Dr. Manyuchi who was covering Mr. Muringi's responsibilities while Mr. Muringi was on vacation. Topics covered with Dr. Manyuchi included programmatic concerns involving the effectiveness of individual OPEXers, preparations for the D.O. #17 computers at Technical College, Bulawayo, the Bachelor of Technology program and future Ministry programmatic needs. A meeting was also held with Mr. Blair to discuss new OPEXer needs and to further refine understandings about the OPEXers who would be arriving on D.O. #18. Mr. Blair also signed off on D.O. #18 at that time.

95

At the end of the week Dr. Allan Kulakow, Director of African Programs for A.E.D., was in town for an overnight stay between visits to Botswana and Swaziland and a stop in Malawi before returning to The States. I had dinner and breakfast the next morning with him and gave him a brief tour of Harare.

### Week 3

This was the busiest week because many OPEXers were finishing their teaching for the year and were in the office making plans for vacations, the U.S. Thanksgiving holiday and attendant festivities, and a two-day trip to Bulawayo, KweKwe, Gweru and Chinhoyi. Much of a morning was spent at Harare Polytechnic Institute meeting with Mr. Madiwa, the Principal, OPEXers and taking pictures for orientation purposes. Unfortunately, in spite of our best efforts, Mr. Madiwa and I were unable to have a more extensive meeting later. I was also unable to meet with Mr. Willie Ofose, coordinator of the Bachelor of Technology program, who had returned home because of the unexpected death of his mother.

A late Tuesday night dinner at the Duncan household allowed me to meet with them and the Gifford family in Bulawayo. (I had spent some time with Bob Illinick in Harare the previous week.) The following day I joined Dr. Schulman and Dr. Chekenyere on a visit to the Technical College and to see computer installations at the MOE regional office. A lunch with the OPEXers allowed the USAID/Harare staff to meet them. The evening was spent in Gweru where the next morning we visited the Gweru Technical College before proceeding to KweKwe Technical College and visits to two tribal Trust schools enroute to Chinhoyi for a tour of the construction of the Public Service Commission's new training center.

Thanksgiving celebrations included the dinner of the American Wives Club at which the new U.S. Ambassador made his first "public" appearance and a dinner dance on Saturday sponsored by the Zimbabwean - American Society. Luncheon was as a guest of Dr. Mutumbuka, Minister of Education. Following an early meeting with Dr. Manyuchi, Friday was spent going to KweKwe for a long visit with OPEXer James Cech. The weekend included a brief round trip to Mt. Darwin and back by Centenary to see an area of the country I had not previously visited.

### Week 4

Meetings and farewells with OPEXers culminated in a luncheon for 20 on Friday, my last day. It was the first time that some had met and provided an opportunity for exchange of ideas and plans. Bob Illinik represented Bulawayo. A special visit was made to the School of Engineering at the University to see the dean, Dr. Appiah, and to visit the OPEXers there. An interview was held with Dr. Chinyanga, Chairman of the University's Department of Anesthesiology, to determine the needs of the department vis-a-vis OPEXer recruitment.

A formal meeting of introduction was had with Allison Herrick, the new USAID/Harare Director. Final meetings with Dr. Schulman included a review of activities as well as a follow up on various OPEXer raised issues. A postponed meeting with John Richards, who will be coordinating Canada's OPEX program in Zimbabwe, allowed for exchange of information and for better understanding of what the two programs were doing.

## **Summary**

Inspite of the need for the Field Office to be covered in Dr. Klauss's absence, the trip was extremely useful for a couple of reasons. First, it provided for a good introduction and working relationship with the new USAID/Harare staff. Second, it allowed me the chance to participate in the on-going activities, problems, frustrations and joys of the Field Office without having any special agenda of things I needed to accomplish, which is unlike my usual annual visit. And finally, it gave me an update on the OPEXers and their needs and concerns, especially as they near the time when their contracts will be ending.

