

Malawi

Human Resources and Institutional Development Project

Semi-annual Report

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**In Collaboration: The Government of Malawi
The Agency for International Development
The Academy for Educational Development
with the Institute of International Education
and Aurora Associates**



EIGHTH SEMI-ANNUAL REPORT

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MALAWI HUMAN RESOURCES AND INSTITUTIONAL DEVELOPMENT

ACADEMY FOR EDUCATIONAL DEVELOPMENT

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I. BACKGROUND

At its independence in 1964, Malaŵi had an insufficient human resource base for economic and social development. Over the next two decades Malaŵi steadily improved its human resources foundation. By the first half of the 1980's, Malaŵi's literacy rate had increased by 32.3 percent. The University of Malaŵi was established in 1964 to provide trained manpower for the country's developing economy. The University system now comprises five colleges: Chancellor College, Bunda College of Agriculture, the Polytechnic, the Medical College, and Kamuzu College of Nursing. In 1985/86 there were 2,360 students enrolled in diploma and academic degree courses, by 1991 the enrollment had increased to over 3,000.

Since its establishment, the University has made significant progress in expanding Malaŵi's human resource base, but that base is still insufficient for the country's continuing development needs. The Human Resources and Institutional Development (HRID) Project is part of an effort by the U.S. Agency for International Development (USAID) to assist the Government of Malaŵi in addressing some of that insufficiency. USAID's strategy reflects the development priorities of the Government of Malaŵi (GOM). The strategy addresses three key problem areas which impede sustained economic growth in Malaŵi. These are:

- low per capita income due to low smallholder agricultural productivity and limited sources of rural income and off-farm employment opportunities;
- critical shortages of foreign, domestic, and financial resources caused by a narrow and nondiversified export base, costly international transportation routes, and limited industrial infrastructure; and
- high rates of mortality, morbidity, and population growth, which are functions of poor health conditions and services as well as low levels of income and education.

The HRID Project focuses on the need for improved technical, professional, and managerial capacity in the private and public sectors, both of which are characterized by a scarcity of trained and experienced human resources, limited institutional capacity, and inefficient manpower utilization. The Project uses three approaches in addressing these problems. First, since a quantitative expansion in the availability of human resources takes time to realize, the Project gives priority to upgrading the skills and improving the efficiency of existing personnel in the private and public sectors. Second, because the Government of Malawi needs urgently to improve productivity of existing training institutions, the Project gives priority to pre-service and in-service training of instructional staff in the use of innovative and adaptive instructional approaches and methodologies. Third, because existing policies and procedures for human resources development in

Malaŵi result in serious inefficiencies in the utilization of personnel, the Project provides assistance to the GOM and the private sector to strengthen their human resources planning and development capacities.

The Academy for Educational Development (AED) and its subcontractors, the Institute of International Education (IIE) and Aurora Associates, joined with the Agency for International Development (AID) and the Government of Malaŵi in March, 1988, to provide technical assistance and participant training services needed to address human resources development constraints described above. At the technical direction of USAID/Malaŵi and in collaboration with the GOM, the AED contractor team has principal implementation responsibility for HRID Project activities.

Promoting Health Interventions for Child Survival (PHICS)

After much discussion and planning, the HRID Project's contract was assigned the responsibility in 1989 for managing a portion of the PHICS funds allocated to technical assistance and participant training. These funds are in addition to the HRID funds specifically set aside for strengthening the Ministry of Health's training capacity. Specifically, the PHICS project addresses the need to increase the institutional capacity of the Ministry of Health (MOH) and the Ministry of Works (MOW) to deliver child survival services on a sustained basis and to increase the

supply and utilization of these services at the community and family level. This is accomplished through activities implemented under the project's two main objectives--institutional strengthening and service delivery.

Addressed through a combination of technical assistance, commodities provision, and participant training, the Project has the five following components:

- Expansion of the MOH Health Education Unit (H.E.U.) and strengthening and institutionalization of the unit's capacity to develop and disseminate messages leading to the adoption of behaviors and the use of services which improve child survival;
- Improvement of the capacity of the MOH to plan, implement, monitor, and evaluate child survival services through the strengthening of key MOH operational units--Research, Epidemiology, Health Education, Health Information, Control of Diarrheal Diseases (CDD) and Malaria, and Environmental Health (Sanitation and Hygiene Education);
- Assistance to the MOH in designing, implementing, evaluating, and replicating a community-based child survival program which has measurable impact on child morbidity and mortality and which can be sustained over the long term with resources available to the GOM;
- Assistance to the MOH and rural communities in increasing access to safe water through an extension of the gravity-fed

piped water system and, in so doing, contribution to the key MOH child survival goal of preventing water-borne diseases, particularly diarrheal diseases among children; and Strengthening of the capacity of the MOH Planning Section and Project Implementation Unit to plan and manage MOH programs, including the PHICS project.

II. STATUS OF WORK AND PROGRESS TO DATE

This is the eighth biannual report. It covers the period from September 1991 through February 1992. It will focus on the achievements and progress made on five of the six main areas of responsibility that the Academy for Educational Development and its sub-contractors, Aurora Associates and the Institute of International Education, have under the HRID contract. This report fulfills part of the obligation of the sixth area of responsibility. The six responsibilities are the following:

- assist the Government of Malaŵi and USAID/Malaŵi to plan for project implementation;
- recruit and provide administrative and financial backstopping support services for short-term and long-term technical assistance personnel;
- place, manage and support all overseas participant training in the U.S. and third countries;
- assist in-country institutions to organize and conduct in-country training activities;
- prepare detailed specifications for and procure commodities;
- report to the GOM and USAID/Malaŵi on project implementation.

The report addresses each of the first five responsibilities directly; the report in total is in support of the sixth responsibility. Comments on goals set for this period are in

Section G. A synopsis of Delivery Orders received, active, or completed during this reporting period is found in Section H. PHICS funded activities are so noted under each Section.

A. ASSIST THE GOVERNMENT OF MALAWI AND USAID/MALAWI TO PLAN FOR PROJECT IMPLEMENTATION

The basic planning mechanism for the HRID Project is the HRID Working Group, a select group of the Project Coordinating Committee (P.C.C.), the parent body which sets direction, assigns funding priorities, and oversees activities of the Working Group. The Working Group consists of representatives from the Department of Personnel, Management, and Training (DPM&T), the HRID Project Office, and USAID/Malawi. The HRID Project Office serves as the secretariat for both the Working Group and the P.C.C. and is responsible for setting up meetings, writing minutes, producing Project reports, and working with clients to develop and implement approved Project activities. During this period, the Working Group met in September, November, and January; the Project Coordinating Committee did not meet.

A major part of the Working Group's responsibility includes the implementation of a monitoring and evaluation system. Following the November 14th meeting, the Working Group met in Zomba on the 26th to review with the University of Malawi all of its HRID funded activities. It was especially concerned with those which were receiving local currency funding. After the January 9th meeting, the Working Group spent the 21st and 22nd reviewing the HRID funded activities at Chancellor College, DEMATT, and the Polytechnic. The site visits provided an opportunity to discuss

the use of Project funds to date, to assess the extent to which the activities have been effective in meeting their objectives, and to look at what corrections might be set in motion to assure that intended outcomes are achieved. Reports of these visits will be found in the Appendices.

In addition to the Working Group meetings, Dr. Rudi Klauss and Mr. Patrick Mulawu of the HRID Project Field Office were regularly in touch with the USAID Mission, with the managers of HRID-funded activities, and with the OPEXers and other consultants. These frequent meetings and conversations help HRID funded activities to be better planned and implemented.

Gundu Rau, Aurora Associates, HRID Procurement Specialist, visited the Kamuzu College of Nursing (K.C.N.) in November. Dr. John Hatch, HRID Home Office Director, visited Chancellor College, Bunda College, DEMATT, and the Ministry of Local Government in October. These visits by two backstopping staff from the home offices assisted with this on-going planning and monitoring process. Also Mrs. Dorothy Anderson, Institute of International Education and HRID Participant Placement Coordinator, planned and managed the annual Participant Conference. At the conference, held in October, ideas on improving project implementation were solicited from the participants.

Financial monitoring and planning is another area which received considerable focus during this period. The development of a proposal to amend the Core contract budget to fund additional administrating support costs, current and anticipated, to carry out the Project's activities was a major effort. This activity took most of this period to complete. A budget was submitted in December, questions posed on the budget in January, and answers provided in February. It is anticipated that the amendment to Core funds will be signed in March.

The Working Group continued considering the question of expenditure of uncommitted project funds. Consensus on this issue should be reached by the middle of the next six month period.

Close-out procedures for Project Implementation Orders (P.I.O.s) and Delivery Orders (D.O.s) were drafted and established during this period. Orderly and expeditious closing out of the completed PIO and D.O. activities will free funds to be re-programmed and will reduce the paperwork needed to document and account for project activities.

USAID DO's amendments to D.O.'s received during this period are as follows:

<u>D.O.</u>	<u>Amend. #</u>	<u>Date</u>	<u>Amount</u>	<u>Purpose</u>
4	1	10/25/91	-6,260.17	Reallocate funds from completed activities
9	1	12/2/91	248,477.00	Continued assistance to DPM&T's MIS development
19	3	10/25/91	140,000.00	Long-term Technical Assistance to MOW
39	2	9/18/91	216,000.00	Technical Assistance for Bunda College
39	3	10/29/91	100,000.00	Computers and other commodities for Bunda
45	1	10/15/91	16,000.00	Participant training for KCN
48		8/23/91	88,000.00	Technical Assistance to MOH (PHICS Project Funding)
49		12/2/91	100,000.00	Partic. training, Aquaculture, Bunda College
49	1	12/20/91	100,000.00	Partic. training, Crop Science, Bunda College

A discription of the DO's are foun in section H.

The Field Office was very active in supporting the evaluation of HRID Project activities at the Ministry of Local Government (MOLG). Mr. Howard Sumka, from USAID RHUDO in Nairobi, first visited MOLG in December to review the Ministry's training programs. He returned in January with Richard Mwangi to evaluate the HRID activities in support of training and to make recommendations for strengthening the efforts.

The Field Office worked with DPM&T and the USAID Mission to develop a plan for optimizing, consolidating, and expanding the MIS activity at DPM&T. Mr. Kurt Moses, AED's MIS Technical Coordinator, contributed to this effort. This collaboration resulted in Amendment #1 to D.O. #9 in December.

Finally, the Field Office continued to assist with the tracking and reporting of the expenditures of local currency used to support HRID activities, especially with regards to the University of Malawi.

**B. RECRUIT AND PROVIDE ADMINISTRATIVE AND FINANCIAL BACKSTOPPING
SUPPORT SERVICES FOR SHORT- AND LONG-TERM TECHNICAL ASSISTANCE
PERSONNEL**

Continued backstopping of Operational Experts (OPEXers), included not only routine payment of housing and guard service bills, but also helping new OPEXers get settled and assisting all OPEXers in meeting their employers' expectations. Backstopping also involved working with employers to ensure that the technical programmatic objectives of the OPEXer assignment were being met.

In the last week of August, OPEXers Dr. Robert Edwards and Dr. Vu Nguyen arrived to take up their positions at Bunda College. Dr. Annabel Bauer and Dr. Mary Stephano, supported by PHICS, arrived two weeks before to begin their work for the Ministry of Health (MOH). Two more PHICS-funded OPEXers, Dr. Michael Olivar and Mr. Marc Lippman, arrived September 6th and October 14th, respectively. Welcoming and settling six OPEXers created an intensive and very busy start to this period.

Mrs. Kristine de Queiroz was expected to arrive in September to begin teaching at the Kamuzu College of Nursing's Blantyre Campus, but was informed at the end of September that her appointment had not been approved by the University. Upon appeal by Mrs. de Queiroz and the USAID Mission Director, Carol Peasley, the University reviewed its action and offered her a slightly

different appointment in November. She accepted the offer and arrived January 5th to begin her work.

Newly arrived during this period are:

<u>D.O.</u>	<u>OPEXer</u>	<u>Position</u>
45	Mrs. Kristine de Queiroz	Medical/Surgical Nursing Instructor; KCN
29	Dr. Michael Olivar	Epidemiology Unit Advisor; MOH (PHICS funded)
48	Mr. Marc Lippman	Documentation and Library Specialist; MOH (PHICS funded)

Recruitment for the Ministry of Works (MOW) Curriculum Developer/Trainer, D.O. #19, began in July and August but was suspended, then reopened in November. Three candidates were selected for interviews from a longer list submitted to the MOW. From those interviewed, the Ministry appointed Mr. Lee Scott. In January it was determined that Mr. Scott's medical needs might exceed the capacity of the Embassy Health Unit and so his appointment was reluctantly withdrawn. Further phone interviews were held with the two other candidates. It is expected that Mr. Ray LaPointe will be nominated by the Ministry to fill the vacancy; he should begin work in mid-April.

There were only three short-term consultants this period. The first was Kurt Moses, AED's Director of Systems Services, who has provided on-going technical coordination to the DPM&T MIS development effort. While in Malawi on other business in the last

week of October, Mr. Moses spent two days working with the computerization committee of Bunda College to review and assess the proposals submitted for the purchase of computers for the Computer Center at the College. The period ended with Mr. Moses working with the successful bidder to put a final equipment package and budget together.

Mr. Moses also visited the DPM&T MIS installation as part of the effort to analyze the need for continued funding and development of that system. The result of his and others' efforts was Amendment #1 to Delivery Order #9. It provides for system and software documentation, the development of training manuals, data collection from the Ministry of Education and Culture, and optimization of the system. Mr. Moses worked throughout the remainder of this period to solicit and evaluate bids for the optimization process, which should begin in March.

The Ministry of Local Government (MOLG) was the recipient of short-term technical assistance under D.O. #15. Mr. Frank Powell, a self-employed consultant from Nairobi, and Mr. Peter Chwona, of the Economic Commission for Africa, were employed for a week in February to assist the Ministry's training unit in developing a Training-of-Trainers course. This is part of the Project's assistance to the Ministry to develop its training capacity. The course will be offered by the two consultants over three weeks beginning near the end of March.

Near the end of the period, the Field Office conferred with the Working Group in determining which OPEXers might profitably be extended beyond their two years to assure that project-funded efforts are successful. Estimates of extension needs will be completed in March. Four OPEXers completed their first year with the Project during this period, and one, Dr. Jean Davison, completed two years and was extended for an additional ten months. The OPEXers who reached significant anniversaries are:

<u>D.O.</u>	<u>OPEXer</u>	<u>Event</u>	<u>Position</u>
8	Dr. Jean Davison	2 years	Lecturer, Women in Development; Chancellor College
15	Mr. Peter Efange	1 year	Advisor, Local Government Training; MOLG
20	Dr. Aaron Adiv	1 year	Lecturer, Transportation Economics; Chancellor College
32	Mr. James Hellerman	1 year	Advisor, Medium Scale Enterprise; DEMATT
41	Dr. Joseph Rajbansee	1 year	Lecturer, Personnel Administration; Chancellor College

The allocation of Project funds at Bunda College had been awaiting the College's review of priorities. This was completed and the decision was made to use additional funds for long-term technical assistance in Soil and Irrigation, Home Economics, and Development Communications. Recruitment had begun in May 1991 for the first two of these positions, but the reassessment of the College's priorities put that effort on hold. With the planning completed, renewed efforts were begun at the end of February 1992.

It is expected that final candidates for each position will be identified by May 1st.

While recruitment and new arrivals continued, this period also saw the beginning of the process of OPEXers returning to the U.S. at the end of their tours. A "Close of Service Manual" was drafted in October and completed in November. It outlines for the OPEXers all of the steps that need to be followed to allow them to depart their tour. As part of this effort, bids from shippers were requested and submitted to USAID with the recommendation that one shipper be approved for the Project. An approved shipper would simplify the requirement that each OPEXer get three bids prior to choosing one shipper. The results of this pre-bidding and a recommendation were submitted to USAID at the end of this period for its approval.

The OPEXers completing their contracts were:

<u>D.O.</u>	<u>OPEXer</u>	<u>Date</u>	<u>Position</u>
8	Mr. Gerald Schultz	11/30/91	Advisor, Training; DEMATT
19	Mr. Hugh Gibson	1/31/92	Advisor, Computerization; NOW
21	Mr. Tod Smith	11/9/91	Instructor, Switchgear; ESCOM

**C. PLACE, MANAGE, AND SUPPORT ALL OVERSEAS PARTICIPANT TRAINING
IN THE U.S. AND THIRD COUNTRIES**

Four degree participants were placed and began their training under HRID funding this period. Two others returned to Malawi after completing their studies. The number of degree students presently enrolled under HRID is now twenty-two. There are eight known candidates pending placement later in 1992. The new HRID students are:

<u>D.O.</u>	<u>Person</u>	<u>Organization</u>	<u>Institution</u>	<u>Studies</u>
39	Wellam Kamthunzi	Bunda College	U.C.-Davis	M.A. Agric. Engineering
45	Mary Chimwele	Min. of Health	West. Mich. University	M.A. Devel. Admin.
49	James Bokosi	Bunda College	U. of Nebraska	Ph.D. Plant Breeding
49	Jeremy Likongwe	Bunda College	Penn. State	Ph.D. Aquaculture

In October approval was given by USAID for the family of Mr. M. Mkwezelamba (D.O. #20) to join him at Southern Illinois University for one year.

Two PHICS sponsored participants began their studies during this period:

<u>D.O.</u>	<u>Person</u>	<u>Organization</u>	<u>Institution</u>	<u>Studies</u>
47	Wilfred Nkhoma	MOH	Tulane	Ph.D. Epidemiology
47	Catherine Chiphazi	MOH	Kamuzu College of Nursing	B.S. Nursing

They bring to eight the number of PHICS candidates currently enrolled in degree programs. There are at least three candidates awaiting placement for September.

There were fewer short-term participants identified this period. Two were placed for studies in Botswana, though only one attended the Botswana Program. Two participants were placed in programs in the United States.