# Academy for Educational Development

**AED**

## **Trip Report John Hatch - Chicago, IL February 28 - March 3, 1987**

The purpose of this trip was to attend the Annual Meeting of the American Association of Higher Education (A.A.H.E.) and to give a presentation there. The theme of the meeting was "Strengthening Teaching," and I joined three others from the Academy on a panel examining Strengthening Teaching in Developing Countries. The focus of my presentation was on strengthening the teaching of vocational education in Zimbabwe. Other panel members spoke of the use of radio to strengthen teaching in Nepal and Kenya and the efforts in Botswana to strengthen the support teachers receive through improving such things as personnel systems, payroll, computerized data bases and logistical support systems. I was also asked to attend a meeting which explored ways in which A.A.H.E. could contribute to strengthening the exchange of information, expertise and assistance amongst those involved in higher education around the world.

af

# Academy for Educational Development

**AED**

International Division

*Twenty-five Years of Service: 1961-1986*

## **Trip Report John Hatch - Houston, Texas March 20 and 21, 1987**

The purpose of this trip was to interview candidates recommended by the Faculty of Education at the University of Zimbabwe for positions in Adult and the Foundations of Education. Eleven candidates had been selected and as most were either from the South or along the Mississippi River, it was decided that it would be easier and more economical to fly to one place nearer them than have them come to Washington, D.C. where many would have had to stay over night.

Dr. Edna McBreen, an adult and vocational educator who has worked in Zimbabwe for USAID and was familiar with the University, agreed to serve on the Interview Committee and recommended Dr. Daniel Householder, a Professor of Adult and Vocational Education at Texas A & M University with experience working in the Third World. The University had indicated that they would not be sending anyone for the interviews as planned but on the 18th recommended that one of three staff members currently in the US be asked to serve on the Committee. Dr. Gail Jaji thus became the third member of the Committee on which I served as Recorder and fourth member.

Six candidates were acutally interviewed as three withdrew their names from consideration, another had a religious holiday conflict, and the fifth was unable to attend as scheduled because fog cancelled the planned flight and subsequent flights were booked solid until 32 hours later. (These last two were interviewed on the 26th in Washington, D.C.). The logistics of being at an airport hotel made the interviewing process flexible enough to handle minor delays and not overly interruptive to the candidates lives - they had been given only five days warning. The Committee eventually found four of the candidates to be appointable, two for each of the positions.

# Academy for Educational Development

AED

## Basic Education and Skills Training Zimbabwe Annual Report

The Basic Education and Skills Training (B.E.S.T.) Project focuses primarily on post-secondary vocational and technical training in Zimbabwe. AED is providing long-term consultants to Ministry of Labour Manpower Planning and Social Welfare and to the University of Zimbabwe and a few short term consultants making repeated visits to assist the Ministry of Education with computerization efforts.

At present there are 42 resident OPEXers, employees of the Government or University of Zimbabwe whose salaries are "topped off" by AED, in Zimbabwe. In the technical colleges they are teaching and designing courses in electrical, mechanical, civil and automotive engineering and business studies; training instructors; and assisting with planning and administration. About half of the group have been the nucleus for the design and instruction of a new five year integrated and practically oriented Bachelor of Technology degree program. Six OPEXers serve the University as instructors in engineering, education, business and medical science fields, assisting in curriculum development, and filling vacancies for which Zimbabweans are currently studying advanced degrees.

A fifth of the Projects funds, and a great deal of energy, have been focused on strengthening the data management capabilities of the Ministries of Education and Labour Manpower Planning and Social Welfare. Over two years of assistance to the Examinations Branch of the Ministry of Education has resulted in the timely processing and reporting of nationally set exams at a time when the numbers sitting for the exams quadrupled. The next phase of activity was to provide a computerized system (hard-and software) linking the Ministry of Education regional and central offices for payroll, basic data collection, analysis and planning purposes. This effort, though well underway, will last two more years. The Project has assisted the Ministry of Labour with ongoing design and implementing projects for data management and planning and for a system for tracking Zimbabweans studying outside of the country. It is also supplying the Technical College Bulawayo with OPEXers, 65 computers, and software to allow it to become a major center for computer training in Zimbabwe. On a smaller level, the University will receive a computer system to support educational research and planning at the University and in the Ministries of Education and Labour. All of these computer projects have been supervised, designed and or managed by AED's Director of International Systems and Computer Services, Mr. Kurt Moses.