<u>D.O.</u>	<u>Person</u>	<u>Organization</u>	<u>Placement</u>
7	Edward Shaba	DEMATT	Bakery Management attachment; Botswana
45	B.S. Chawani	MOH	Project Management; Fort Lauderdale, FL
47	Jean Njoloma	MOH	Project Management; Farmington, CT

Two participants, one each from PHICS and HRID, returned to Malaŵi to carry out research in their fields of study over the December-January school holidays. Based on the experience of the first three participants to do research in Malaŵi, and a desire to tighten up the process and approvals used, the field office staff held discussions with the Center for Social Research, DPM&T and USAID. From the discussions came better guidelines for the

approval and funding processes to assure that expectations of both USAID and GOM were met. The two participants were:

<u>D.O.</u>	<u>Person</u>	<u>Research</u>
24	Luke Banda	Study of implication and effects of food aid on food production in Malaŵi
37	Edith Mkawa	Effects of AIDS education on attitudes of prostitutes in Malaŵi (PHICS funded)

Mrs. Matanda (D.O. #36) went home for two months on compassionate leave, but returned to the University of Wisconsin in December to continue her studies. Mrs. Ngwira (D.O. #7) returned home for the Christmas holidays. Neither trip was funded by the Project.

Two participants under HRID, none under PHICS completed their studies during this period and returned to their duties:

<u>D.O.</u>	<u>Person</u>	<u>Sponsor</u>	<u>Degree</u>
5	Idah Mtimaukanema	Malambe Hospital	BS/MA Nursing
27	Justin Nyondo	DPM&T	MA Public Admin. (Personnel)

Mrs. Mtimaukanema attended Catholic University and Mr. Nyondo studied at Virginia Commonwealth University.

The second Annual Malaŵi Student Conference was held October 18 through October 20 at the Dulles Airport Marriott Hotel, Chantilly, Virginia. Twenty-two students attended. Other participants in the conference were: Mr. Jack Mkwamba, Deputy Secretary (currently pursuing an M.P.A. at Virginia Commonwealth University) and Ms. Jean Phiri, Principal Training Officer, both

from the Department of Personnel Management and Training, Office of the President and Cabinet; and IIE Malaŵi HRID staff, Mrs. Dorothy M. Anderson, Training Coordinator, and Nicholas B. Wedeman, Senior Program Specialist; and Mr. Earl Yates, Senior Vice President, Human Resources and Institutional Development, AED.

The participants attended three presentations on Saturday: reintegration into Malaŵi society, higher education in the United States, and a discussion on "Human Development in the African Context." A brief tour of Washington, D.C., was followed by a reception and dinner hosted by Mr. M. Magalasi, Minister, Embassy of Malaŵi. The conference ended on Sunday morning with a final meeting of all the students and a wrap-up session. Individual student interviews were conducted throughout the conference.

Planning was begun for the awards ceremony for all Project participants. There will be two sessions, one in Lilongwe, April 3, and one in Blantyre, March 27, at which presentations will be made to all who have received training under USAID funding during the past twenty years.

D. ASSIST IN-COUNTRY INSTITUTIONS TO ORGANIZE AND CONDUCT IN-COUNTRY TRAINING ACTIVITIES

The Project's on-going assistance to the University of Malaŵi through OPEXers, staff training, and the provision of books continues to support the development of degree programs in Personnel Management, Transportation Economics, and the Sociology of Women in Development. Similar inputs to Bunda College in Chemistry and Agricultural Mechanics will strengthen degree programs there.

The provision of technical assistance, participant training, and commodities support to the Center for Social Research will allow that institution to provide supportive services to the University and the GOM with regards to the important role that women provide to the development of Malaŵi. The University has also benefitted from local currency support to the study by women of non-traditional disciplines and to the Registrar's office for the hiring and support of Assistant Registrar for Women, Olivia Liwewe. Local currency inputs have also made it possible for the Polytechnic and the Malaŵi College of Accountancy to offer a conversion program in Marketing and Accounting to Liberal Arts graduates.

The major direct involvement in in-country training continued to be work with the Ministry of Local Government (D.O. #15) through

the design and delivery of training courses. In November two workshops were held in Lilongwe on the preparation of Council development plans. In January a visit was made to the Mpemba Staff Training College to see how it might assist MOLG with training. In February HRID consultants Frank Powell and Peter Chiwona developed an advanced course in training development for the training of trainers. The course will be offered in late March.

The Working Group continued to be the major forum in which Project planning for assistance to training development takes place. It determines how local currency can be used to support training, such as for the Center of Social Research and the conversion programs, or for DPM&T's MIS team's local travel in the Northern Region to collect school data.

The provision of commodities, such as shipments of computers, copiers, and other audio-visual materials for the Ministry of Local Government or books for the Kamuzu College of Nursing and Chancellor College, is another way that the Project provides support to the development of in-country training capacity.

PHICS-funded support to in-country training received a boost with the arrival of OPEXers Marc Lippman and Dr. Michael Olivar early in this period. Dr. Olivar will be helping the Ministry of Health (MOH) to develop an Epidemiology Unit which will have responsibility for training and deploying Health Surveillance

Assistants. Mr. Lippman will continue work on establishing for the Ministry a computerized documentation and resource center which will support both research and training.

Dr. Annabel Bauer settled in to her position assisting the Ministry to develop both staff training curriculum and the capacity to develop curriculum. Dr. Mary Stephano has begun her work with Ministry staff in manpower planning. Mrs. Kristine de Queiroz, who arrived in January, though not funded by PHICS, will also be working in health. She will provide training assistance in nursing to the Blantyre campus of Kamuzu College of Nursing.

E. PREPARE DETAILED SPECIFICATION FOR AND PROCURE COMMODITIES

Commodity procurement continues to be a minor part of the Project's funding, but a major component in optimizing the ability of short- and long-term technical assistants to provide their employers with the results for which they were employed. It was with anticipation, therefore, that a major delivery of computers, books, and audio-visual materials arrived in October and December for distribution to the Ministry of Local Government (D.O. #15), Kamuzu College of Nursing (D.O. #45) and Chancellor College (D.O. #41). The MOLG commodities were formally presented to the Ministry in February. A complete set of reports on receipt of commodities was presented to USAID in February, along with an updated list of commodities.

Assistance in planning for commodity procurement was provided in two instances. The first was through Kurt Moses, AED's Director of System Services. When in Malawi, in October, he worked with Bunda College officials to review the bids received for computers and computer supplies for the College's new computer center. Mr. Moses continued to work with the chosen bidder throughout this period to arrive at a contract for the equipment.

The second instance was the visit of Mr. Gundu Rau, Aurora Associate's procurement specialist on this Project, who visited

with Kamuzu College of Nursing in November to help them define their needs for supplies and to explain the procurement process to them. His visit resulted in a list from KCN in December of commodities they wished supplied.

F. REPORT TO THE GOM AND USAID/MALAWI ON PROJECT IMPLEMENTATION

It is intended that the Semi-Annual Report will fulfill part of this responsibility on a regular basis. The Semi-Annual Report contains copies of brief monthly Progress Reports written by both the Field and Home Offices. They have been previously circulated in an effort to provide more frequent implementation reports focusing on administrative and Delivery Order specific activities. Section F will augment the monthly reports by providing a six month summary of administrative activities in support of, or related to, the Project's implementation.

The Working Group of the Policy Coordinating Committee (P.C.C.) is the major forum for planning, monitoring, and reporting on Project Activities. It consists of HRID Project staff and representatives of DPM& and USAID/Lilongwe, the HRID Project monitors. The Working Group met throughout this period, reviewing Project implementation, funding, and the monitoring; its minutes will be found in the Appendices. The P.C.C. did not meet during this half year.

Because the Project has only a few years remaining, it is important to release funds committed but not needed so that they can be used by other activities. This is a three step process: determining whether unused funds are needed, or indeed, whether additional funds may be needed; deobligating funds from

commitments; and reassigning funds. The Working Group's focus on the progress of Project activities provided one measure of need for additional funds, the Home Office's review of accounts, bills outstanding, and final balances was another measure. Using procedures developed during this period were put to use to begin the closing out of PIO and D.O. activities and their funds as appropriate.

In the process of developing a request for an amendment to the Core contract for funds to cover additional administrative costs, a great deal of effort went into determining the number of training and technical assistance person-months currently anticipated to be needed under both the HRID and PHICS funding. The final request was completed and submitted to USAID by the end of the period.

Regular monthly vouchers, plus additional back-up sheets breaking out expenditures by activities within a Delivery Order, are on-going Project reports. Quarterly financial and personnel reports were prepared and submitted, as was the last (seventh) Semi-Annual Report. A review was held of the Project's compliance with regulations requiring Small and Disadvantaged Business notification of procurement bids. The Project was in full compliance with the regulations.

A special report was prepared by the Field Office on procurements through the period and presented to USAID along with

copies of all the Receiving Reports for the commodities reported. A set of Training Implementation Plans was also provided to USAID.

The Annual Participant Conference, attended by Jean Phiri, Principal Training Officer from the Department of Personnel Management and Training was held in October. It provided a venue for reporting on the needs and achievements of participants studying in the United States.

While not direct Project activities, it should be noted that Dr. Rudi Klauss and Patrick Mulawi continue to be asked to participate in National Technical Cooperation and Assessment Program (NATCAP) reviews and presentations because of their experience and knowledge gained from the work of the HRID Project. On November 7, Dr. Rudi Klauss participated in a NATCAP workshop which focussed on technical cooperation issues in transportation in Malaŵi.

Dr. John Hatch's attendance at the American Council on Education's 74th Annual Meeting in Washington, D.C., provided him the opportunity to share what the Project was doing in higher education in Malaŵi, and to greet Dr. Chikula who was there representing Chancellor College. Dr. Hatch's visit to Malaŵi for the month of October also provided an opportunity to report on

Project activities from his perspective after visiting most sites and talking with all of the OPEXers.

Finally, note should be made of the promotion of HRID Project Administrative Assistant Angela Bishop to a new position within the Academy of Educational Development. Her place was filled by Rachael Hammer, who will serve on a temporary basis until the Core budget amendment is approved.

G. REPORT ON THE GOALS OF THE PREVIOUS SIX MONTHS

1. Close Out Delivery Orders and PIOs under which activities have been completed. Complications in determining a process for completing this goal included the I.R.S. taxing requirements, which effectively mean that participants' costs are not known with certainty until the end of the calendar year. In addition, overhead rates for one calendar year are usually not approved until four to six months after the year has ended. Now that the following procedures have been agreed to, the deobligation process can begin:

For PIOs

1. When a procurement or training activity has been completed, the subcontractor, or HRID Project Office if the activity took place only in the field, will notify AED that all activities have been completed, and the date when the final bill is to be expected. Normally, all billing is expected to be completed within three months of the end of the activity. Participant billings may need to wait until three months after the end of the fiscal year in which the participant completes training.
2. AED will notify the HRID Project Office that the activity has been completed, and will begin a review of billing and supporting documentation to be sure that accounts are accurate.

3. When the certified final bill has been received, processed and vouchered, a final statement of accounts will be prepared. It will be sent to AED's Contracts Office where it will be checked, and a request prepared for amendment to enable the PIO to be closed and deobligated.

4. This request will be sent to the HRID Project Office to forward to the USAID Mission for action.

For Delivery Orders

1. Once all PIO activities have been completed, AED will draft a request to deobligate and send it to the HRID Project Office to share with USAID.

2. When comments have been received and responded to, the AED contracts office will prepare a formal request to deobligate and send it to both USAID/Lilongwe and to AID Contracts Office in Nairobi.

3. In the case where there is only one PIO in a Delivery Order, the steps under For PIO above will be followed first.

2. Review the DPM&T MIS effort and determine what options exist for continued support; amend the relevant Delivery Orders and continue work towards completion of the system. Various proposals for completing and expanding the system were put forward. Amendment #1 to Delivery Order #9 was approved in late December and provides funds to complete manuals, provide optimization, and begin data collection for the Ministry of

education and culture. The Delivery Orders pertaining to training and commodities for the MIS effort were not amended.

3. Develop a handbook and process for end-of-service closing out of OPEXer assistance. The handbook was completed in November and the procedures developed in it were tested on the three OPEXers who departed during this period. The only piece that was still being resolved at the end of the period was the proposal to have one shipping agent designated for the Project rather than requiring bids from three different agents each time an OPEXer was ready to depart.

4. Review and revise expenditure needs for major Project activities so that Delivery Orders can be amended to meet anticipated needs. The process has been underway throughout this period and proposals have been reviewed by the Working Group to amend delivery orders requiring additional funds to help reinforce HRID's commitment to sustainability of key activities. The exact amounts should be known and approved by late March/early April.

H. DELIVERY ORDERS RECEIVED, ACTIVE, OR COMPLETED

(Those not mentioned have been previously completed.)

Delivery Order #1

Active

Delivery Order #1, signed March 16, 1988, and amended August 8, 1988, February 17, 1989, and April 10, 1991, provides short-term technical experts to various public and private sector organizations in the areas of agriculture, health, transport, small and medium scale enterprises, finance, policy reform, economics, administrations, and human resources in support of the development of the HRID Project.

Delivery Order #5

Active

Delivery Order #5, signed May 17, 1989, and amended September 5, 1990, provides funds for participant training services for two persons in the area of health services: Mrs. Ida Mtinaukanena, who earned a Master's Degree in Community Health Nursing and Ms. Olive Kakhoma, who is pursuing a Master's Degree in Nursing Science.

Delivery Order #6

Active

Delivery Order #6 signed on May 17, 1989, provides funds for training services for the Department of Personnel Management and Training's Management Information System (MIS). The training is being conducted both in Malaŵi and in the U.S.

Delivery Order #7

Active

Delivery Order #7, signed May 17, 1989, and amended July 18, 1990, and November 29, 1990, provides funding for seven persons for the purpose of participant training in the United States:

- Mr. Moses Kanunkha, MUSCCO - Was trained in Harare, Zimbabwe to enable him to increase his knowledge and skills for a more effective and efficient management of training functions. His program is completed.
- Mr. Vincent K. Nkunika, MUSCCO - Was trained in Harare, Zimbabwe to learn modern methods and techniques of auditing.
- Mr. Francis C. Makoza, DEMATT - Master's Degree program in the United States to improve upon his management of small and medium enterprise development. Mr. Makoza has finished his program and returned to Malaŵi.
- Ms. Linda L. Semu, University of Malaŵi - Master's Degree program in Sociology with a specialization in Women in Development. Ms. Semu has completed her program and returned to Malaŵi.
- Ms. Naomi A. Ngwira, University of Malaŵi - Doctorate in Agricultural Economics and Sociology.
- Mr. Anthony D. Masanza, DEMATT - Master's Degree in Human Resource Management and Development. Mr. Masanza has completed his training and returned to Malaŵi.

- Mr. Paul Lowe, MUSCCO - For short term training, which has been completed.
- Messrs. A.E. Chikuse, S.W. Kadzola, L.J. Kanje, and D.D.J. Silungwe of MUSCCO, all for short-term training, which has been completed.

Delivery Order #8

Active

Delivery Order #8, signed May 17, 1989, and amended May 29, 1990, June 17, 1991, and July 19, 1991, provides funds for long-term technical assistance to the following: University of Malaŵi's department of Sociology to develop a program in Women in Development (Dr. Jean Davison); DEMATT's Agro-Industry sector to develop training programs along with assisting and advising DEMATT staff (Mr. Ken Allen); DEMATT, to develop and implement staff development programs (Mr. Jerry Schultz). Mr. Schultz has completed his work.

Delivery Order #9

Active

Delivery Order #9, signed May 17, 1989, and amended December 27, 1991, funds short-term technical assistant services provided primarily by Mr. Eric Eno and Ms. Barbara Brown to develop MIS software and to manage the MIS training program for the participants of Delivery Order #6.

Delivery Order #15

Active

Delivery Order #15, signed September 18, 1991, provides for Peter Efange to serve as a Training Advisor to the Ministry of Local Government in Malaŵi. Mr. Efange is funded for two years to establish a training management program within the Ministry. It also provides for commodities and support to local training efforts.

Delivery Order #19

Active

Delivery Order #19, signed November 15, 1989, and amended twice for a total of \$91,871 provides funds for several activities under the Ministry of Works: A Data Processing Advisor for a period of two years (Hugh Gibson); two short-term management advisors (Jerald DeJaager and Terrence O'Connor); study tours in the U.S. for two senior officials (Mr. Sydney Mainala and Mr. Kandulu Banda); curriculum development specialist for one year.

Delivery Order #20

Active

Delivery Order #20, signed November 15, 1989, provides funds for four activities for Chancellor College. In addition to supplies and a long-term technical assistant in Transport Economics, Dr. Aaron Adiv, D.O. #20 provides support for Mr. Maxwell Mkwezalamba to pursue a Ph.D. in Economics and Ms. Flora Sambakunsi to obtain a Master's Degree in Economics, with a focus on Transportation Economics.

Delivery Order #21**Completed**

Delivery Order #21, signed November 15, 1989, and amended January 11, 1991, and July 8, 1991, funded the Electricity Supply Commission for Malaŵi for commodities and a one year technical assistant, Tod Smith, to provide training in Switchgear Operations.

Delivery Order #22**Active**

Delivery Order #22, signed November 15, 1989, and amended July 18, 1991, October 16, 1990 and July 19, 1991, provides funding for eleven participant trainees to come to the United States to study.

- Justine W. Nyondo, Department of Personnel Management and Training (DPM&T). Mr. Nyondo has completed a Master's Degree in Personnel Management of Human Resources with an emphasis on organizational behavior and development.
- Bridget T. Chiwaula, Office of the President and Cabinet. Ms. Chiwaula is studying for a Master's Degree in Communication.
- Florence K. Msauka, Ministry of Justice. Ms. Msauka attended a program on Management and Personnel Development.
- George Pikelini Banda, Ministry of Forestry and Natural Resources. Mr. Banda attended courses directed toward Personnel Management.

- Alumbeni Mkocho, Department of Personnel Management and Training. Mr. Mkocho studied Management Development for use at DPM&T.
- Ernest H. B. Sambo, Department of Personnel Management and Training. Mr. Sambo attended a nine-month program on Personnel and Human Resource Management.
- Tipu Isaac Mchimika Vareta, Ministry of Trade, Industry, and Tourism. Mr. Vareta participated in a three-month training program covering trade policy, trade negotiations, management of trade, investment, privatization, and tourism.
- Robert D. Salama, Malawi Export Promotion Council. Mr. Salama is to receive a Master's Degree in International Trade and Business with an emphasis on export trade promotion strategies from a developing country perspective.
- Charles P. Msosa, Department of Personnel Management and Training. Mr. Msosa has completed for his Master's Degree in Personnel and Human Resources Management. The program had a special emphasis on organizational behavior and development.
- Godfrey Pida, Secretary of the Public Services Commission, OPC. Mr. Pida received a diploma in Leadership and Human Resource Management from Goldey-Beacon College.

Delivery Order #23

Active

Delivery Order #23, signed November 6, 1989, and amended by \$26,252 on July 19, 1991, provides funds for Ms. Effie Liabunya to participate in a Master's Degree program in Nursing in order to later assist Kamuzu College of Nursing in the field of Midwifery.

Delivery Order #24

Active

Delivery Order #24, signed November 6, 1989, and amended to deobligate \$1,451 on July 19, 1991, funded Mr. Emmanuel Gondwe's Master's Degree in Rural Development. Mr. Gondwe was replaced by Mr. Luke Banda.

Delivery Order #25

Active

Delivery Order #25, signed January 16, 1990, provides funds from the PHICS Project for long-term technical assistant Jack Farmer, a Water Engineer, who helps The Ministry of Works, Rural Water Section, for a period of three years.

Delivery Order #26

Active

Delivery Order #26, signed March 23, 1990, and amended by \$67,725 on April 9, 1991, provides funding for pre-departure activities for Malawians going overseas for Long-term training. Activities include: processing of files and placement of the participants; computer and typewriter training in Malawi; pre-departure orientation: participant

funding for annual conferences during study in the U.S. and international travel for GOM guest speakers; post-training and follow-up activities for returned participants.

Delivery Order #27

Active

Delivery Order #27, signed March 5, 1990, provides funds for the pre-placement activities of registering HRID participants in the ETS examinations prior to their placement in U.S. training institutions.

Delivery Order #28

Active

Delivery Order #28, signed March 26, 1990, covers pre-placement activities of the TOEFL, GRE, and SAT examinations for PHICS participants scheduled for U.S. degree training.

Delivery Order #29

Active

Delivery Order #29, signed March 23, 1990, provides PHICS funds for a long-term technical assistant, Dr. Michael Olivar, to the Ministry of Health to assist them in establishing an Epidemiology Unit.

Delivery Order # 31

Active

Delivery Order #31, signed March 27, 1990, provides funds to the Associated Chambers of Commerce and Industry of Malawi for short-term technical assistance, site visits to the United States, and commodities.

Delivery Order #32

Active

Delivery Order #32, signed March 27, 1990, provides DEMATT with long-term technical assistant, James Hellerman, short-term training, and commodities for the Medium Scale Enterprise Promotion Program.

Delivery Order #33

Active

Delivery Order #33, signed April 24, 1990, provides short-term technical assistance, participant training, and commodities to the National Commission for Women in Development so that it may strengthen its capacity to plan, implement, and manage development programs for women nation-wide.

Delivery Order #36

Active

Delivery Order #36, signed June 5, 1990 and amended to deobligate \$1,451 on July 19, 1991, provides funding for Ms. Olive Kakhoma of the Kamuzu College of Nursing to study for a Master's Degree in the U.S.

Delivery Order #37

Active

Delivery Order # 37, signed July 31, 1990, and amended May 1, 1990, provides funds from the PHICS Project for six participants to study in the United States. Participants and their fields of study are as follows:

- Stanley Nakhumwa--B.S., Physician Assistant; Primary Health Care;
- Aloysius Kamperewera--B.S., Environmental Health;
- Alfred Phiri--B.S., Environmental Health; (Mr. Phiri returned home 11/21/90);
- Edith Mkawa--M.A., Nursing Education; Curriculum Design Development;
- Mildred Kenala--B.S., Nursing Education; Family Planning and Teaching Methods; (Ms. Kenala has left the program.);
- Henry Sefu--B.S., Physician Assistant, Primary Health Care.

Delivery Order #38

Active

Delivery Order #38, signed July 18, 1990, provides for two participants to study in the U.S.

- Clement Thindwa--M.S. Foreign Trade and International Marketing;
- Charles Chirwa--M.S. Civil Engineering.

It was amended on July 19, 1991, to add \$10,838 to increase Mr. Thindwa and decrease Mr. Chirwa's budgets.

Delivery Order #39

Active

Delivery Order #39, signed July 31, 1991, provides funds to strengthen Bunda College of Agriculture through technical assistance, participant training, and commodities.

Delivery Order #40

Active

Delivery Order #40, signed September 5, 1990, provides funding by the PHICS project for participant training activities in Botswana for MOH Documentation Officer Willard Kazembe.

Delivery Order #41

Active

Delivery Order #41, signed September 14, 1990 and amended June 17, 1991, provides funds for long-term technical assistant, Dr. Joseph Rajbansee, to help establish a degree program in Personnel Management in the Department of Public Administration at Chancellor College. In addition to the technical assistance, it will assist the Public Administration department with the procurement of such items as books and publications.

Delivery Order #42

Active

Delivery Order #42, signed on October 18, 1990, provides \$240,000 for Research Fellow, Karin Hyde, to undertake research at the Center for Social Research, assist in teaching relevant courses on Women in Development, and to direct university students in their research projects.

Delivery Order #43

Active

Delivery Order #43, signed October 16, 1990, provides \$55,000 to establish an Assistant Registrar's position at the University of Malaŵi. The Assistant Registrar will be responsible for recruiting and selecting suitable woman candidates for the HRID Woman's Scholarship program, encouraging female secondary school students to pursue non-traditional subject areas, and assisting in other activities to strengthen the unit.

Delivery order #44

Active

Delivery Order #44, signed December 4, 1990, provides \$890,000 for various activities under the Ministry of Health PHICS project. Among the long-term technical assistants funded are Curriculum Design Specialist, Dr. Annabel Bauer, and Health Manpower Planner, Dr. Mary Stephano. In addition, this Delivery Order will fund a Medical Assistant Training Specialist and short-term technical assistants.

Delivery order #45

Active

Delivery Order #45, signed on March 26, 1991, and amended March 16, 1991, provides funding for seven participant trainees, instructional commodities, and a Medical Surgical Nursing Specialist, Kristine de Queiroz, for the Kamuzu College of Nursing.

Delivery Order #46

Active

Delivery Order #46, signed April 10, 1991, and amended August 5, 1991, provides funds for Master's Degrees programs in Mass Communications and Public Administration to be attended by Sam Gunde and Molland Nkhata, respectively. The amendment supports the Master's Degree study of Joseph Chikagwa.

Delivery Order #47

Active

Delivery Order #47, signed August 5, 1991, provides \$667,090 to the PHICS project in the Ministry of Health to sponsor fifteen members of the Ministry for degree and non-degree training.

Delivery Order #48

Active

Delivery Order #48, signed August 28, 1991, provides \$88,000 to hire a long-term technical assistant for the Ministry of Health. Mr. Marc Lippman was chosen to fill the post of Library and Documentation Specialist for one year.

III. GOALS FOR THE NEXT SIX MONTHS

- A. Complete the closing out of all PIOs and DOs where it is determined that all activity had been completed by December 31, 1991. Now that procedures have been developed, Delivery Orders and PIOs which have been completed can and should be closed out. With a year remaining in the AED core contract, it is important that the process get underway and that unexpended funds be made available to activities which might have need of them.
- B. Plan and hold an awards banquet for all Project participants who have completed training under the Project. Annual Awards Banquets are a part of the activities to be provided under the Project. For a variety of reasons, including not having many participants complete training in the early years, a Banquet has not been held. If it is not held soon, the numbers to be recognized will exceed the spaces where the ceremonies can comfortably be held.
- C. Complete recruitment of new OPEKers. Four positions need to be filled, three at Bunda College and one at the Ministry of Works. While the process of identifying the one for M.O.W. is well along, the others need to begin. May 1, 1992 is the goal for completion of the Bunda process so that clearance and preparations for departure can take place in an orderly

manner, and so that available faculty members are not lost to the process.

- D. Completion of process of preparing budgets for the extension of the Core Contract until September, 1995. The USAID Mission has indicated its willingness to consider budgets for extending the Core Contract beyond February of 1993. Numbers of participant months and technical assistance months need to be ascertained and budgets built to provide support to them and the Project. May 1st is the target date by which an agreement should be in hand.

IV. ADMINISTRATIVE REPORTS

A. QUARTERLY STATUS REPORTS 9/91-11/91

B. QUARTERLY STATUS REPORTS 12/91-2/92

C. CORE CONTRACT BUDGET EXPENDITURES

D. DELIVERY ORDERS EXPENDITURES

A. QUARTERLY STATUS REPORT 9/91-11/91

MalaWi ERID Quarterly Status Report
A.I.D. Contract Number 612-0230-C-00-8009-00
Long-Term Personnel
September 1, 1991 - November 30, 1991

NAME	DO#	S T A R T DATE	END DATE	WHERE	STATUS	SERVICE TO BE PERFORMED
Ken Allen	8	6/26/89	6/25/92	Blantyre	Active	Under the Development of MalaWiian Traders and Trust (DEMATT), develop and implement a strategy to promote and enhance agro-industrial enterprises in rural areas throughout MalaWi.
Jean Davison	8	10/9/89	8/8/92	Zomba	Active	Establish a Master's program, develop workshops, and conduct research for the area of Women in Developmental University of MalaWi's Chancellor College.
Jerold Schultz	8	12/1/89	11/30/91	Blantyre	Active	Advise and assist DEMATT in all training activities and requirements as well as improve the advisory services for new business development.
Tod Smith	21	1/10/90	10/9/91	Blantyre	Complete	Assist the Electricity Supply Commission of MalaWi (ESCOM) establish a Switchgear training school in Blantyre.

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Jean Davison	8	10/9/89	8/8/92	Zomba	Active	Establish a Master's program, develop workshops, and conduct research for the area of Women in Developmental University of MalaWi's Chancellor College.
Jerold Schultz	8	12/1/89	11/30/91	Blantyre	Active	Advise and assist DEMATT in all training activities and requirements as well as improve the advisory services for new business development.
Tod Smith	21	1/10/90	10/9/91	Blantyre	Complete	Assist the Electricity Supply Commission of MalaWi (ESCOM) establish a Switchgear training school in Blantyre.

Long-term Personnel cont.

NAME	DO#	START DATE	END DATE	WHERE	STATUS	SERVICE TO BE PERFORMED
Jack Farmer	25	4/23/90	4/22/93	Lilongwe	Active	Provide on-the job training to counterpart Malawian staff; survey and prepare detailed specifications, bills, drawings, etc. for various rural water supply schemes; plan, design and construct piped water supplies to rural areas.
Aaron Adiv	20	9/1/90	8/31/92	Zomba	Active	Assist the Department of Economics at Chancellor College to strengthen their overall program quality and effectiveness in instruction and research in the area of Transportation Economics.
James Hellerman	32	9/10/90	9/9/92	Blantyre	Active	Develop and implement strategies to promote DEMATT's Medium Scale Enterprise throughout Malawi by recruiting and training individuals to support and sustain the project. He will be responsible for monitoring all progress and projects during the program period.

Long-term Personnel cont.

NAME	DO#	START DATE	END DATE	WHERE	STATUS	SERVICE TO BE PERFORMED
Peter Efang	15	10/22/90	10/21/93	Lilongwe	Active	Establish a training management program focused on upgrading skills and improving efficiency within the Ministry of Local Government by providing on the job training to counterpart staff members.
Hugh Gibson	19	2/1/90	1/31/92	Lilongwe	Active	Establish and maintain a Data processing center within the Ministry of Works (MOW), including the development and execution of a data processing training program.
Joe Rajbansee	41	1/5/91	1/4/93	Zomba	Active	Provide Chancellor College with the technical advice to help them establish as well as teach a special degree program in Public Administration

Long-term Personnel cont.

NAME	DO#	START DATE	END DATE	WHERE	STATUS	SERVICE TO BE PERFORMED
Karin Hyde	42	7/2/91	7/1/93	Zomba	Active	Plan, organize, and undertake research in the areas of food production and nutrition, women in development, and monitor the impact of structural adjustment policies for the Center for Social Research.
Annabel Bauer	44	8/12/91	8/11/93	Lilongwe	Active	Assist the Ministry of Health and Lilongwe School of Health Sciences to review and revise the existing curriculum for health manpower development training programs and to develop new models as necessary.
Mary Stephano	44	8/22/91	8/21/93	Lilongwe	Active	Assist the Ministry of Health to design, establish and implement a new health manpower planning and development unit (MPDU) and institutionalize the capacity with the MOH and MPDU to formulate and revise health sector manpower training programs.

Long-term Personnel cont.

NAME	DO#	START DATE	END DATE	WHERE	STATUS	SERVICE TO BE PERFORMED
Vu Nguyen	39	8/30/91	8/29/93	Bunda	Active	Assist in strengthening Bunda College's Agricultural Engineering Department by teaching a variety of classes, conduct research in small and large scale processing of tropical agriculture, and supervise degree students in related research.
Robert Edwards	39	8/30/91	8/29/93	Bunda	Active	Teach classes in Agricultural Biochemistry at undergraduate level as well as to help improve upon the existing undergraduate degree curriculum and develop new graduate level degree curriculum.
Marc Lippman	48	10/1/91	9/30/92	Lilongwe	Active	Assist the Ministry of Health's Research Unit by installing all computer equipment, establishing systems and services needed to further the objectives of the Library and Documentation Centre in relation to research and planning, including training MOH staff in use and maintenance of equipment.

Long-term Personnel cont.

NAME	DO#	START DATE	END DATE	WHERE	STATUS	SERVICE TO BE PERFORMED
Michael Olivar	29	9/6/91	9/5/93	Lilongwe	Active	To head the Epidemiologist Unit and facilitate health research within MalaWi, supervise the design and conduct of epidemiological training for all MOH health services delivery personnel, and assist in health information system development.

MalaWi HRID Quarterly Status Report
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Short-Term Personnel
September 1, 1991 - November 30, 1991

NAME	DO#	S T A R T DATE	E N D DATE	WHERE	STATUS	SERVICE TO BE PERFORMED
Kurt Moses	39	9/17/90	9/21/90	Lilongwe	Complete	To assist Bunda College with the review of bids for the computer laboratory system; and, briefly to review the DPM&T MIS project

E. QUARTERLY STATUS REPORTS 12/91-2/92

MalaWi HRID Quarterly Status Report
A.I.D. Contract Number 612-0230-C-00-8009-00
Long-Term Personnel
December 1, 1991 - February 29, 1992

NAME	DO#	S T A R T DATE	END DATE	WHERE	STATUS	SERVICE TO BE PERFORMED
Ken Allen	8	6/26/89	6/25/92	Blantyre	Active	Under the Development of MalaWiian Traders and Trust (DEMATT), develop and implement a strategy to promote and enhance agro-industrial enterprises in rural areas throughout MalaWi.
Jean Davison	8	10/9/89	8/8/92	Zomba	Active	Establish a Master's program, develop workshops, and conduct research for the area of Women in Development at University of MalaWi's Chancellor College.
Jerold Schultz	8	12/1/89	11/30/91	Blantyre	Complete	Advise and assist DEMATT in all training activities and requirements as well as improve the advisory services for new business development.

Long-term Personnel cont.

NAME	DO#	START DATE	END DATE	WHERE	STATUS	SERVICE TO BE PERFORMED
Jack Farmer	25	4/23/90	4/22/93	Lilongwe	Active	Provide on-the job training to counterpart Malawian staff; survey and prepare detailed specifications, bills, drawings, etc. for various rural water supply schemes; plan, design and construct piped water supplies to rural areas.
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Long-term Personnel cont.

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Hugh Gibson	19	2/1/90	1/31/92	Lilongwe	Complete	Establish and maintain a data processing center within the Ministry of Works (MOW), including the development and execution of a data processing training program.
Joe Rajbansee	41	1/5/91	1/4/93	Zomba	Active	Provide Chancellor College with the technical advice to help them establish as well as teach a special degree program in Public Administration.

Long-term Personnel cont.

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Mary Stephano	44	8/22/91	8/21/93	Lilongwe	Active	Assist the Ministry of Health to design, establish and implement a new health manpower planning and development unit (MPDU) and institutionalize the capacity with the MOH and MPDU to formulate and revise health sector manpower training programs.

Long-term Personnel cont.

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Robert Edwards	39	8/30/91	8/29/93	Bunda	Active	Teach classes in Agricultural Biochemistry at undergraduate level, as well as to help improve upon the existing undergraduate degree curriculum and develop new graduate level degree curriculum.
Marc Lippman	48	10/1/91	9/30/92	Lilongwe	Active	Assist the Ministry of Health's Research Unit by installing all computer equipment, establishing systems and services needed to further the objectives of the Library and Documentation Centre in relation to research and planning, including training MOH staff in use and maintenance of equipment.

Long-term Personnel cont.

NAME	DO#	START DATE	END DATE	WHERE	STATUS	SERVICE TO BE PERFORMED
Michael Olivar	29	9/6/91	9/5/93	Lilongwe	Active	To head the Epidemiology Unit and facilitate health research within MalaWi, supervise the design and conduct of epidemiological training for all MOH health services delivery personnel, and assist in health information system development.
Kristine DeQueiroz	45	1/6/92	6/5/93	Lilongwe	Active	Assist Kamuzu College of Nursing in teaching Nursing Science courses in the areas of Medical-Surgical nursing to Diploma level nursing students and Theories and Concepts in Nursing and Advanced Nursing Practice to Post-Basic Degree students.

MalaWi HRID Quarterly Status Report
A.I.D. Contract Number 612-0230-C-00-8009-00
Short-Term Personnel
 December 1, 1991 - February 29, 1992

NAME	DO#	S T A R T DATE	END DATE	WHERE	STATUS	SERVICE TO BE PERFORMED
Kurt Moses	39 & 9	9/17/90	2/27/93	United States	Active	To assist Bunda College with the review of bids for the computer laboratory system; and, to review and support the DPM&T MIS project.
Eric Eno	9	1/1/91	6/30/92	United States	Active	Design and implement a Management Information System training program, both in the U.S.A. and MalaWi, for the Department of Personnel Management and Training.