3/1/87

1255 23rd Street, N.W.  
Washington, D.C. 20037  
(202) 862-1900  
Telex 197601 ACADED WSH

**APPENDIX C**  
**FIELD OFFICE MONTHLY REPORTS**

## Zimbabwe/BEST Monthly Activity Report

October, 1986

Rudi Klauss  
AED/Harare Field Coordinator

I. Program Summary During October, we were deeply involved in the computer procurement for the Technical College, Bulawayo. In addition, I had further discussions with Mr. Muringi concerning the matter of extensions for AED contractors who will be completing their two year contract between May and September 1987. We are hoping to work out procedures and clarify who may be extending by mid December. A meeting was also arranged for Dr. Martin Schulman (USAID/Harare, HRDD) to visit the principal of Harare Polytechnic where 28 AED contractors are working. This was Dr. Schulman's first opportunity (since taking on this responsibility at the USAID mission in late September) to visit the polytechnic and to meet some of the staff on campus.

This month also saw considerable activity with the Ministry of Education's computerization project, including the sign off on the second payment of phase I equipment and a site visit to Mutare.

Additional attention was given to clarifying the salaries being received by AED contractors by the Government of Zimbabwe and to assure that AED/Washington had accurate information on this matter.

Delivery Order 1 I had several discussions with the Ministry of Education during the month concerning the status of the examinations software system. It had been agreed in August that the Ministry would identify a local firm to complete the program modifications to the examinations software system which had been developed by AED consultant Eric Eno. While some progress was made in this regard, a contract had still not been negotiated by the end of the month. AED provided some technical support on this matter to the Ministry through the services of Alastair Watermeyer who is also assisting with the implementation of Delivery Order 10. It is anticipated that the remaining programming work will be started in early November, once the Ministry has negotiated a contract with a local firm for the work.

Delivery Order 8 Two new resumes were received from AED/Washington and passed on to the University of Zimbabwe for consideration. One candidate is Dr. E. Arcila (Veterinary Services), and the other is Dr. Arun Kumar (Mining Engineering). Later in the month, the University advised that the Department of Veterinary Services was not interested in Dr. Arcila. Word on Dr. Kumar is expected in November.

Delivery Order 10 Implementation of this Ministry of Education project continues to move forward with success. The equipment for Phase I was formally accepted by AED and the Ministry effective October 1. The second payment to Wanj/U.S. was accordingly initiated and was processed by AED/Washington later in the month. On October 13-14, I joined Sam Bumbo on a visit to Mutare where together with CFG we met with regional education officials regarding the site preparations required for Mutare. Earlier in the month it had been decided in discussions with the Ministry to continue the services of Alastair Watermeyer for an additional 6 month period. A letter of understanding was given to Mr. Watermeyer which identifies primary areas he will be asked to work on in the coming months. These include: acceptance of the software systems; planning for Phase II sites; data capture for UTS teacher system conversion to the standard teaching service; and technical assistance on the examinations software system as may be needed.

Delivery Order 17 The closing date for receipt of proposals for the tender concerning the procurement of an academic computer system for the Technical College, Bulawayo, was October 16. Nine proposals were received, but one of these was 15 minutes late and therefore could not be included for consideration. Of the eight remaining proposals, 3 were from U.S. based firms and the remaining 5 were submissions from companies in Zimbabwe. We immediately sent one set of proposals to AED/Washington for them to begin reviewing. At the same time a local evaluation process began in the Ministry of Labour, Manpower Planning and Social Welfare. Mr. Marindi provided overall guidance to the local evaluation Committee and during the remainder of the month met with the team several times to review progress and be kept informed. I played a similar role and acted as the local committee's liaison with AED/Washington for any questions or issues and served as the official liaison for making all contacts with local firms as and when the committee sought additional information or clarification on aspects of particular proposals. As of the end of the month, the evaluation process was proceeding smoothly. A final ranking and recommendation is anticipated around November 7.

Delivery Order 18 This delivery order concerning the recruitment of 5 lecturers for the Faculty of Education at the University of Zimbabwe was in the process of being cleared as of the end of October. Active recruitment will begin once the Government of Zimbabwe and USAID have signed off on the delivery order. This is expected by mid November.

II. Administrative matters We continued to work on clarifying and resolving salary questions for various AED contractors. Of particular concern has been the need to have accurate figures on salaries being earned in Zimbabwe so that the salary supplement figures are appropriate. This task has been largely completed and any adjustments will be made by AED/Washington as needed.

103

III. Anticipated activities for November. The Palawan computer procurement decision will be made and negotiations will be undertaken during November. Implementation activities for Delivery Order 18 should also begin in November (recruitment of 5 Faculty of Education lecturers).