G. CORE CONTRACT BUDGET EXPENDITURES

FOURTEEN QUARTERLY REPORT
CORE CONTRACT EXPENDITURES
AID CONTRACT No. 612-0230-C-00-0009-00

CATEGORY	5 YEAR ALLOCATION	PREVIOUS EXPENSES	104th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BUDGET BALANCE
1. SALARIES	755,256.00	563,063.22	49,140.04	612,212.26	143,043.74
Employee Benefits	169,353.00	154,156.00	9,832.11	163,988.91	5,364.09
2. CONSULTANT FEES	0.00	829.00	(829.00)	0.00	0.00
3. TRAVEL AND TRANSPORTATION	143,647.00	107,001.00	6,065.91	114,727.00	28,919.40
4. OTHER DIRECT COST	339,569.00	100,814.24	28,409.05	189,303.09	150,265.11
5. ITEMS 1-4	1,407,825.00	906,724.95	93,507.71	1,000,232.06	327,592.34
6. OVERHEAD	384,191.00	279,085.44	25,000.24	384,085.68	89,505.32
Subtotal	1,802,016.00	1,285,810.39	119,107.95	1,384,918.34	417,097.66
7. EQUIPMENT	53,082.00	78,643.04	0.00	78,643.04	(24,561.04)
8. ALLOWANCES	342,844.00	217,893.19	15,614.09	233,217.19	109,626.81
9. SUBCONTRACTORS	619,711.00	485,859.07	28,273.00	511,332.07	108,378.93
TOTAL ITEMS 7 - 9	1,016,037.00	780,705.21	41,887.09	822,502.30	193,444.79
10. G & A	12,384.00	12,618.59	(45.79)	12,572.00	(178.00)
11. FIXED FEE	43,967.00	31,628.42	359.33	31,985.75	11,981.25
12. GRAND TOTAL	2,874,414.00	2,090,700.61	181,300.58	2,252,009.19	622,344.81

D. DELIVERY ORDERS EXPENDITURES

DELIVERY ORDER No. 1
 AFD CONTRACT No. 612-0230-C-00-0000-00
 Date Signed: August 8, 1988
 P10/P 612-0230-3-0004

LINES ITEMS	5 YEAR ALLOCATION	PREVIOUS EXPENSES	100% QUARTER 12/91 - 02/92	EXPENSES TO DATE	FUNDS EXHAUSTING
Salary	128,000.00	96,795.71	5,421.63	102,127.14	25,872.86
Travel	111,600.00	118,250.46	0.00	118,250.46	(6,670.46)
Other Direct Cost	47,315.00	13,060.33	(5.02)	13,044.71	33,370.29
Subtotal	286,915.00	228,006.50	0.00	234,322.31	52,572.00
					0.00
Equipment	0.00	2,000.02	0.00	2,000.02	(2,000.02)
Subcontracts	16,000.00	27,053.79	0.00	27,053.79	(11,053.79)
Participants	0.00	42,637.02	0.00	42,637.02	(42,637.02)
Shipping	0.00	0.00	0.00	0.00	0.00
Subtotal	16,000.00	71,689.83	0.00	71,689.83	(42,200.14)
Overhead	80,331.00	63,000.74	1,577.41	65,406.15	14,844.85
G & A	400.00	473.61	0.00	473.61	6.39
TOTAL	383,796.00	308,100.08	0.00	373,102.90	10,003.18

DELIVERY ORDER #:
 AID Contract No. 612-0230-C-00-0009-00
 NRID/Hawaii

Date Signed: June 1, 1968
 Amended May 1, 1969

LINE ITEMS	5 Year Allocation Includes Amend. #1	PREVIOUS EXPENSES	1643. QUARTER 12/91 - 02/92	EXPENSES TO DATE	Funds Remaining
Maintenance	13,500.00	12,230.57	0.00	12,230.57	1,329.43
Tuition Fees	20,879.00	24,912.15	0.00	24,912.15	(4,033.15)
Ground Transportation	00.00	48.00	0.00	48.00	12.00
Travel	2,600.00	2,581.00	0.00	2,581.00	19.02
Excess Baggage	200.00	0.00	0.00	0.00	200.00
Books and Supplies	700.00	671.00	0.00	671.00	100.20
Typing or Typewriter	200.00	0.00	0.00	0.00	200.00
MAC Insurance	400.00	115.50	0.00	115.50	282.50
Shipment of Books	0.00	34.18	0.00	34.18	(34.18)
Professional Memberships	225.00	0.00	0.00	0.00	225.00
Contingency	100.00	238.00	0.00	238.00	(138.00)
Grantee Taxes	2,200.00	1,253.40	0.00	1,253.40	946.60
TOTAL	41,212.00	42,064.68	0.00	42,064.68	(872.68)

DELIVERY ORDER 03
 ATO Contract No. 612-0230-C-00-0000-00
 WTD/Malawi

Date Signed: June 1, 1980
 Amended: September 1980

LINE TYPES	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	EXPENSES TO DATE
Maintenance/advance	2,700.00	0.00	0.00	0.00
Maintenance/Tuition and Other Cost	50,900.00	52,509.70	0.00	52,509.70
Travel	7,128.00	8,218.20	0.00	8,218.20
TOTAL	60,728.00	60,727.90	0.00	60,727.90

DELIVERY ORDER #4
 ATD Contract No. 612-0230-C-00-0009-00
 WTB/Malawi

Date Signed: November 16, 1988

LINE TYPE	BUDGET	PREVIOUS EXPENSES	1043. QUARTER 12/91 - 02/92	EXPENSES TO DATE	Funds Balance
Maintenance & Per Diem	4,516.00	2,217.00	0.00	2,217.00	2,298.20
Travel	10,779.00	4,414.04	0.00	4,414.04	6,364.16
Miscellaneous	500.00	52.41	0.00	52.41	527.59
Books and Materials	125.00	0.00	0.00	0.00	125.00
Other Direct Cost		3,054.78	0.00	3,054.78	(3,054.78)
TOTAL	16,000.00	9,738.83	0.00	9,738.83	6,260.17

UNITED STATES
 CONTRACT No. 612-0230-C00-0000-00

Date a/c'd: May 12, 1989

	B.O. 5 BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL TO DATE	REMAINING FUNDS
12-2349-05-32					
AED Funds					
International Travel	4,000.00	1,291.87	0.00	1,291.87	2,708.13
Maintenance Advance	975.00	1,355.51	0.00	1,355.51	(380.51)
Annual Report	250.00	0.00	0.00	0.00	250.00
ITE Funds					
Subcontracts	75,991.00	53,276.29	10,461.74	63,738.03	12,252.97
TOTAL	81,216.00	55,923.67	10,461.74	66,385.41	14,830.59

	B.O. 5 BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL TO DATE	REMAINING FUNDS
12-2349-05-33					
P10/P612-0230-177033					
AED Funds					
International Travel	4,000.00	0.00	0.00	0.00	4,000.00
Maintenance Advance	975.00	216.46	0.00	216.46	758.54
Annual Report	250.00	0.00	0.00	0.00	250.00
ITE Funds					
Subcontracts	52,775.00	3,447.37	12,901.75	16,349.12	36,425.88
TOTAL	58,000.00	3,663.83	12,901.75	16,565.58	41,434.42

WTRD/MALANT
 CONTRACT No. 612-0230-000-0009-00
 P10/P012-0230-00014
 9.0. 6

Signed: May 1980

13-2349-00-01

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	EXPENSES TO DATE	PERCENT REMAINING
Incountry Trainer Cost	10,000.00	10,925.64	0.00	10,925.64	(925.64)
International Travel	17,625.00	2,985.32	0.00	2,985.32	14,639.68
Maintenance Advance	4,875.00	4,842.73	0.00	4,842.73	32.27
Annual Report	250.00	0.00	0.00	0.00	250.00
TOTAL	32,750.00	18,753.69	0.00	18,753.69	13,996.31

13-2349-00-02

Subcontracts	77,250.00	81,685.64	(7,651.00)	74,014.64	3,235.96
TOTAL	110,000.00	100,419.33	(7,651.00)	92,767.73	17,232.27

DELIVERY ORDER No. 7
 CONTRACT No. 612-0230-C-00-0000-00
 Date signed: May 17, 1989

	PREVIOUS EXPENSES	16th QUARTER 12/91 - 02/92	EXPENSES TO DATE	BALANCE
AED P10/P612-0230-177024				
07-24 D.O. 7				
: Tuition, Lodging and Insurance :	3,485.00	4,638.70	0.00	4,638.70 (1,153.70)
: Travel :	500.00	0.00	0.00	0.00 500.00
: TOTAL :	3,985.00	4,638.70	0.00	4,638.70 (653.70)
AED P10/P612-0230-177025				
07-25 D.O. 7				
: Tuition, Lodging and Insurance :	5,578.00	150.14	0.00	150.14 5,427.86
: International Travel :	500.00	2,260.40	0.00	2,260.40 (1,760.40)
: TOTAL :	6,078.00	2,410.54	0.00	2,410.54 3,667.46
AED P10/P612-0230-177026				
07-26 D.O. 7				
: International Travel :	320.00	294.92	0.00	294.92 25.08
: Maintenance Advance :	500.00	500.05	0.00	500.05 (0.05)
: Subcontract :	2,790.00	16,721.09	18.95	16,740.04 (13,950.04)
: TOTAL :	3,700.00	17,614.06	18.95	17,633.01 (13,933.01)
AED P10/P612-0230-177027				
07-27 D.O. 7				
: International Travel :	3,000.00	2,549.65	0.00	2,549.65 450.35
: Maintenance Advance :	975.00	1,057.12	0.00	1,057.12 (82.12)
: Subcontract :	16,725.00	39,535.29	0.00	39,535.29 (22,810.29)
: TOTAL :	20,700.00	43,142.06	0.00	43,142.06 (22,442.06)
AED P10/P612-0230-177028				
07-28 D.O. 7				
: International Travel :	4,000.00	0.00	0.00	0.00 4,000.00
: Maintenance Advance :	975.00	0.00	0.00	0.00 975.00
: Subcontract :	53,025.00	0.00	0.00	0.00 53,025.00
: TOTAL :	58,000.00	0.00	0.00	0.00 58,000.00

PROVISION: 16th QUARTER EXPENSES
 EXPENSES 12/91 02/92 TO DATE BALANCE

AED		P10/P612-0230-177029			
07-29		0.0. 7			
:International Travel	: 5,000.00	: 1,677.00	0.00	: 1,677.00	: 3,322.00
:Maintenance Advance	: 975.00	: 1,127.02	0.00	: 1,127.02	: (152.02)
:Subcontract	: 52,025.00	: 48,845.30	4,523.02	: 53,368.32	: (1,343.92)
:TOTAL	: 58,000.00	: 51,650.52	4,523.02	: 56,174.14	: 1,825.86

AED		P10/P612-0230-177030			
07-30		0.0. 7			
:International Travel	: 4,000.00	: 1,308.12	0.00	: 1,308.12	: 2,691.88
:Maintenance Advance	: 975.00	: 2,058.52	0.00	: 2,058.52	: (1,083.52)
:Subcontract	: 82,025.00	: 38,582.26	4,406.00	: 42,988.26	: 39,036.74
:TOTAL	: 87,000.00	: 42,958.90	4,406.00	: 47,364.90	: 39,635.10

AED		P10/P612-0230-177031			
07-31		0.0. 7			
:International Travel	: 4,000.00	: 1,553.26	0.00	: 1,553.26	: 2,446.74
:Maintenance Advance	: 975.00	: 1,266.71	0.00	: 1,266.71	: (291.71)
:Subcontract	: 53,025.00	: 61,491.03	(1,279.50)	: 60,211.53	: (7,187.04)
:TOTAL	: 58,000.00	: 64,311.00	(1,279.50)	: 63,031.50	: (5,032.01)

AED		P10/P612-0230-177041			
07-41		0.0. 7			
:International Travel	: 706.00	: 0.00	0.00	: 0.00	: 706.00
:Maintenance Advance	: 4,284.00	: 0.00	0.00	: 0.00	: 4,284.00
:Subcontract	: 5,538.00	: 0.00	3,323.17	: 3,323.17	: 2,214.83
:TOTAL	: 10,528.00	: 0.00	3,323.17	: 3,323.17	: 7,204.83

AED		P10/P612-0230-177042			
07-42		0.0. 7			
:International Travel	: 600.00	: 0.00	0.00	: 0.00	: 600.00
:Maintenance Advance	: 405.00	: 0.00	0.00	: 0.00	: 405.00
:Subcontract	: 2,729.00	: 0.00	0.00	: 0.00	: 2,729.00
:TOTAL	: 3,734.00	: 0.00	0.00	: 0.00	: 3,734.00

PREVIOUS 1666 QUARTER EXPENSES
EXPENSES 12/91 - 02/92 TO DATE BALANCE

AED 07-52		PTO/P612-0230-177052 0.0. 7			
:International Travel	: 600.00 :	0.00	0.00	0.00	: 600.00 :
:Maintenance Advance	: 1,000.00 :	0.00	0.00	0.00	: 1,000.00 :
:Subcontract	: 5,900.00 :	0.00	0.00	0.00	: 5,900.00 :
:TOTAL	: 7,500.00 :	0.00	0.00	0.00	: 7,500.00 :

AED 07-53		PTO/P612-0230-177053 0.0. 7			
:International Travel	: 600.00 :	0.00	0.00	0.00	: 600.00 :
:Maintenance Advance	: 400.00 :	0.00	0.00	0.00	: 400.00 :
:Subcontract	: 1,000.00 :	0.00	0.00	0.00	: 1,000.00 :
:TOTAL	: 2,000.00 :	0.00	0.00	0.00	: 2,000.00 :

AED 07-54		PTO/P612-0230-177054 0.0. 7			
:International Travel	: 5,000.00 :	0.00	0.00	0.00	: 5,000.00 :
:Maintenance Advance	: 975.00 :	1,139.68	0.00	1,139.68	: (164.68) :
:Subcontract	: 24,025.00 :	7,105.74	7,197.31	14,303.05	: 9,721.95 :
:TOTAL	: 30,000.00 :	8,245.42	7,197.31	15,442.73	: 14,557.27 :

Delivery Order 08 Signed: July 1983
 AID Contract No. 612-0230-C-00-0000-00

AID ID No. 12-2349-00

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	400,624.00	332,869.58	31,695.83	364,474.61	45,149.39
7% Benefits	28,673.68	23,229.63	2,212.34	25,441.97	3,231.71
5% Incentive	0.00	0.00	0.00	0.00	0.00
10% Differential	40,962.40	32,865.61	3,160.52	36,026.13	4,936.28
SUBTOTAL SALARY	470,260.08	388,964.82	36,977.89	425,942.71	53,317.37
- Local Salary	0.00	0.00	0.00	0.00	0.00
NET SALARY	470,260.08	388,964.82	36,977.89	425,942.71	53,317.37
2. TRAVEL AND PER DIEM					
Round Trip to Miami	20,000.00	20,049.52	2,400.71	22,450.23	(2,450.23)
R & R	25,000.00	2,719.02	2,209.12	4,928.14	20,071.86
Excess Baggage	1,200.00	0.00	0.00	0.00	1,200.00
D.C. Orientation	500.00	0.00	0.00	0.00	500.00
3. SHIPPING COST	9,025.00	4,787.50	0.00	4,787.50	4,237.50
4. STORAGE	7,150.00	3,580.00	137.00	3,718.00	3,431.00
5. D.B.A	19,122.00	0.00	2,606.10	2,606.10	16,515.90
6. U.S. EMR. MEDICAL	5,520.00	2,022.30	0.00	2,022.30	3,497.61
7. MEDIVAC	2,800.00	0.00	0.00	0.00	2,800.00
8. PRE/POST MEDICAL	2,800.00	1,159.06	0.00	1,159.06	1,640.94
9. TEMP. CAR	4,000.00	2,778.92	0.00	2,778.92	1,221.08
10. TEMP. HOUSING	3,400.00	2,844.68	0.00	2,844.68	555.32
11. SETTLING IN	30,500.00	30,500.00	2,268.90	32,768.90	(2,268.90)
12. HOUSING	44,112.00	24,761.36	6,430.46	31,200.82	12,911.18
13. BOOKS ALLOWANCE	900.00	668.44	0.00	668.44	231.56
14. SECURITY	5,808.00	2,171.49	462.95	2,634.44	3,251.56
15. INSURANCE	14,400.00	10,934.38	900.00	11,834.38	2,565.62
16. RECRUITMENT	7,940.00	4,258.70	0.00	4,258.70	3,681.30
17. SUBTOTAL 1 - 15	8483,595.08	8502,281.08	854,082.73	8556,003.81	8128,991.27
18. G & A	21,137.00	13,608.71	322.87	13,831.58	20,814.13
Indirect Overhead					
Participant Expense	20,618.00	10,285.86	0.00	10,285.86	10,412.14
19. GRAND TOTAL	8725,350.08	8525,915.65	854,725.00	8500,641.25	8107,805.00
OBLIGATED AMOUNT	8746,585.00				

DELIVERY ORDER 09
 CONTRACT No. 612-0230-C-00-0009-00
 P10/T 612-0230-S-00012

	BUDGET	PREVIOUS EXPENSES	16th QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Salaries	48,794.00	24,008.32	1,302.76	25,371.08	23,422.92
Prime Benefits	14,023.00	6,771.41	206.35	7,037.76	6,985.24
Consultants	157,006.00	124,245.20	16,100.79	140,405.99	16,600.01
2. TRAVEL AND PER DIEM	89,806.00	42,100.05	0.00	42,100.05	47,705.95
3. OTHER DIRECT COST	23,282.00	5,908.64	470.00	6,458.64	16,743.36
SUBTOTAL	8332,831.00	8203,122.62	818,250.00	8221,382.52	8111,448.48
SUBCONTRACTORS	45,000.00	389.62	389.00	788.62	44,211.38
OVERHEAD	83,183.00	58,421.83	4,775.24	63,196.27	20,986.73
G & A	1,350.00	6.01	22.00	28.61	1,321.39
EQUIPMENT	0.00	2,010.06	0.00	2,010.06	(2,010.06)
EQUIPMENT	10,000.00	0.00	0.00	0.00	10,000.00
GRAND TOTAL	482,374.00	263,958.34	23,456.74	287,416.08	194,957.92

DELIVERY ORDER No. 10
 AID Contract No. 612-0230-C-00-0009-00
 13-2349-10-01
 AMORRA ASSOCIATES INC.
 DEBATTI/ENGSTROM

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
International Travel	3,500.00	3,915.23	0.00	3,915.23	(415.23)
In-country Travel (car rental)	300.00	51.00	0.00	51.00	249.00
Per Diem	3,200.00	3,392.00	0.00	3,392.00	(192.00)
International Per Diem/ground transportation	150.00	619.00	0.00	619.00	(469.00)
Consulting Fees	7,000.00	12,162.71	0.00	12,162.71	(4,362.71)
Other Direct:					
Immunizations, passport pictures	30.00	107.47	0.00	107.47	(77.47)
Baby health unit fees, medivac ins.	68.50	43.00	0.00	43.00	25.50
BIA insurance	331.50	424.32	0.00	424.32	(82.82)
Subtotal	15,300.00	20,714.73	0.00	20,714.73	(5,234.73)
G & A 12.16%	1,870.21	300.43	0.00	300.43	1,870.00
TOTAL	17,250.21	21,075.16	0.00	21,075.16	(3,464.73)

13-2349-10-02

AMORRA ASSOCIATES INC
 DEBATTI/COLO

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
International Travel	3,500.00	0.00	0.00	0.00	3,500.00
In-country Travel (car rental)	300.00	0.00	0.00	0.00	300.00
Per Diem	3,200.00	1,090.00	0.00	1,090.00	2,109.40
International Per Diem/ground transportation	150.00	0.00	0.00	0.00	150.00
Consulting Fees	5,000.00	2,855.46	0.00	2,855.46	3,044.54
Other Direct:					
Immunizations, passport pictures	30.00	0.37	0.00	0.37	29.63
Baby health unit fees, medivac ins.	68.50	0.00	0.00	0.00	68.50
BIA insurance	331.50	0.00	0.00	0.00	331.50
Subtotal	13,000.00	3,946.43	0.00	3,946.43	9,533.57
OVERHEAD	3,774.40	1,089.08	0.00	1,089.08	1,870.00
TOTAL	17,254.40	5,045.51	0.00	5,045.51	11,403.57
TOTAL DELIVERY ORDER	34,504.61	26,120.67	0.00	26,120.67	7,336.84
TOTAL OBLIGATED AMOUNT	34,500.00				

Delivery Order 811 Signed: May 1989
 AFD Contract No. 612-0230-C-00-8009-00
 AFD ID No. 13-2349-11-0)

	PREVIOUS	164. QUARTER	TOTAL	
College of Accounting	EXPENSES	12/91 - 02/92	EXPENSES	BALANCE
Includes overhead PROCUREMENT	30,384.00	30,383.79	0.00	30,383.79
TOTAL	30,384.00	30,383.79	0.00	30,383.79

AFD ID No. 13-2349-11-02

Includes overhead PROCUREMENT	285,100.00	240,284.95	(6,917.63)	233,287.32	51,812.08
TOTAL	285,100.00	240,284.95	(6,917.63)	233,287.32	51,812.08
TOTAL D.O. 11	315,084.00	270,568.65	(6,917.63)	283,671.02	51,812.08

Delivery Order 812 Signed: May 1989
 AID Contract No. 612-0230-C-00-0009-00
 AID ID No. 13-2349-12

13-2349-12-01
 PROPOSED BUDGET FOR: AMBORA
 U. of Miami
 Includes overhead

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
PROCUREMENT	35,000.00	24,753.75	325.00	25,078.75	9,921.25
TOTAL	35,000.00	24,753.75	325.00	25,078.75	9,921.25

13-2349-12-02
 PROPOSED BUDGET FOR: AMBORA
 BEHATT
 Includes overhead

PROCUREMENT	22,000.00	17,387.91	0.00	17,387.91	4,612.09
TOTAL	22,000.00	17,387.91	0.00	17,387.91	4,612.09
TOTAL D.O. 812	57,000.00	42,141.66	325.00	42,468.86	15,133.34

Delivery Order 813 Signed: June 1989
 AID Contract No. 612-0230-C-00-0000-00
 AID TO No. 13-2349-13-00

13-2349-13-00

	BUDGET	PREVIOUS EXPENSES	164A. QUANTTY 12/91 - 02/92	TOTAL EXPENSES	BALANCE
International Travel	2,000.00	2,549.65	0.00	2,549.65	350.35
Maintenance Allowance	975.00	2,167.65	0.00	2,167.65	(1,192.65)
Subcontracts	41,425.00	35,793.86	0.00	35,793.86	5,631.14
TOTAL EXPENSES	45,300.00	40,511.16	0.00	40,511.16	4,788.84

Delivery Order #14 Signed: June 1989
 ATD Contract No. 612-0230-C-00-0003-00
 AFD TD No. 13-2349-14-00

13-2349-14-00

	BUDGET	PREVIOUS EXPENSES	164th QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
International Travel	2,000.00	2,186.73	0.00	2,186.73	413.27
Maintenance Allowance	975.00	1,004.23	0.00	1,004.23	(829.23)
Subcontracts	9,625.00	8,409.79	0.00	8,409.79	955.21
TOTAL EXPENSES	13,000.00	12,600.75	0.00	12,600.75	539.25

Delivery Order 815 Signed: June 1969
 AID Contract No. 612-0230-C-00-0000-00
 AID ID No. 12-2349-15

12-2349-15-01
 PROPOSED BUDGET FOR: Long Term Technical Assistance
 TOT-NDLG

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
Salary	129,150.00	30,019.94	54,482.07	92,482.01	36,667.99
Benefits	9,041.00	2,661.37	3,812.28	6,473.65	2,567.35
Differential	12,915.00	3,802.01	5,446.20	9,248.21	3,666.79
Airfare	15,000.00	8,188.79	0.00	8,188.79	6,811.21
R & R	9,000.00	3,012.94	0.00	3,012.94	5,987.06
Shipping	3,000.00	7,365.34	0.00	7,365.34	(4,365.34)
Storage	3,000.00	840.00	0.00	840.00	2,160.00
MMA Insurance	6,167.00	0.00	1,839.17	1,839.17	4,327.83
U.S. Embassy Medical	1,300.00	0.00	0.00	0.00	1,300.00
HEOTVAC	720.00	575.00	0.00	575.00	145.00
Pre/post Medical	1,000.00	172.00	0.00	172.00	1,428.00
Temporary Car	1,000.00	1,179.62	0.00	1,179.62	(179.62)
Temporary Housing	1,200.00	2,089.87	0.00	2,089.87	(889.87)
Settling-in Allowance	9,500.00	12,603.79	0.00	12,603.79	(3,103.79)
Housing	23,000.00	24,919.73	561.01	25,480.74	(2,480.74)
Guard Service	3,000.00	1,985.71	763.05	2,748.76	251.24
Health Insurance	3,000.00	1,703.99	(950.68)	753.31	2,846.69
Educational Allowance	0.00	5,241.66	2,014.90	7,256.56	(7,256.56)
Subtotal	232,273.00	114,361.76	67,948.00	182,309.76	49,963.24
G & G	4,645.46	3,809.49	1,327.38	5,136.87	4,645.46
Recruitment Cost	3,000.00	11,557.65	0.00	11,557.65	1,277.47
TOTAL	239,918.46	129,728.90	69,275.38	199,004.28	55,886.17

12-2349-15-02
PARTICIPANT TRAINING

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
2 RT to Washington, DC	6,000.00	0.00	0.00	0.00	6,000.00
Per Diem for Washington for 14 days: 9121 X 14 X 2	3,308.00	3,057.29	0.00	3,057.29	350.71
Health Insurance 34 X 2	68.00	68.83	0.00	68.83	(60.83)
Local Travel	2,000.00	2,643.15	0.00	2,643.15	(643.15)
	11,456.00	6,369.37	0.00	6,369.37	5,086.63

12-2349-15-03
PROPOSED BUDGET FOR: AED

Short Term Technical Assistance (NOLG)

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
Consultancy Fees (48 days X \$285)	13,680.00	39,895.17	(40,533.51)	(538.34)	14,218.34
International Travel (LIT @ \$3,000)	3,000.00	0.00	0.00	0.00	3,000.00
Per Diem (56 days X 90)	5,040.00	0.00	0.00	0.00	5,040.00
Medical Insurance, In'l Per Diem	300.00	0.00	0.00	0.00	300.00
	22,620.00	39,895.17	(40,533.51)	(538.34)	22,558.34
Indirect Cost	6,165.00	1,191.28	(1,177.50)	13.69	6,316.34
TOTAL	28,785.00	41,186.45	(41,711.10)	(524.65)	28,874.68

12-2349-15-04
PROPOSED BUDGET FOR: AED

Short Term Technical Assistance (NOLG)

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
Consultancy Fees (60 days X \$285)	17,100.00	0.00	0.00	0.00	17,100.00
Local Senior Trainer Fees	9,000.00	0.00	0.00	0.00	9,000.00
Per Diem (72 days X 90)	6,480.00	0.00	0.00	0.00	6,480.00
Car Rental	500.00	0.00	0.00	0.00	500.00
International Travel (LIT @ \$3,000)	3,000.00	0.00	0.00	0.00	3,000.00
Medical Insurance, In'l Per Diem	300.00	0.00	30.00	30.00	270.00
	36,380.00	0.00	30.00	30.00	36,350.00
Indirect Cost 29.5%	10,186.00	0.00	8.40	8.40	10,178.00
TOTAL	46,566.00	0.00	38.40	38.40	46,528.00

12-2349-15-05
PROPOSED BUDGET FOR: AED

Short Term Technical Assistance (NOLG)

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
Consultancy Fees (30 days X \$285)	8,550.00	0.00	0.00	0.00	8,550.00
International Travel (LIT @ \$3,000)	3,000.00	0.00	0.00	0.00	3,000.00
Per Diem (35 days X 90)	3,150.00	0.00	0.00	0.00	3,150.00
Car Rental	500.00	0.00	0.00	0.00	500.00
Medical Insurance, In'l Per Diem	300.00	0.00	0.00	0.00	300.00
	15,500.00	0.00	0.00	0.00	15,500.00
Indirect cost 29.5%	4,340.00	0.00	0.00	0.00	4,340.00
TOTAL	19,840.00	0.00	0.00	0.00	19,840.00

12-2349-15-06 PROPOSED BUDGET FOR: AUBORA Equipment (BOLG)	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1 High speed multi-use photocopier	15,000.00	15,245.92	0.00	15,245.92	(245.92)
3 microcomputers, printers and accessories	15,000.00	0.00	0.00	0.00	15,000.00
Shipping, insurance & handling fees	3,000.00	3,712.31	2,902.95	6,695.26	(3,695.26)
TOTAL	33,000.00	18,958.23	2,902.95	21,941.18	11,058.82

12-2349-15-07 PROPOSED BUDGET FOR: AED	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
Supplies and other consumables	1,000.00	0.00	0.00	0.00	1,000.00
Training materials and manuals					
Local contract to produce multiple copies of all training modules and manuals	50,000.00	0.00	0.00	0.00	50,000.00
Development of TOT materials					
Training manuals (15 sets X \$200)	3,000.00	0.00	0.00	0.00	3,000.00
Field research costs (travel & per diem for 12 TOT trainees)	7,200.00	0.00	0.00	0.00	7,200.00
Transportation (car rental)	3,000.00	0.00	0.00	0.00	3,000.00
Materials and supplies	4,000.00	0.00	0.00	0.00	4,000.00
TOTAL	68,200.00	0.00	0.00	0.00	68,200.00

12-2349-15-08 PROPOSED BUDGET FOR: AED (Field Office) Elected Council Chairman Workshop	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
35 Participants X 10 days X \$40	14,000.00	0.00	0.00	0.00	14,000.00
3 Trainers X 10 days X \$40	1,200.00	0.00	0.00	0.00	1,200.00
Materials and Supplies	1,000.00	0.00	0.00	0.00	1,000.00
TOTAL	16,200.00	0.00	0.00	0.00	16,200.00

12-2349-15-09 PROPOSED BUDGET FOR: AED (Field Office) Financial Management Workshop	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
100 persons X 20 days X \$30	60,000.00	15,989.23	0.00	15,989.23	44,010.77
3 Trainers X 96 days X \$30	8,640.00	0.00	11,047.26	11,047.26	(2,407.26)
Materials and Supplies \$50 X 100	5,000.00	228.69	0.00	228.69	4,771.31
TOTAL	73,640.00	16,217.92	11,047.26	27,265.18	46,374.82

12-2349-15-10

PROPOSED BUDGET FOR: AED (Field Office)

Executive Development Seminar

100 persons X 10 days X 850

2 Trainers X 40 days X 850

Materials and Supplies 850 X 100

TOTAL

BUDGET	PREVIOUS EXPENSES	164th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
50,000.00	13,061.17	0.00	13,061.17	36,938.83
4,000.00	0.00	0.00	0.00	4,000.00
		0.00		
3,000.00	0.00	0.00	0.00	3,000.00
57,000.00	13,061.17	0.00	13,061.17	44,938.83

12-2349-15-11

PROPOSED BUDGET FOR: AED (Field Office)

Policy and Process Workshops (4)

1.- Principles and Practices of Cost recovery and affordability

2.- Decentralization - Policy and Practice

3.- Role of the local authorities to support private sector development

4.- General management process workshops for local authority works supervisors

TOTAL

BUDGET	PREVIOUS EXPENSES	164th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
20,000.00	48,019.33	10,004.70	58,114.03	(38,114.03)
20,000.00	0.00	0.00	0.00	20,000.00
20,000.00	0.00	0.00	0.00	20,000.00
20,000.00	0.00	0.00	0.00	20,000.00
80,000.00	48,019.33	10,004.70	58,114.03	21,885.97

CONTINGENCY FOR ALL BUDGETS

TOTAL BUDGET ORDER B5.15

70,003.54	0.00	0.00	0.00	
745,500.00	273,541.37	51,777.50	325,258.96	364,673.92

Delivery Order 816 Signed: October 1989
 AFD Contract No. 812-0230-C-00-0009-00
 AFD TD No. 13-2349-16-00

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
International Travel	2,950.00	3,435.78	0.00	3,435.78	(485.78)
Maintenance Allowance	975.00	1,073.15	0.00	1,073.15	(98.15)
Subcontracts	12,498.00	11,495.31	0.00	11,495.31	1,002.69
TOTAL EXPENSES	16,423.00	16,004.24	0.00	16,004.24	418.76

	BUDGET	PREVIOUS EXPENSES	1644. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
International Travel	2,950.00	3,435.78	0.00	3,435.78	(485.78)
Maintenance Allowance	975.00	1,073.15	0.00	1,073.15	(98.15)
Subcontracts	12,498.00	11,495.31	0.00	11,495.31	1,002.69
TOTAL EXPENSES	16,423.00	16,004.24	0.00	16,004.24	418.76

Delivery Order 817 Signed: September 1989
 AID Contract No. 612-0230-C-00-0000-00
 AID TD No. 13-2349-17-00

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
International Travel	3,000.00	2,291.18	0.00	2,291.18	708.82
Maintenance Allowance	975.00	1,059.48	0.00	1,059.48	(84.48)
Subcontracts	11,025.00	9,053.19	0.00	9,053.19	1,971.81
TOTAL EXPENSES	15,000.00	12,403.85	0.00	12,403.85	2,596.16

Delivery Order 818 Signed: September 1989
 AFD Contract No. 612-0230-C-00-0000-00
 AFD ID No. 13-2349-10-00

	BUDGET	PREVIOUS EXPENSES	164b. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
International Travel	2,500.00	2,394.91	0.00	2,394.91	105.09
Maintenance Allowance	450.00	0.00	0.00	0.00	450.00
Subcontracts	4,550.00	4,329.16	0.00	4,329.16	220.84
TOTAL EXPENSES	7,500.00	6,715.07	0.00	6,715.07	784.93

Delivery Order 819 Signed: September 1989
 AFD Contract No. 612-0230-C-00-8009-00
 AFD TO No. 13-2349-19

13-2349-19-01	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/91	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS :					
Base Salary	129,150.00	111,740.43	16,400.49	128,149.92	1,000.08
7% Benefits	9,841.00	7,821.81	1,748.87	8,970.48	79.52
10% Differential	12,915.00	11,173.98	1,640.94	12,814.92	100.08
SUBTOTAL SALARY	151,906.00	130,736.22	19,190.10	149,935.32	1,170.68
- Local Salary	6,000.00	0.00	0.00	0.00	6,000.00
NET SALARY	157,906.00	130,736.22	19,190.10	149,935.32	7,170.68
2. TICKETS					
Round Trip to Malani	18,000.00	2,715.04	0.00	2,715.04	15,284.96
R & R	9,000.00	2,000.78	0.00	2,000.78	6,999.22
3. SHIPPING COST					
3,000.00	3,965.00	902.50	4,867.50	(1,867.50)	
4. STORAGE					
3,000.00	1,300.87	148.77	1,500.64	1,499.36	
5. D.R.A.					
6,167.00	0.00	0.00	0.00	6,167.00	
6. U.S. INT. MEDICAL					
1,300.00	0.00	0.00	0.00	1,300.00	
7. MEDIVAC					
720.00	125.00	0.00	125.00	595.00	
8. PRE/POST MEDICAL					
1,000.00	306.12	0.00	306.12	1,293.88	
9. TRIP. CAR					
1,000.00	1,449.01	0.00	1,449.01	(449.01)	
10. TRIP. HOUSING					
1,200.00	3,657.56	0.00	3,657.56	(2,457.56)	
11. SETTLEMENT IN					
12,500.00	10,005.00	(1,005.00)	9,000.00	3,500.00	
12. HOUSING					
23,000.00	30,623.13	344.99	30,968.12	(7,968.12)	
13. BOOKS ALLOWANCE					
0.00	300.00	0.00	300.00	(300.00)	
14. SECURITY					
3,000.00	1,959.77	587.08	2,546.85	453.15	
15. INSURANCE					
3,600.00	4,212.31	450.00	4,662.31	(1,062.31)	
16. RECRUITMENT					
3,000.00	1,365.21	0.00	1,365.21	1,634.79	
17. SUBTOTAL 1 - 16	232,272.50	195,671.02	19,827.44	215,698.46	16,774.04
18. G & A	4,645.45	5,785.46	9.18	5,774.64	(1,129.19)
19-01 TOTAL	236,917.95	201,456.48	19,836.62	221,273.10	15,644.85

13-2349-19-02	BUDGET	EXPENSES	12/91 - 02/91	EXPENSES	BALANCE
1. ST CONSULTANTS					
Consultancy Fees (113 days @ \$285)	32,285.00	29,047.50	0.00	29,047.50	3,157.50
Int'l Travel (1 RT @ \$4,000)	4,000.00	4,550.92	0.00	4,550.92	(550.92)
Per Diem (129 days @ \$90)	11,610.00	18,334.88	0.00	18,334.88	(5,724.88)
MEA Insurance	1,285.00	0.00	0.00	0.00	1,285.00
MEDIVAC/Int'l Per Diem	765.00	291.07	0.00	291.07	473.93
Total Consultants	49,865.00	52,224.37	0.00	52,224.37	(2,359.37)
Overhead	13,962.20	14,648.78	(10.14)	14,638.64	(676.44)
19-02 TOTAL	63,827.20	66,873.15	(10.14)	66,863.01	(3,035.81)