## Zimbabwe/BEST Monthly Activity Report

November-December 1986

Rudi Klauss  
AED/Harare Field Coordinator

I. Program Summary During the period between November 18 and December 12, I was on a leave of absence from the project. For most of that time (November 13 - December 5) John Hatch was in Zimbabwe to cover the field office activities. His visit provided an opportunity to review project activities with me before I left, and with officials from the ministries as well as USAID. He also had occasion to meet with many of the AED contractors working at the technical colleges and the University of Zimbabwe.

One of the issues discussed during his visit was the question of extensions and renewals for longterm AED contractors whose two year contracts expire during 1987. I have previously raised this matter with USAID and the Ministry of Labour, Manpower Planning, and Social Welfare and it is hoped that we will have a better indication in January how such requests are to be handled. One aspect of this issue involves the AED core contract termination date which is March 31, 1989. If OPEXers did want to renew for two years and the Ministry requested such renewals, we would face a situation where such renewals would go beyond AED's contract period. This matter will have to be resolved before any longterm contracts are renewed. To date, eight out of 10 OPEXers whose two year contracts expire before October 1987 have expressed interest in the possibility of renewing for up to two years.

Delivery Order 4 Additional documentation for the MOE Exams system software was received from AED consultant Eric Eno and AED/Harare's local consultant to this effort, Alastair Watermeyer, worked with the Ministry and a local computer programming expert to assist TCB and the Ministry in expediting the processing of the Grade 7 exams. The results were made available to schools on 24 December.

Delivery Order 10 This project continues to move forward without major difficulty. There has been some delay in the development of the personnel software system but the Ministry and CPG are working hard to bring this system into operation early in 1987. We met with Deputy Secretary Mumbengegwi shortly after John Hatch arrived to review progress on this project, and he expressed general satisfaction with the way work was proceeding.

Delivery Order 17 A final recommendation was made by the evaluation committee for the selection of a vendor to supply an academic computer system for the Technical College, Bulawayo. The final configuration was approved by the Ministry and AED/Washington began preliminary discussions with the proposed vendor to arrive at a budget which is within the limits of the delivery order.

105

Delivery Order 18 This delivery order for \$672,088 was signed on 24 November 1986. It calls for the recruitment of 5 lecturers for the Faculty of Education at the University of Zimbabwe as part of the University's staff development program.

Delivery Order 19 This delivery order for \$77,912 was signed on 18 December and provides for equipping a computer laboratory for the Faculty of Education. This facility will support the work to be accomplished under Delivery Order 18.

II. Administrative matters During this two month period, we also worked on resolving outstanding issues concerning individual OPEXer salary questions. All Government of Zimbabwe salaries have been reconfirmed and adjustments are being made in the salary supplements where needed. Outstanding questions raised by individual contractors as to their base salary and supplement have also been resolved.

III. Anticipated activities for January This month should see the signing of the contract with the vendor to supply the academic computer system for the Technical College, Bulawayo. We also hope to clarify questions concerning any renewals of contracts for existing longterm contractors. In addition, considerable work is anticipated under Delivery Orders 18 and 19 in support of the Faculty of Education at the University of Zimbabwe.

# Academy for Educational Development

**AED**  
International Division

## Zimbabwe/BEST Monthly Activity Report

January 1987

Rudi Klauss  
AED/Harare Field Coordinator

I. Program Summary During January we continued to pursue with the Ministry of Labour, Manpower Planning and Social Welfare the question of extensions and renewals for AED contractors whose two year commitments are completed in the coming few months. The Ministry subsequently indicated that we should have word on this matter around mid February. Inquiries were also made as to the status of Dr. and Mrs. Henry Williams who have been slated for teaching positions in the technical college system. Towards the end of the month we learned that the TEPs should be ready the beginning of February. The only other pending candidates for MLMPSW are Robert Archer and John Bruton. In early January we were advised that John Bruton had decided to take other employment. Archer's case was still pending, but it seems unlikely that he will be coming.

We also pursued with USAID the matter of the AED core contract termination date (currently set for March 31, 1989). The possibility of amending the contract to carry us through December 1989 is being proposed. Once the budgetary factors are known, USAID will be in a position to advise us further on this issue.

We also began working on a financial status report for all delivery orders which will provide the basis for deobligating unused funds from delivery orders where the work has been completed. This information should be available in February.