13-2349-19-03	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/91	TOTAL EXPENSES	BALANCE
1. ST CONSULTANTS					
Consultancy Fees (50 days @ \$285)	14,250.00	35,400.00	0.00	35,400.00	(21,150.00)
Int'l Travel (1 RT @ \$4,000)	4,000.00	11,884.54	0.00	11,884.54	(7,884.54)
Per Diem (56 days @ \$90)	5,040.00	13,885.87	(70.65)	13,815.22	(8,775.22)
MEA Insurance	569.00	0.00	0.00	0.00	569.00
MEDIVAC/Int'l Per Diem	500.00	1,783.14	381.45	2,164.59	(1,664.59)
Total Consultants	24,359.00	62,953.55	310.00	63,264.35	(38,905.35)
Overhead	6,829.52	16,084.82	(10.43)	16,074.39	(9,253.87)
19-03 TOTAL	31,178.52	79,038.37	300.37	79,338.74	(48,159.22)

12-2349-19-04	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/91	TOTAL EXPENSES	BALANCE
1. PARTICIPANT EXPENSE					
Int'l Airfare 2 X 4000	8,000.00	10,670.44	2,171.98	12,842.42	(4,842.42)
Maintenance Advance 2 X 4000	8,000.00	3,681.15	(2,171.98)	1,489.17	6,510.83
Prof. Membership 2 X 225	450.00	0.00	0.00	0.00	450.00
Shipping Books/Semin. 2 X 300	600.00	0.00	0.00	0.00	600.00
Insurance 2 X 50	100.00	0.00	0.00	0.00	100.00
Field Trips/Seminars	2,850.00	0.00	0.00	0.00	2,850.00
Recort Assistance	5,000.00	9,022.36	0.00	9,022.36	(4,022.36)
19-04 TOTAL	325,000.00	323,353.95	(80.00)	323,353.95	81,646.05

PI0/7612-0230-3-00030
12-2349-19-05

PREVIOUS 164b. QUARTER TOTAL
EXPENSES 12/91 - 02/91 EXPENSES BALANCE

		PREVIOUS EXPENSES	164b. QUARTER 12/91 - 02/91	TOTAL EXPENSES	BALANCE
ST CONSULTANTS			0.00		
Consultancy Fees	26,550.00	0.00	0.00	0.00	26,550.00
Int'l Travel	10,000.00	0.00	0.00	0.00	10,000.00
Local Transportation	1,000.00	0.00	0.00	0.00	1,000.00
Per Diem	10,112.00	0.00	0.00	0.00	10,112.00
MHA Insurance	1,059.00	0.00	0.00	0.00	1,059.00
MEDIVAC/COMMUNICATIONS	600.00	0.00	0.00	0.00	600.00
Total Consultants	49,321.00	0.00	0.00	0.00	49,321.00
Overhead 28%	14,550.00	0.00	0.00	0.00	0.00
TOTAL 19-05	63,871.00	0.00	0.00	0.00	49,321.00

PI0/7617-0230-3-00030
12-2349-19-06

0.0. BUDGET PREVIOUS 164b. QUARTER TOTAL
EXPENSES 12/91 - 02/91 EXPENSES BALANCE

		PREVIOUS EXPENSES	164b. QUARTER 12/91 - 02/91	TOTAL EXPENSES	BALANCE
COMMODITIES					
Computer hardware	8,300.00	2,955.00	10,007.16	13,563.04	(5,263.04)
Software	1,400.00	0.00	0.00	0.00	1,400.00
Supplies/Books	220.00	0.00	0.00	0.00	220.00
Shipping	2,000.00	0.00	0.00	0.00	2,000.00
TOTAL 19-06	12,000.00	2,955.00	10,007.16	13,563.04	(1,563.04)

PI0/7612-0230-3-00030
12-2349-19-07

0.0. BUDGET PREVIOUS 164b. QUARTER TOTAL
EXPENSES 12/91 - 02/91 EXPENSES BALANCE

		PREVIOUS EXPENSES	164b. QUARTER 12/91 - 02/91	TOTAL EXPENSES	BALANCE
PARTICIPANT EXPENSE					
Int'l Travel	2,500.00	0.00	0.00	0.00	2,500.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontractors	12,525.00	0.00	5,875.48	5,875.48	6,649.52
TOTAL 19-07	16,000.00	0.00	5,875.48	5,875.48	10,124.52

Delivery Order #19 Signed: September 1963
 AID Contract No. 612-0230-C-00-0009-00
 AEDP10/P 612-0230-3-00017

13-2349-19-00	BUDGET	PREVIOUS EXPENSES	10th. QUARTER 12/91 - 02/91	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	65,000.00	0.00	0.00	0.00	65,000.00
7% Benefits	4,550.00	0.00	0.00	0.00	4,550.00
10% Differential	6,500.00	0.00	0.00	0.00	6,500.00
SUBTOTAL SALARY	76,050.00	0.00	0.00	0.00	76,050.00
- Local Salary	0.00	0.00	0.00	0.00	0.00
NET SALARY	76,050.00	0.00	0.00	0.00	76,050.00
2. TICKETS					
Round Trip to Malawi	12,000.00	0.00	0.00	0.00	12,000.00
R & B	0.00	0.00	0.00	0.00	0.00
Excess Baggage	400.00	0.00	0.00	0.00	400.00
3. SHIPPING COST	1,500.00	0.00	0.00	0.00	1,500.00
4. STORAGE	1,500.00	0.00	0.00	0.00	1,500.00
5. D. B. A.	3,634.00	0.00	0.00	0.00	3,634.00
6. U.S. INT. MEDICAL	600.00	0.00	0.00	0.00	600.00
7. MEDIVAC	360.00	0.00	0.00	0.00	360.00
8. PER/POST MEDICAL	700.00	0.00	252.00	252.00	448.00
9. TEMP. CAR	2,000.00	0.00	0.00	0.00	2,000.00
10 TEMP. HOUSING	1,388.00	0.00	0.00	0.00	1,388.00
11. SETTLING TR	12,500.00	0.00	0.00	0.00	12,500.00
12. HOUSING	18,000.00	0.00	0.00	0.00	18,000.00
13. BOOKS ALLOWANCE	300.00	0.00	0.00	0.00	300.00
14. SECURITY	1,700.00	0.00	0.00	0.00	1,700.00
15. INSURANCE	1,800.00	0.00	0.00	0.00	1,800.00
16. RECREATION	2,000.00	1,700.00	601.21	2,450.21	(450.21)
17 SUBTOTAL 1 - 16	135,922.00	1,700.00	943.21	2,711.21	133,210.79
18. G & A	4,078.00	481.81	(415.11)	66.70	4,011.30
19-00 TOTAL	140,000.00	0.00	528.10	2,777.91	137,222.09
GRAND TOTAL	2508,795.67	8373,657.83	837,137.50	8413,045.23	8161,200.44
OBLIGATED AMOUNT	451,878.00				

Delivery Order #20 Signed: November 1989
 AID Contract No. 612-0230-C-00-0000-00
 AID ID No. 13-2349-20

13-2349-20-03	BUDGET	PREVIOUS EXPENSES	164A. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	129,150.00	74,750.04	16,609.50	91,409.54	37,700.46
TS Benefits	9,041.00	8,413.36	1,168.90	9,582.34	(541.34)
10% Differential	12,915.00	4,324.52	1,669.95	5,994.47	6,920.53
SUBTOTAL SALARY	151,106.00	87,487.92	19,538.43	107,026.35	44,079.65
- Local Salary	6,000.00	0.00	0.00	0.00	6,000.00
NET SALARY	145,106.00	87,487.92	19,538.43	107,026.35	38,079.65
2. TICKETS					
Round Trip to Miami	10,000.00	3,053.34	0.00	3,053.34	14,946.66
R & R	9,000.00	4,348.51	0.00	4,348.51	4,651.49
3. SHIPPING COST					
	3,000.00	0.00	0.00	0.00	3,000.00
4. STORAGE					
	3,000.00	2,470.31	146.40	2,616.71	383.29
5. D.B.A.					
	6,167.00	0.00	1,630.41	1,630.41	4,536.59
6. U.S. EMR. MEDICAL					
	1,300.00	0.00	0.00	0.00	1,300.00
7. MEDIVAC					
	720.00	0.00	0.00	0.00	720.00
8. PER/POST MEDICAL					
	1,600.00	896.18	0.00	896.18	703.82
9. TEMP. CAR					
	1,000.00	436.29	0.00	436.29	563.71
10. TEMP. HOUSING					
	1,200.00	795.32	0.00	795.32	404.68
11. SETTling TB					
	12,500.00	12,500.00	0.00	12,500.00	0.00
12. HOUSING					
	23,000.00	11,687.32	10,702.58	22,389.90	610.10
13. BOOKS ALLOWANCE					
	0.00	300.00	0.00	300.00	0.00
14. SECURITY					
	3,000.00	2,547.97	801.92	3,349.89	(349.89)
15. INSURANCE					
	3,000.00	2,441.28	600.00	3,041.28	558.72
16. RECRUITMENT					
	3,000.00	858.90	0.00	858.90	2,141.10
17. EDUCATIONAL TRAVEL					
	3,000.00	16,519.25	0.00	16,519.25	(13,519.25)
18. SUBTOTAL 1 - 17	228,273.00	146,342.50	33,419.74	179,762.33	58,510.67
19. G & A	4,765.46	4,310.19	401.30	4,711.49	53.97
20-03 TOTAL	243,038.46	150,652.78	33,821.04	184,473.82	58,064.64

13-2349-20-01	BUDGET	PREVIOUS PERIODS EXPENSES	164th QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1. PARTICIPANT COST					
Int'l Travel	5,000.00	1,005.00	0.00	1,005.00	3,994.91
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontract	81,025.00	34,537.65	4,761.00	39,298.74	41,726.26
20-02 TOTAL	87,000.00	35,542.74	4,761.00	40,260.83	46,006.17

13-2349-20-02	BUDGET	PREVIOUS PERIODS EXPENSES	164th QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1. PARTICIPANT COST					
Int'l Travel	5,000.00	1,465.34	0.00	1,465.34	3,534.66
Maintenance Advance	975.00	1,000.76	0.00	1,000.76	(113.76)
Subcontract	52,025.00	44,162.33	12,528.79	56,691.12	(4,006.12)
20-03 TOTAL	58,000.00	46,716.43	12,528.79	59,245.22	(1,245.22)

13-2349-20-04	BUDGET	PREVIOUS PERIODS EXPENSES	164th QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1. SUPPLIES	5,000.00	224.25	3,640.00	3,865.13	1,134.87
20-04 TOTAL	5,000.00	224.25	3,640.00	3,865.13	1,134.87
D.O. 20 TOTAL	393,030.46	233,136.20	54,751.00	287,888.00	105,650.46

13 2349-21-02	BUDGET	TOTAL EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1. COMMODITIES					
Subcontract	43,385.00	52,102.58	0.00	52,102.58	(8,717.58)
Shipping & Insurance	6,508.00	0.00	0.00	0.00	6,508.00
Admin. Fee TB	3,692.00	0.00	0.00	0.00	3,692.00
Contingency	1,000.00	0.00	0.00	0.00	1,000.00
21-02 TOTAL	54,585.00	52,102.58	0.00	52,102.58	2,282.42
D.O. 21 TOTAL	8240,525.00	8212,339.68	813,552.06	8225,892.54	814,632.46

Delivery Order #21 Signed: November 1983
 AID Contract No. 612-0230-C-00-0000-00
 AID ID No. 13-2349-21

	BUDGET Includes Inced.1	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS:					
Base Salary	101,942.00	93,765.02	8,050.73	101,815.75	126.25
7% Benefits	7,136.00	6,777.11	(5.12)	6,771.99	364.01
10% Differential	10,194.00	9,681.47	(7.32)	9,674.15	519.85
SUBTOTAL SALARY	119,272.00	110,223.60	8,038.29	118,261.89	1,010.11
- Local Salary	5,500.00	9.00	0.00	0.00	5,500.00
NET SALARY	113,772.00	110,223.60	8,038.29	118,261.89	(4,489.89)
2. TICKETS					
4 RT to Malawi	9,600.00	16,153.29	4,005.00	29,238.00	(10,638.00)
R & R	4,700.00	0.00	0.00	0.00	4,700.00
3. SHIPPING COST					
4. STORAGE	4,000.00	1,875.00	0.00	1,875.00	2,125.00
	1,650.00	1,211.00	73.00	1,284.00	366.00
5. D.B.A.					
6. U.S. INT. MEDICAL	4,539.00	0.00	0.00	0.00	4,539.00
7. MEDIVAC	1,300.00	603.44	0.00	603.44	776.56
8. PER/POST MEDICAL	720.00	0.00	0.00	0.00	720.00
	800.00	340.20	0.00	340.20	459.80
9. TEMP. CAR					
10. TEMP. HOUSING	0.00	0.00	0.00	0.00	0.00
11. SETTLING IN	2,100.00	2,043.91	0.00	2,043.91	56.09
12. HOUSING	11,458.00	11,249.96	0.00	11,249.96	208.04
13. BOOKS ALLOWANCE	0.00	0.00	871.95	871.95	(871.95)
14. SECURITY	1,503.00	300.00	0.00	300.00	1,203.00
15. INSURANCE	3,000.00	2,074.69	515.47	2,590.16	409.84
16. EDUCATIONAL TRAVEL	3,300.00	4,344.60	0.00	4,344.60	(1,044.60)
17. RECRUITMENT	18,000.00	5,100.73	0.00	5,100.73	12,899.27
	107.00	151.67	(31.41)	120.26	(13.26)
18. SUBTOTAL 1 - 17	180,719.00	155,672.09	13,552.70	169,224.79	11,494.21
19. G & A	5,421.00	4,565.01	0.16	4,565.17	855.83
21-01 TOTAL	186,140.00	160,237.10	13,552.86	173,789.96	12,350.04

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
22-23					
:International Travel	2,600.00	2,793.65	0.00	2,793.65	(193.65):
:Maintenance Advance	975.00	1,149.13	0.00	1,149.13	(174.13):
:Subcontract	22,326.00	22,578.83	250.00	22,828.83	(502.83):
:TOTAL	25,901.00	26,521.61	250.00	26,771.61	(870.61):
22-24					
:International Travel	2,600.00	0.00	0.00	0.00	2,600.00 :
:Maintenance Advance	975.00	1,162.19	0.00	1,162.19	(187.19):
:Subcontract	22,775.00	19,342.87	0.00	19,342.87	2,932.13 :
:TOTAL	25,850.00	20,505.06	0.00	20,505.06	5,344.94 :
22-25					
:International Travel	2,600.00	5,839.12	0.00	5,839.12	(3,239.12):
:Maintenance Advance	975.00	1,059.59	0.00	1,059.59	(84.59):
:Subcontract	18,425.00	20,997.91	0.00	20,997.91	(4,572.91):
:TOTAL	20,000.00	27,896.62	0.00	27,896.62	(7,896.62):
22-26					
:International Travel	5,000.00	1,010.53	0.00	1,010.53	3,989.47 :
:Maintenance Advance	975.00	0.00	0.00	0.00	975.00 :
:Subcontract	14,274.00	15,397.62	0.00	15,397.62	(1,123.62):
:TOTAL	20,249.00	16,408.15	0.00	16,408.15	3,840.85 :
22-27					
:International Travel	5,000.00	780.86	1,829.14	2,610.00	2,390.00 :
:Maintenance Advance	975.00	0.00	0.00	0.00	975.00 :
:Subcontract	52,025.00	2,830.65	7,395.60	10,233.65	41,791.35 :
:TOTAL	58,000.00	3,678.91	9,224.74	12,903.65	45,096.35 :
22-28					
:International Travel	5,000.00	0.00	0.00	0.00	5,000.00 :
:Maintenance Advance	975.00	0.00	0.00	0.00	975.00 :
:Subcontract	52,025.00	0.00	0.00	0.00	52,025.00 :
:TOTAL	58,000.00	0.00	0.00	0.00	58,000.00 :
TOTAL DELIVERY ORDER	425,517.00	236,356.47	22,215.22	258,571.69	166,945.31 :
TOTAL OBLIGATED AMOUNT	8425,517.00				

DELIVERY ORDER No. 22
 CONTRACT No. 612-0230-C-00-0009-00
 Date signed: November, 1989

	BUDGET	PREVIOUS EXPENSES	16th QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
22-18					
:International Travel	5,000.00	1,330.48	0.00	1,330.48	3,669.52
:Maintenance Advance	975.00	999.59	0.00	999.59	(24.59)
:Subcontract	52,025.00	36,908.52	687.84	37,676.36	14,348.64
:TOTAL	58,000.00	39,318.59	687.84	40,006.43	17,993.57
22-19					
:International Travel	5,000.00	1,330.48	0.00	1,330.48	3,669.52
:Maintenance Advance	975.00	999.59	0.00	999.59	(24.59)
:Subcontract	46,456.00	33,381.75	6,165.78	39,547.53	6,908.47
:TOTAL	52,431.00	35,711.82	6,165.78	41,877.60	10,553.40
22-20					
			0.00		
:International Travel	5,000.00	1,618.72	0.00	1,618.72	3,381.28
:Maintenance Advance	975.00	0.00	0.00	0.00	975.00
:Subcontract	46,175.00	16,543.87	5,886.88	22,430.75	23,744.25
:TOTAL	52,150.00	18,162.59	5,886.88	24,049.45	28,100.55
22-21					
:International Travel	2,600.00	2,793.65	0.00	2,793.65	(193.65)
:Maintenance Advance	975.00	1,009.91	0.00	1,009.91	(34.91)
:Subcontract	22,326.00	22,639.60	0.00	22,639.60	(313.60)
:TOTAL	25,901.00	26,443.16	0.00	26,443.16	(542.16)
22-22					
:International Travel	2,600.00	3,229.77	0.00	3,229.77	(629.77)
:Maintenance Advance	975.00	1,248.72	0.00	1,248.72	(273.72)
:Subcontract	25,460.00	17,231.47	0.00	17,231.47	8,228.53
:TOTAL	29,035.00	21,709.96	0.00	21,709.96	7,325.04

Delivery Order 023 Signed: June 1969
 AID Contract No. 612-6C30-C-00-0000-00
 AID ID No. 13-2348-23-00

	BUDGET	PREVIOUS 16th QUARTER EXPENSES 12/91 - 02/91	TOTAL EXPENSES	BALANCE	
International Travel	5,000.00	1,368.59	0.00	1,368.59	3,631.41
Maintenance Allowance	975.00	971.79	0.00	971.79	3.21
Subcontracts	52,025.00	33,841.25	11,092.53	44,933.78	7,091.22
TOTAL EXPENSES	58,000.00	36,181.63	11,092.53	47,274.16	10,725.84

Delivery Order 024 Signed: June 1989
 AID Contract No. 612-0230-C-00-0000-00
 AID ID No. 13-2349-24-00

	BUDGET	PREVIOUS EXPENSES	15th QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
International Travel	5,000.00	1,596.30	0.00	1,596.30	3,403.70
Maintenance Allowance	975.00	1,595.87	0.00	1,595.87	(620.87)
Subcontracts	52,025.00	23,295.61	5,134.67	28,430.28	23,594.72
TOTAL EXPENSES	58,000.00	26,487.78	5,134.67	31,622.65	26,377.55

Delivery Order 815 Signed: June 1969
 AID Contract No. 612-0230-C-00-8009-00
 AID ID No. 12-2349-15

12-2349-15-01
 PROPOSED BUDGET FOR: Long Term Technical Assistance
 TOT-BOLG

	BUDGET	PREVIOUS EXPENSE	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSE	BALANCE
Salary	129,150.00	38,019.94	54,462.07	92,482.01	36,667.99
Benefits	9,041.00	2,661.37	3,812.28	6,473.65	2,567.35
Differential	12,915.00	3,802.01	5,446.20	9,248.21	3,666.79
Airfare	15,000.00	8,188.79	0.00	8,188.79	6,811.21
R & R	9,000.00	3,012.94	0.00	3,012.94	5,987.06
Shipping	3,000.00	7,365.34	0.00	7,365.34	(4,365.34)
Storage	3,000.00	840.00	0.00	840.00	2,160.00
IRA Insurance	6,167.00	0.00	1,839.17	1,839.17	4,327.83
U.S. Embassy medical	1,300.00	0.00	0.00	0.00	1,300.00
MEDIVAC	720.00	575.00	0.00	575.00	145.00
Pre/post Medical	1,600.00	172.00	0.00	172.00	1,428.00
Temporary Car	1,000.00	1,179.62	0.00	1,179.62	(179.62)
Temporary Housing	1,200.00	2,009.87	0.00	2,009.87	(809.87)
Settling-in Allowance	9,500.00	12,603.79	0.00	12,603.79	(3,103.79)
Housing	23,000.00	24,919.73	561.01	25,480.74	(2,480.74)
Guard Service	3,000.00	1,965.71	763.05	2,748.76	251.24
Health Insurance	3,600.00	1,703.99	(950.68)	753.31	2,846.69
Educational Allowance	0.00	5,241.66	2,014.90	7,256.56	(7,256.56)
Subtotal	232,273.00	114,361.76	67,948.00	182,309.76	49,963.24
G & A	4,645.46	3,809.49	1,327.38	5,136.87	4,645.46
Recruitment Cost	3,000.00	11,557.65	0.00	11,557.65	1,277.47
TOTAL	239,918.46	129,728.90	69,275.38	199,004.28	55,886.17

12-2349-15-02
PARTICIPANT TRAINING

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
2 RT to Washington, DC	6,000.00	0.00	0.00	0.00	6,000.00
Per Diem for Washington for 14 days: 8121 X 14 X 2	3,308.00	3,057.29	0.00	3,057.29	330.71
Health Insurance 34 X 2	68.00	668.93	0.00	668.93	(600.93)
Local Travel	2,000.00	2,843.15	0.00	2,843.15	(843.15)
	11,456.00	6,369.37	0.00	6,369.37	5,086.63

12-2349-15-03
PROPOSED BUDGET FOR: AED

Short Term Technical Assistance (NOLG)

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
Consultancy Fees (68 days X \$285)	13,600.00	38,985.17	(40,533.51)	(538.34)	14,218.34
International Travel (1RT @ \$3,000)	3,000.00	0.00	0.00	0.00	3,000.00
Per Diem (56 days X 90)	5,040.00	0.00	0.00	0.00	5,040.00
Medical Insurance, In'l Per Diem	300.00	0.00	0.00	0.00	300.00
	22,020.00	38,985.17	(40,533.51)	(538.34)	22,558.34
Indirect Cost	6,165.00	1,191.28	(1,177.50)	13.00	6,316.34
TOTAL	28,185.00	41,186.45	(41,711.10)	(524.65)	28,874.68

12-2349-15-04
PROPOSED BUDGET FOR: AED

Short Term Technical Assistance (NOLG)

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
Consultancy Fees (60 days X \$285)	17,100.00	0.00	0.00	0.00	17,100.00
Local Senior Trainer Fees	9,000.00	0.00	0.00	0.00	9,000.00
Per Diem (72 days X 90)	6,480.00	0.00	0.00	0.00	6,480.00
Car Rental	500.00	0.00	0.00	0.00	500.00
International Travel (1RT @ \$3,000)	3,000.00	0.00	0.00	0.00	3,000.00
Medical Insurance, In'l Per Diem	300.00	0.00	30.00	30.00	270.00
	36,380.00	0.00	30.00	30.00	36,350.00
Indirect Cost 29.5%	10,186.40	0.00	8.60	8.60	10,178.00
TOTAL	46,566.40	0.00	38.60	38.60	46,528.00

12-2349-15-05
PROPOSED BUDGET FOR: AED

Short Term Technical Assistance (NOLG)

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
Consultancy Fees (30 days X \$285)	8,550.00	0.00	0.00	0.00	8,550.00
International Travel (1RT @ \$3,000)	3,000.00	0.00	0.00	0.00	3,000.00
Per Diem (35 days X 90)	500.00	0.00	0.00	0.00	500.00
Car Rental	300.00	0.00	0.00	0.00	300.00
Medical Insurance, In'l Per Diem	15,500.00	0.00	0.00	0.00	15,500.00
Indirect cost 29.5%	4,300.00	0.00	0.00	0.00	4,300.00
TOTAL	19,800.00	0.00	0.00	0.00	19,800.00

12-2349-15-06 PROPOSED BUDGET FOR: AUBORA Equipment (HDCG)	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1 High speed multi-use photocopier	15,000.00	15,245.92	0.00	15,245.92	(245.92)
3 microcomputers, printers and accessories	15,000.00	0.00	0.00	0.00	15,000.00
Shipping, insurance & handling fees	3,000.00	3,712.31	2,982.95	6,695.26	(3,695.26)
TOTAL	33,000.00	18,958.23	2,982.95	21,941.18	11,058.82

12-2349-15-07 PROPOSED BUDGET FOR: AED	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
Supplies and other consumables	1,000.00	0.00	0.00	0.00	1,000.00
Training materials and manuals Local contract to produce multiple copies of all training modules and manuals	50,000.00	0.00	0.00	0.00	50,000.00
Development of TOT materials Training manuals (15 sets X \$200)	3,000.00	0.00	0.00	0.00	3,000.00
Field research costs (travel & per diem for 12 TOT trainees)	7,200.00	0.00	0.00	0.00	7,200.00
Transportation (car rental)	3,000.00	0.00	0.00	0.00	3,000.00
Materials and supplies	4,000.00	0.00	0.00	0.00	4,000.00
TOTAL	68,200.00	0.00	0.00	0.00	68,200.00

12-2349-15-08 PROPOSED BUDGET FOR: AED (Field Office) Elected Council Chairman Workshop	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
35 Participants X 10 days X \$40	14,000.00	0.00	0.00	0.00	14,000.00
3 Trainers X 10 days X \$40	1,200.00	0.00	0.00	0.00	1,200.00
Materials and Supplies	1,000.00	0.00	0.00	0.00	1,000.00
TOTAL	16,200.00	0.00	0.00	0.00	16,200.00

12-2349-15-09 PROPOSED BUDGET FOR: AED (Field Office) Financial Management Workshop	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
100 persons X 20 days X \$30	60,000.00	15,989.23	0.00	15,989.23	44,010.77
3 Trainers X 96 days X \$30	8,640.00	0.00	11,047.26	11,047.26	(2,407.26)
Materials and Supplies \$50 X 100	5,000.00	220.60	0.00	220.60	4,779.40
TOTAL	73,640.00	16,217.83	11,047.26	27,265.18	46,374.82

12-2249-15-10	BUDGET	PREVIOUS EXPENSES	10th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
PROPOSED BUDGET FOR: AED (Field Office)					
Executive Development Seminar					
100 persons X 10 days X 850	50,000.00	13,061.17	0.00	13,061.17	36,938.83
2 Trainers X 40 days X 850	4,000.00	0.00	0.00	0.00	4,000.00
			0.00		
Materials and Supplies 850 X 100	3,000.00	0.00	0.00	0.00	3,000.00
TOTAL	57,000.00	13,061.17	0.00	13,061.17	44,738.83

12-2349-15-11	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
PROPOSED BUDGET FOR: AED (Field Office)					
Policy and Process Workshops (4)					
1.- Principles and Practices of Cost recovery and affordability	20,000.00	48,019.33	10,004.70	58,114.03	(38,114.03)
2.- Decentralization - Policy and Practice	20,000.00	0.00	0.00	0.00	20,000.00
3.- Role of the local authorities to support private sector development	20,000.00	0.00	0.00	0.00	20,000.00
4.- General management process workshops for local authority works supervisors	20,000.00	0.00	0.00	0.00	20,000.00
TOTAL	80,000.00	48,019.33	10,004.70	58,114.03	21,885.97
CONTINGENCY FOR ALL BUDGETS	70,003.54	0.00	0.00	0.00	
TOTAL DELIVERY ORDER No.15	745,500.00	273,541.37	51,727.50	325,268.86	364,673.92

Delivery Order 826 Signed: March 1990
 AID Contract No. 612-6720-C-00-8089-00
 AID TD No. 13-2349-26
 Participant Expenses

13-2349-26-01 (FOR AID)		PREVIOUS	16th QUARTER	TOTAL	
TYPE	BUDGET	EXPENSES	12/91 - 02/92	EXPENSES	BALANCE
1. Training Orientation					
Training courses for 30 Participants	4,000.00	1,095.45	0.00	1,095.45	2,904.55
Boon and Board for 30 Participants	7,000.00	4,637.44	2,275.39	6,912.83	87.17
2. Professional Counseling					
Instruction on test talking (GRS. GRIT)	2,000.00	0.00	0.00	0.00	2,000.00
3. Memorletters	4,000.00	0.00	140.22	140.22	3,859.78
4. Luncheons and Seminars	900.00	0.00	0.00	0.00	900.00
5. Follow-up professional meetings	2,000.00	0.00	0.00	0.00	2,000.00
6. Awards Banquets in Malawi	5,000.00	8,316.58	0.00	8,316.58	(3,316.58)
AID TOTAL	24,000.00	14,049.48	2,415.61	16,465.09	8,434.91

13-2349-26-02 (FOR ITR)		PREVIOUS	16th QUARTER	TOTAL	
TYPE	BUDGET	EXPENSES	12/91 - 02/92	EXPENSES	BALANCE
Annual Conference in the U.S					
Guest speakers	250.00	0.00	0.00	0.00	250.00
Transportation (speakers)	450.00	150.00	0.00	150.00	300.00
Boon and board	125.00	0.00	0.00	0.00	125.00
Bus rents (city tours/meetings)	500.00	0.00	0.00	0.00	500.00
Photographs	200.00	0.00	0.00	0.00	200.00
Reception and Banquet	500.00	0.00	0.00	0.00	500.00
Travel and Per diem for Officials	5,000.00	3,611.44	1,929.58	5,541.02	(541.02)
ITS Exam. Publications	1,000.00	0.00	0.00	0.00	1,000.00
ITR TOTAL	8,025.00	3,761.44	1,929.58	5,691.02	2,333.98

12-2343-25-03

ITEM	PREVIOUS EXPENSES	16th QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1. Training and Computer Orientation				
Trainee courses	2,000.00	0.00	0.00	2,000.00
Room and board	3,500.00	0.00	0.00	3,500.00
2.				
Instruction on test talking (SEE. GRIT)	2,000.00	0.00	0.00	2,000.00
3.				0.00
Guest Speakers	1,000.00	0.00	0.00	1,000.00
Transportation for speakers	1,350.00	0.00	0.00	1,350.00
Room/board	375.00	0.00	0.00	375.00
Bus rental (city tours/bookings)	1,500.00	0.00	0.00	1,500.00
Photocopies	1,000.00	0.00	0.00	1,000.00
Reception and banquet	1,500.00	0.00	0.00	1,500.00
Travel and per diem in U.S.	20,000.00	0.00	0.00	20,000.00
4. Publications (ITS exams/Publications)	1,000.00	0.00	0.00	1,000.00
5. Newsletters	8,000.00	0.00	0.00	8,000.00
6. Lunches and Seminars	4,500.00	0.00	0.00	4,500.00
7. Followup professional continue	5,000.00	0.00	0.00	5,000.00
8. Awards Banquets in Milan	15,000.00	0.00	0.00	15,000.00
Total 19 - 03	67,725.00	0.00	0.00	67,725.00
DELIVERY ORDER TOTAL	100,650.00	17,810.92	4,345.19	22,156.11

Delivery Order 827 Signed: February 1980
 AID Contract No. 612-6230-C-00-0009-00
 AID TD No. 13-2349-27-00
 Participant Expenses

	BUDGET	PERIODIC EXPENSES	184th QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1. Participant Expenses					
ETS Examination and Registration: Educational Testing Service. Princeton New Jersey	3,095.00	1,336.50	140.00	1,476.50	1,618.50
TOTAL DELIVER ORDER	3,095.00	1,336.50	140.00	1,476.50	1,618.50

Delivery Order 822 Signed: March 1980
 ATB Contract No. 612-0230-C-00-0009-00
 AED ID No. 13-2349-28-00
 Participant Expense

	BUDGET	PREVIOUS EXPENSES	16th QUARTER 12/81 - 02/82	TOTAL EXPENSES	BALANCE
1 Participant Expense					
ETS Examination and Registration: Educational Testing Service, Princeton New Jersey	3,085.00	1,557.04	650.44	2,216.48	878.52
TOTAL DELIVER ORDER	3,085.00	1,557.04	650.44	2,216.48	878.52

Delivery Order 829 Signed: March 1980
 AID Contract No. 612-0230-C-00-0009-00
 AID TD No. 12-2349-29

12-2349-29-00	BUDGET	PREVIOUS EXPENSES	16th QUARTER 12/81 - 02/81	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	198,697.50	8,631.00	12,285.00	29,916.00	177,031.50
10% Differential	19,800.75	735.84	675.36	1,411.20	18,449.55
7% Benefits	13,982.53	691.74	1,388.86	2,091.60	11,810.83
SUBTOTAL SALARY	232,379.78	10,058.58	14,369.22	24,418.80	207,951.00
- Local Salary	0.00	0.00	0.00	0.00	0.00
NET SALARY	232,379.78	10,058.58	14,369.22	24,418.80	207,951.00
2. TICKETS					
Round Trip to Miami	19,000.00	3,638.50	3,068.80	6,707.40	12,292.00
R & R	18,000.00	0.00	0.00	0.00	18,000.00
Excess Baggage	200.00	0.00	0.00	0.00	200.00
3. SHIPPING COST	3,500.00	1,550.00	291.55	1,841.55	1,658.45
4. STORAGE	3,300.00	0.00	0.00	0.00	3,300.00
5. D. B. A. @ 3.00%	9,271.50	0.00	1,518.43	1,518.43	7,753.16
6. U. S. EMP. MEDICAL	2,870.00	0.00	683.83	683.83	1,386.17
7. MEDIVAC	1,000.00	125.00	125.00	250.00	820.00
8. PRE/POST MEDICAL	1,000.00	46.00	46.00	92.00	1,508.00
9. TRIP. CAR	1,000.00	0.00	1,577.45	1,577.45	(577.45)
10. TRIP. HOUSING	1,200.00	0.00	2,400.57	2,400.57	(1,200.57)
11. SETTling IN	12,500.00	9,000.00	0.00	9,000.00	3,500.00
12. HOUSING	44,000.00	2,298.44	9,124.83	11,423.37	32,576.63
13. BOOKS ALLOWANCE	300.00	300.00	0.00	300.00	0.00
14. SECURITY	5,100.00	271.93	763.84	1,034.97	4,065.03
15. INSURANCE	5,400.00	300.00	450.00	750.00	4,650.00
16. EXCISE TAX	3,000.00	2,702.16	0.31	2,702.47	1,097.53
17. SUBTOTAL 1 - 16	3263,007.48	330,290.61	334,410.23	364,700.84	3298,001.62
18. G & A	7,273.85	965.41	723.50	1,628.91	5,644.94
19. TOTAL OBLIGATED AMOUNT:	3270,281.33	331,196.02	335,133.73	366,329.75	3304,036.56

Delivery Order 030 Signed: May 1983
 AID Contract No. G12-0220-C-00-0000-00
 AID ID No. 12-2349-30

	BUDGET	PREVIOUS EXPENSES	15th QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
International Travel	4,000.00	4,558.85	0.00	4,558.85	(558.85)
In-country Travel (car rental)	2,000.00	0.00	0.00	0.00	2,000.00
Per Diem	3,675.00	3,742.75	0.00	3,742.75	(67.75)
International Per Diem/ground transportation	350.00	0.00	0.00	0.00	350.00
Consulting Fees (30 days @ \$285)	8,550.00	8,555.00	0.00	8,555.00	(5.00)
Other Direct:					
Immunizations, passport pictures	30.00	0.00	0.00	0.00	30.00
Embassy health unit fees, medical ins.	66.00	0.00	0.00	0.00	66.00
IRA @ 3.99%	341.15	138.25	0.00	138.25	202.89
Communications and Ground Transportation	300.00	680.68	0.00	680.68	(380.68)
Miscellaneous Expenses	150.00	0.00	0.00	0.00	150.00
Subtotal	18,462.15	17,634.53	0.00	17,634.53	1,767.61
Overhead @ 29.5%	5,449.40	4,954.82	0.00	4,954.82	494.58
TOTAL	24,911.55	22,649.35	0.00	22,649.35	2,262.55

Delivery Order 831 Signed: March 1990
 AID Contract No. 812-0230-C-00-8909-00
 AID ID No. 12-2349-31