Delivery Order 4 AED/Harare consultant Alastair Watermeyer continued to provide advice to the Ministry of Education on the software system which had been developed for the Examinations Branch. The concern at this point is to assure that local software expertise is continually available to utilize this system and to be able to make minor modifications as MOE's needs evolve in the future.

Delivery Order 8 Dr. Billie Ann Brotman arrived in Zimbabwe on January 4 on a one year contract to teach managerial finance in the Department of Business Studies at the University of Zimbabwe.

Delivery Order 10 A proposed training plan for Isaac Menashe and Sam Gumbo was forwarded by AED/Washington to the Ministry of Education for their review. In addition, Alastair Watermeyer drafted an outline for a more comprehensive training strategy which would encompass regional level MOE officers involved with the computers. We also arranged through USAID for the necessary documentation to enable CFG to secure the import licenses for the spares and Phase II equipment.

Delivery Order 17 USAID gave approval for the configuration and equipment list for the academic computer system at the Technical College, Bulawayo. The final list calls for a total of 62 workstations, plus 5 spares. There was little or no progress with regard to renovation and preparation for the equipment's arrival. We are in continual contact with MLMPSW on this matter.

Delivery Order 18 A total of 26 resumes were submitted to the University of Zimbabwe for consideration in connection with the 4 remaining positions to be filled in the Faculty of Education. The fifth position has been filled by Dr. Victor Levine who is scheduled to arrive in mid February.

II. Administrative Matters No major administrative issues arose during the month.

III. Anticipated activities for February During February we hope to resolve the question of renewals and extensions for those persons who arrived in 1985 who are interested in extending their contracts in Zimbabwe. We will also be working on an administrative termination package for AED contractors which will provide instructions and suggestions for taking care of all Government of Zimbabwe and AED requirements before departing Zimbabwe. Signing of the contract for the purchase computer equipment for the Technical College, Bulawayo, should be completed in February as well. Financial details concerning the AED core operating budget and the status of various delivery orders should be available by the middle of February.

# Academy for Educational Development

**AED**  
International Division

## Zimbabwe/BEST Monthly Activity Report

February 1987

Rudi Klauss  
AED/Harare Field Coordinator

I. Program Summary During February we continued to work on the issue of extensions and renewals for AED contractors completing their two year contracts in the coming months. Activity also occurred with the Faculty of Education (University of Zimbabwe) and the academic computer procurement for Technical College, Bulawayo. It was also brought to our attention during the month that Dr. A. Aid had not returned to Harare Polytechnic after the school holiday break in mid December. He did finally return around February 20, and indicated that he had been delayed due to illness in his family in Algeria.

Delivery Order 3 Further information was provided to the Ministry of Labour, Manpower Planning, and Social Welfare regarding the cost factors associated with extending or renewing the contracts of individuals completing their two year assignments in the next few months. Of particular concern is the status of the requests by Ron Cox, Ron Michaels, and Ed De Santo, all of whose contracts expire in early May. We are looking to a formal decision on their extension requests in early March at the latest so that they can plan accordingly.

Delivery Order 14 Dr. Henry Williams, wife Beverley, and four children arrived in Zimbabwe on February 14 to begin two year contracts with the Ministry of Labour, Manpower Planning and Social Welfare. The Williams' were assigned to the Technical College, Bulawayo, and after a few days orientation in Harare travelled to Bulawayo to begin the settling-in process. Both Beverley and Henry will be teaching in the computer studies program.

Delivery Order 17 In mid February, the Academy signed a contract with Computerlines (a company based in Portland, Oregon) to provide the academic computer system for the Technical College, Bulawayo. Here in Zimbabwe, we continued to pursue the question of getting the renovation underway in preparation of the arrival of this system. As of the end of the month a check from the Ministry of Labour, Manpower Planning, and Social Welfare had been sent to the Ministry of Construction, and it is hoped that the work can get underway by mid March.

Delivery Order 18 Dr. Victor Levine arrived in Zimbabwe on February 14 to begin a two year contract working with the Faculty of Education at the University of Zimbabwe. We also forwarded additional resumes to the University for consideration in filling the other four positions funded under this delivery order.

Delivery Order 19 I met with Dean Chikombah to review the specific requirements for equipment to be provided to the Faculty of Education under Delivery Order 19. After carefully reviewing the list of items, it was agreed that the Academy should substitute two standalone micros for the two electric typewriters and that we would look at the possibility of procuring a copier of non American manufacture since the power and service requirements in Zimbabwe argued for this solution. USAID has agreed to support a waiver to proceed in this manner.

II. Administrative matters During February I prepared a draft completion of service document which is intended to assist AED contractors complete the various steps required by the Ministry, the Reserve Bank, the shipping agents, USAID, and AED prior to their departure at the end of their contract periods. This document is being circulated for review and comment before it is finalized. We also provided to USAID budget estimates for extending the core contract through December 1989 (which is the project activity completion date for BEST). We are hoping to get further clarification from USAID in the coming months as to the likelihood of such an extension.

III. Anticipated activities for March We expect to finally sort out the extensions of three contractors in early March so that these individuals can make appropriate plans. Renovation and preparation of the computer facility at the Technical College, Bulawayo, should be underway by mid March in anticipation of the arrival of the equipment the beginning of April. The completion of service guidelines for AED contractors will be finalized and distributed to contractors.

# Academy for Educational Development

**AED**  
International Division

Zimbabwe/BEST Monthly Activity Report  
March 1987

Rudi Klauss  
Field Coordinator

I. Summary During the month of March we continued to work on the question of extensions for AED contractors and the University of Zimbabwe. In addition, a packet of completion of service materials was finalized and distributed to all AED contractors. This packet of information describes the various steps individuals must complete with the Government of Zimbabwe and AED prior to their departure. Also included is information pertaining to shipping of personal effects, airline ticketing, insurance, customs issues both in Zimbabwe and the U.S.

Information was also provided by AED/Washington on the cost of various supplies and equipment requested for the Bachelor of Technology program at Harare Polytechnic. Funding for this request is expected to come from the remaining allocation still available in Delivery Order 5. Plans were also made for AED/Washington systems director Kurt Moses to visit Zimbabwe in late April to review and assist with Delivery Order 10 (computerization of Ministry of Education regional and head offices).

Also during March, we had our first AED contractor resignation from the project. Dr. Marlin Sheridan chose to return to the United States after completing one year of his two year commitment to teach at Harare Polytechnic.

At the request of the Ministry of Education, AED also obtained cost estimates for a large order of some 13.5 Million OMR sheets for the Examinations Branch. If ordered far enough in advance, this shipment could be sent surface rather than by air, thus saving almost U.S. \$300,000. Such a large quantity should serve the needs of the Ministry for at least 3 years.

Delivery Order 3 The Ministry of Labour, Manpower Planning and Social Welfare initiated the process of extending the contracts of Ron Cox, Ed De Santo and Ron Michaels. Their initial two year contracts expire in early May. It is expected that the one year extensions will be processed before the end of April to assure continuity in their service.

Southern Life Building, 5th Floor  
69 Stanley Avenue  
Harare, Zimbabwe  
703175, 703176  
Telex 987 4095

Delivery Order 8 We had discussions with the University of Zimbabwe regarding the possibility of David Katzenstein returning to Zimbabwe in early 1988 for an additional 4-6 month period after his completion of initial contract this April. During the interim period he will be working at the U.S. Food and Drug Administration's Bureau of Biologics which is interested in developing institutional ties with the University of Zimbabwe in joint academic/research projects. After reviewing the matter with Rob Blair and Martin Schulman, it was agreed that we should proceed with such a plan since it was in the spirit of the ZIMMAN program and could help strengthen institutional relationships in an important area of the University's teaching and research program.

Delivery Order 10 The Ministry of Education computerization effort continued to progress relatively smoothly. During March, CPG was preparing for the arrival of the equipment for the three Phase II sites, and further progress was made in the customized personnel software system.

Delivery Order 17 Initial renovation of the computer facility at the Technical College, Bulawayo began during March and the hope is that it can be completed by the latter part of April. The electrical contracting should begin in April, with the hope that the equipment can be installed around the end of April. AED contractor Dr. Henry Williams has been designated by the Ministry to oversee the operation at the college and to take on continuing responsibility for managing the computer facility in the near term.

Delivery Order 18 The University of Zimbabwe provided the Academy with a short list of candidates to be interviewed in the United States. This short list was derived from a large selection of resumes which had been submitted to the University by the Academy for review. Interviews were scheduled to take place in the latter part of March, with the reports to be returned to the University for final decisions in early April. One candidate, Macaulay Peters, was approved for appointment by the University and the Academy has contacted him to discuss terms and conditions under the Letter of Agreement.

Delivery Order 19 A draft tender document for the procurement of a computer lab for the Faculty of Education at the University of Zimbabwe was reviewed with the University and USAID. Suggestions and comments were conveyed back to AED/Washington for incorporation into the final document. Information was also collected on what type of copier would be best suited for the University, particularly one which can be readily serviced in Zimbabwe.

11. Administrative Matters The major activity in this area was to complete the completion of service packet for AED contractors. Procedures for the University of Zimbabwe contractors funded under ZIMMAN are different from those required of contractors in the Ministry of Labour, Manpower Planning and Social Welfare. Thus, two separate sets of guidelines had to be developed. After reviewing various issues with AED/Washington and comments on drafts by AED contractors, a final version was completed and distributed to everyone at the end of the month.

(II. Anticipated activities for April During April, we expect the arrival of the computer equipment for the Technical College, Bulawayo and the installation of computer equipment for the Ministry of Education Phase II sites (Gweru, Mutare, and Masvingo). Kurt Moses will be visiting Zimbabwe in the latter part of April to assist on various AED assisted computerization efforts. Finalization of extensions for Ron Cox, Ed De Santo and Ron Michaels is also expected this month.

# Academy for Educational Development

**AED**  
International Division

## Bulawayo Trip Report March 3-4, 1987

During the period March 3-4, I visited the 4 AED contractors in Bulawayo and met with key officials at the technical college. The objectives of the trip were to:

- 1) find out how Dr. and Mrs. Williams and family were settling into the community and to see if we could be of any assistance;
- 2) review completion of service steps for AED contractors Bill Gifford and Bob Illinik who finish their two year assignments in May and June respectively;
- 3) review the status of the renovation and preparation work for the computer equipment (Delivery Order 17) which is scheduled to arrive in early April.

While the Williams' had some initial problems with hotel accommodations upon their arrival in Bulawayo, this issue was sorted out and they are now living in temporary quarters until they are able to find suitable, permanent housing. The fact is that housing continues to be very tight in Bulawayo, especially something that would meet the needs of a family of 6 and which is situated close to schooling. Ross Duncan did some preliminary searching for housing before their arrival, but none of his leads worked out. However, the Williams family seemed to be handling the situation with good spirits and hope to find something suitable very shortly.

I met with Bill Gifford and Bob Illinik to review the various steps which must be completed with their bank, the Ministry and AED before leaving Zimbabwe. I believe we were able to resolve their questions on such matters - to the extent answers are available. The one continuing uncertainty in the termination process is the lack of any clear policy from the Reserve Bank as to how much local currency individuals will be allowed to convert to U.S. dollars at the end of their stay. It is regrettable that we cannot obtain clearcut information in this regard. This problem only complicates an already tedious process which anyone leaving Zimbabwe permanently must go through.

On March 4, we had a briefing session/discussion with the principal and all faculty members who will be directly involved with the new computer facility at the technical college.

Southern Life Building, 5th Floor  
69 Stanley Avenue  
Harare, Zimbabwe  
703175, 703176  
Telex 987 4095

114

During the course of this meeting we discussed the various issues that need to be attended to prior to the arrival of the equipment (such as site preparation, developing a plan for acceptance testing, making sure that the staff to be trained will be available when the equipment arrives - even if it happens during the term break in April). To date, renovation work has not begun, though the money is now with the Ministry of Public Construction. The expectation is that the work will get underway within about two weeks and that it can be completed by April 3 (about the time the computer shipment is due to arrive). In addition, the college will need to have worked out the administrative/management issues relating to the establishment of such a facility (e.g. who will be in charge, who will have access to the system, establishing operating procedures for student and faculty access, developing a training plan to prepare faculty in various departments/divisions to use the software, security issues, etc.).

An additional problem needing attention is the working relationships among key computer personnel at the college - particularly between Rob Whiley and Ross Duncan. Regrettably, they are not getting along at this point. I met separately with Ross, Rob, and the principal in an effort to understand the nature of the problem better and to explore with them how this conflict might be resolved. Everyone seemed to agree that there was a great deal of work to be done, and that there was no basic reason why assignments could not be defined in such a way that everyone could get on with the substantial tasks at hand. Hopefully, they will be able to get beyond their current difficulty and arrive at a workable relationship. There is much work to be done during this phase of preparing for and initial startup of the computer facility, and interpersonal problems can only get in the way of an effective operation.