	BUDGET	PREVIOUS EXPENSES	16th QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
12-2349-31-01 FOR AED					
TRAVEL AND PROGRAM COST					
1. INTERNATIONAL TRAVEL TO EUROPE					
International Airfare	35,500.00	640.10	0.00	640.10	34,859.90
Per diem (7 X 42 days X 150)	44,100.00	1,590.51	0.00	1,590.51	42,509.49
Per diem 20 days @ \$100	2,000.00	0.00	0.00	0.00	2,000.00
Local travel within countries visited	3,500.00	0.00	0.00	0.00	3,500.00
Medical insurance	750.00	19.00	0.00	19.00	731.00
Miscellaneous expense	1,500.00	0.00	0.00	0.00	1,500.00
TOTAL AED BUDGET	87,350.00	2,249.61	0.00	2,249.61	85,100.39

12-2349-31-02 FOR AERORA

EQUIPMENT					
Computer, Printer, peripherals	6,000.00	0.00	7,700.55	0.00	6,000.00
Computer supplies	500.00	0.00	0.00	0.00	500.00
Software	1,500.00	0.00	0.00	0.00	1,500.00
Typewriter	1,000.00	0.00	0.00	0.00	1,000.00
Fax machine	3,000.00	0.00	0.00	0.00	3,000.00
Shipping/insurance/procurement	3,700.00	0.00	0.00	0.00	3,700.00
TOTAL	15,700.00	0.00	7,700.55	0.00	15,700.00

12-2349-31-03 FOR AERORA

1. PROGRAM COST					
For visits to potential sister Chamber groups in the U.S.	5,000.00	0.00	0.00	0.00	5,000.00
2. TECHNICAL ASSISTANCE IN THE U.S.					
Technical Assistance in the U.S. 35 days @ \$285	9,975.00	11,898.79	0.00	11,898.79	(1,923.79)
Subtotal	14,975.00	11,898.79	0.00	11,898.79	3,076.21
Administrative Fee	1,829.96	341.00	0.00	341.00	1,479.67
TOTAL BUDGET	16,795.96	12,240.28	0.00	12,240.28	4,555.68

12-2349-31-04 FOR AFRICA

	BUDGET	PREVIOUS EXPENSES	16th QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
ST TECHNICAL ASSISTANCE IN MALAWI					
International Travel (4 X 94,000)	16,000.00	0.00	0.00	0.00	16,000.00
Per Diem (112 days @ 8105)	11,700.00	0.00	0.00	0.00	11,700.00
Remoraria (80 days @ 250)	20,000.00	0.00	0.00	0.00	20,000.00
Course materials development	5,000.00	0.00	0.00	0.00	5,000.00
Local Transportation	2,500.00	0.00	0.00	0.00	2,500.00
Miscellaneous expense	1,189.00	0.00	0.00	0.00	1,189.00
Subtotal	56,489.00	0.00	0.00	0.00	56,489.00
Administrative Fee @ 12.16%	6,864.20	0.00	0.00	0.00	6,864.20
TOTAL ST TECH. ASSISTANCE	63,313.20	0.00	0.00	0.00	63,313.20
TOTAL DELIVERY ORDER BUDGET:	183,150.16	14,409.89	7,700.55	14,409.89	168,669.27

Delivery Order 832 Signed: March 1990
 AFD Contract No. 612-0230-C-00-0000-00
 AFD TB No. 12-2349-32

12-2349-32-01

	BUDGET	PREVIOUS EXPENSES	1 ST QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	133,250.00	88,872.58	19,968.00	108,841.48	24,408.52
10% Differential	13,325.00	8,687.54	(1,068.67)	7,618.87	5,716.13
7% Benefits	9,327.50	6,420.74	4,463.28	10,884.12	(1,556.62)
SUBTOTAL SALARY	155,912.50	103,980.86	23,363.61	127,344.47	28,568.03
- Local Salary	0.00	0.00	0.00	0.00	0.00
NET SALARY	155,912.50	103,980.86	23,363.61	127,344.47	28,568.03
2. TICKETS					
Round Trips to Malawi	18,000.00	2,467.50	0.00	2,467.50	15,532.50
R & B	9,000.00	0.00	6,298.71	6,298.71	2,701.29
Excess Baggage	100.00	0.00	0.00	0.00	100.00
3. SHIPPING COST	3,000.00	1,820.00	0.00	1,820.00	1,180.00
4. STORAGE	3,000.00	0.00	0.00	0.00	3,000.00
5. D.R.A. @ 3.95%	6,220.91	0.00	1,958.85	1,958.85	4,262.06
6. U.S. IND. MEDICAL	1,300.00	0.00	0.00	0.00	1,300.00
7. MEDIVAC	720.00	125.00	0.00	125.00	595.00
8. PRE/POST MEDICAL	800.00	49.40	0.00	49.40	750.60
9. TEMP. CAR	1,000.00	1,540.82	0.00	1,540.82	(540.82)
10. TEMP. HOUSING	1,200.00	320.43	0.00	320.43	879.57
11. SUPPLYING TB	12,500.00	9,000.00	0.00	9,000.00	3,500.00
12. HOUSING	0.00	0.00	0.00	0.00	0.00
13. BOOKS ALLOWANCE	300.00	0.00	0.00	0.00	300.00
14. SECURITY	0.00	0.00	0.00	0.00	0.00
15. INSURANCE	3,600.00	2,891.28	450.00	3,341.28	258.72
16. RECRUITMENT	3,500.00	2,301.54	0.00	2,301.54	1,198.46
17. EDUCATIONAL TRAVEL	0.00	4,196.00	0.00	4,196.00	(4,196.00)
18. SUBTOTAL 1 - 15	8220,233.41	8128,692.83	832,063.17	8108,756.00	859,477.41
19. G & A @ 3%	4,307.29	3,808.22	355.40	4,163.62	233.67
20. 32-01 TOTAL	8224,630.70	8132,501.05	832,418.57	8104,919.62	859,711.08

12-2349-32-02 AURORA

	BUDGET	PREVIOUS EXPENSES	1 ST QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
PARTICIPANT TRAINING					
1. International Airfare	2,661.93	0.00	0.00	0.00	2,661.93
2. Per diem/subsistence allowance	3,099.38	0.00	0.00	0.00	3,099.38
3. Tuition	11,535.05	0.00	0.00	0.00	11,535.05
4. H&C Insurance (3 X \$34 per month)	95.33	0.00	0.00	0.00	95.33
5. Professional membership	199.65	0.00	0.00	0.00	199.65
6. Books and equipment	53.24	0.00	0.00	0.00	53.24
7. Book Shipment	106.48	2,153.51	0.00	2,153.51	(2,047.03)
Total Participant Training	17,751.05	2,153.51	0.00	2,153.51	15,597.54
Aurora's Administrative Fees @ 12.16%	2,158.53	0.00	0.00	0.00	2,158.53
	19,909.58	2,153.51	0.00	2,153.51	17,756.07
COMMODITIES					
1. Fax Machine	1,000.16	0.00	0.00	0.00	1,000.16
2. Photocopier	5,007.48	7,001.40	0.00	7,001.40	(1,383.82)
3. Shipping and other fees	834.58	0.00	0.00	0.00	834.58
Total Commodities	6,842.22	7,001.40	0.00	7,001.40	1,400.81
32-02 Total	26,751.80	9,154.91	0.00	9,154.91	19,165.88
DELIVERY ORDER TOTAL	8252,951.49	8141,655.96	832,418.57	8174,074.53	878,876.96
OBLIGATED AMOUNT	8253,978.00				

DELIVERY ORDER No. 33
 CONTRACT No. 612-0230-C90-0000-00
 Date signed: April, 1990

	BUDGET	PREVIOUS EXPENSE	16th QUARTER 12/91 - 02/92	EXPENSE TO DATE	BALANCE
33-01					
In-Country Part. Expense	40,000.00	6,734.01	14,189.37	20,923.38	19,076.62
TOTAL	40,000.00	6,734.01	14,189.37	20,923.38	19,076.62
33-02					
In-Country Part. Expense	41,000.00	13,970.09	0.00	13,970.09	27,029.91
TOTAL	41,000.00	13,970.09	0.00	13,970.09	27,029.91
33-03					
In-Country Part. Expense	60,000.00	0.00	0.00	0.00	60,000.00
TOTAL	60,000.00	0.00	0.00	0.00	60,000.00
33-04					
In-Country Workshops (Part. Exp.)	30,000.00	18,079.77	0.00	18,079.77	11,920.23
TOTAL	30,000.00	18,079.77	0.00	18,079.77	11,920.23
33-05					
In-Country Workshops (Part. Exp.)	25,000.00	0.00	0.00	0.00	25,000.00
TOTAL	25,000.00	0.00	0.00	0.00	25,000.00
33-06					
Study Tours (Part. Expense)	20,000.00	0.00	0.00	0.00	20,000.00
TOTAL	20,000.00	0.00	0.00	0.00	20,000.00

	BUDGET	PREVIOUS EXPENSES	1944 QUARTER 12/31 - 02/32	EXPENSES TO DATE	BALANCE
33-07					
Short Term Consultancy					
Salary 29 days @ \$275	7,975.00	8,105.63	0.00	8,105.63	(130.63)
International Travel	4,250.00	8,678.72	0.00	8,678.72	(4,428.72)
Local Transportation	300.00	754.97	0.00	754.97	(454.97)
Per Diem 35 days @ \$101	3,535.00	3,288.37	0.00	3,288.37	246.63
Medivac/Embassy Medical	200.00	34.25	0.00	34.25	165.75
Passport, etc.	80.00	156.05	81.01	237.06	(157.06)
IRA	3,182.63	323.41	0.00	323.41	2,858.61
Subtotal	19,522.63	21,341.40	81.01	21,422.41	(1,900.38)
Overhead	5,466.17	6,271.06	(77.53)	6,194.13	(522.11)
TOTAL	24,988.19	27,613.06	3.48	27,616.54	(2,628.58)
33-08					
Research Studies (Part. Expense)	25,000.00	0.00	0.00	0.00	25,000.00
Literature	2,000.00	0.00	0.00	0.00	2,000.00
TOTAL	27,000.00	0.00	0.00	0.00	27,000.00
33-09					
Support to Home Bus. Assoc. (Participant Expense)	20,000.00	4,194.50	9,316.71	13,511.21	6,488.79
TOTAL	20,000.00	4,194.50	9,316.71	13,511.21	6,488.79
TOTAL DELIVERY ORDER	287,968.19	79,591.43	23,509.56	94,100.99	194,063.65
TOTAL OBLIGATED AMOUNT	288,000.00				

DELIVERY ORDER No. 34
 CONTRACT No. 612-0230-C00-0009-00
 Date a/c: April, 1960
 Participant Expense

	BUDGET	PREVIOUS EXPENSES	16th QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
34-00					
:International Travel	: 15,330.00	: 16,400.02	: 0.00	: 16,400.02	: (1,061.02)
:Maintenance Advance	: 5,850.00	: 0.00	: 0.00	: 0.00	: 5,850.00
:Subcontract	: 24,042.00	: 29,961.42	: 0.00	: 29,961.42	: (5,919.42)
:TOTAL	: 45,222.00	: 46,362.04	: 0.00	: 46,362.04	: (1,131.04)

DELIVERY ORDER No. 35
 CONTRACT No. 612-9230-C00-0009-00
 Date signed: April, 1990
 Participant Expense

	BUDGET	PREVIOUS EXPENSES	16th QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
35-00					
International Travel	2,750.00	2,238.85	0.00	2,238.85	511.15
Maintenance Advance	300.00	0.00	0.00	0.00	300.00
Subcontract	8,450.00	8,910.87	0.00	8,910.87	(460.87)
TOTAL	11,500.00	11,149.72	0.00	11,149.72	350.28

Delivery Order 836 Signed: June 1980
 ATD Contract No. 612-0230-C-00-8000-00
 ADD ID No. 12-2349-36-00

12-2349-36-00

PROPOSED BUDGET FOR: TTB PARTICIPANT FUNDS	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
International Travel	5,000.00	1,402.50	0.00	1,402.50	3,597.50
Maintenance Allowance	975.00	0.00	0.00	0.00	975.00
Subcontracts	52,025.00	21,245.82	7,575.00	28,821.60	23,203.40
TOTAL EXPENSES	58,000.00	22,648.32	7,575.00	30,224.10	27,775.90

DELIVERY ORDER No. 37
 CONTRACT No. 612-0230-C-00-0009-00
 Date signed: July 1990

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
37-42					
:International Travel	5,000.00	1,489.46	0.00	1,489.46	3,510.54
:Maintenance Advance	975.00	1,026.53	0.00	1,026.53	(51.53)
:Subcontract	51,177.00	25,041.72	8,506.32	33,548.04	17,628.96
:TOTAL	57,152.00	27,557.71	8,506.32	36,064.03	21,087.97
37-43					
:International Travel	5,000.00	1,531.58	0.00	1,531.58	3,468.42
:Maintenance Advance	975.00	1,004.28	0.00	1,004.28	(29.28)
:Subcontract	87,507.00	18,015.11	12,575.17	30,590.28	56,916.72
:TOTAL	93,482.00	20,550.97	12,575.17	33,126.14	60,355.86
87-44					
:International Travel	5,000.00	1,531.30	0.00	1,531.30	3,468.70
:Maintenance Advance	975.00	906.95	0.00	906.95	(11.95)
:Subcontract	62,025.00	13,309.71	694.17	14,003.88	48,021.12
:TOTAL	68,000.00	15,828.05	694.17	16,522.22	51,477.78
37-45					
:International Travel	5,000.00	1,402.50	0.00	1,402.50	3,597.50
:Maintenance Advance	975.00	1,019.57	0.00	1,019.57	(44.57)
:Subcontract	54,558.00	25,059.33	9,825.64	34,884.97	19,673.03
:TOTAL	60,533.00	27,481.40	9,825.64	37,307.04	23,225.96
37-46					
:International Travel	5,000.00	1,002.31	0.00	1,002.31	3,997.69
:Maintenance Advance	975.00	1,006.19	0.00	1,006.19	(31.19)
:Subcontract	85,667.00	19,231.37	1,517.00	20,748.37	64,918.63
:TOTAL	91,642.00	21,839.87	1,517.00	23,356.87	68,285.13
37-47					
:International Travel	5,000.00	1,417.00	0.00	1,417.00	3,583.00
:Maintenance Advance	975.00	906.95	0.00	906.95	(11.95)
:Subcontract	85,698.00	17,486.10	10,757.10	28,243.20	57,454.80
:TOTAL	91,673.00	19,809.14	10,757.10	30,647.24	60,825.76
TOTAL DELIVERY ORDER	461,800.00	133,148.14	43,875.40	177,023.54	
TOTAL OBLIGATED AMOUNT	461,800.00				

Delivery Order 838 Signed: June 1990
 AED Contract No. 811-0230-C-00-0009-00
 AED ID No. 13-2349-30-00

13-2349-30-17

PROPOSED BUDGET FOR: IIB

PARTICIPANT FEES

R.O.C

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
8026 International Travel	5,000.00	1,946.88	0.00	1,946.88	3,053.12
8060 Maintenance Allowance	975.00	1,019.57	0.00	1,019.57	(44.57)
8035 Subcontracts	64,440.00	24,844.50	4,083.21	29,727.71	34,712.29
TOTAL EXPENSES	70,415.00	27,810.95	4,083.21	32,694.16	37,720.84

13-2349-30-18

PROPOSED BUDGET FOR: IIB

PARTICIPANT FEES

R.O.C

8620 International Travel	5,000.00	1,000.31	0.00	1,000.31	3,300.00
8060 Maintenance Allowance	975.00	0.00	0.00	0.00	975.00
8035 Subcontracts	50,440.00	27,679.52	11,215.92	38,895.44	11,552.56
TOTAL EXPENSES	56,423.00	29,279.83	11,215.92	40,495.75	15,927.25
TOTAL DELIVERY ORDER	126,830.00	57,090.78	16,099.13	73,189.91	53,640.09
TOTAL OBLIGATED AMOUNT	126,830.00				

Delivery Order 830 Sirmed: July 1990
 AID Contract No. 612-0230-C-00-0009-00
 AID ID No. 12-2349-30

PIO/T 612-0230-3-77039 12-2349-30-01	D.O. 830 BUDGET	PREVIOUS EXPENSES	16th QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS:					
Base Salary	129,150.00	8,961.91	11,733.05	20,694.96	108,455.04
7% Benefits	9,040.50	698.88	684.63	1,382.91	7,657.59
10% Differential	12,915.00	863.66	1,238.34	2,102.00	10,813.00
SUBTOTAL SALARY	151,105.50	10,524.45	13,655.02	24,179.87	126,925.63
- Local Salary	6,000.00	0.00	0.00	0.00	6,000.00
NET SALARY	145,105.50	10,524.45	13,655.02	24,179.87	120,925.63
2. TICKETS					
Round Trip to Malawi	18,000.00	3,837.18	0.00	3,837.18	14,162.82
R & R	9,000.00	0.00	0.00	0.00	9,000.00
Excess Baggage					
3. SHIPPING COST	3,000.00	1,000.00	0.00	1,000.00	1,000.00
4. STORAGE	1,200.00	0.00	0.00	0.00	1,200.00
5. D.R.A	5,153.00	0.00	1,530.00	1,530.00	3,622.00
6 U.S. EM. MEDICAL	1,300.00	0.00	683.83	683.83	686.17
7. MEDIVAC	720.00	125.00	0.00	125.00	595.00
8. PRE/POST MEDICAL	1,300.00	350.00	0.00	350.00	950.00
9. TRIP CAR	1,000.00	0.00	2,366.18	2,366.18	(1,366.18)
10. TRIP HOUSING	1,200.00	0.00	1,860.81	1,860.81	(660.81)
11. SETTling IN	12,500.00	9,000.00	0.00	9,000.00	3,500.00
12. HOUSING	23,000.00	0.00	135.56	135.56	22,864.44
13. ROOMS ALLOWANCE	0.00	0.00	0.00	0.00	0.00
14. SECURITY	3,000.00	0.00	0.00	0.00	3,000.00
15. INSURANCE	3,600.00	300.00	450.00	750.00	2,850.00
16. RECRUITMENT	3,000.00	3,333.78	2,559.44	5,893.22	(2,893.22)
17. SUBTOTAL 1 - 16	233,958.59	28,870.41	23,241.84	52,112.25	180,846.25
18. G & A @ 3%	4,437.83	978.96	351.55	1,328.51	3,109.32
TOTAL 30-01	238,396.41	29,847.37	23,593.39	53,440.76	183,155.57

Delivery Order 839 Signed: July 1990
 AIB Contract No. 612-0230-C-00-0000-00
 AIB ID No. 12-2349-39

P10/T 612-0230-3-77039 12-2349-39-02	D.O. 839 BUDGET	PREVIOUS EXPENSES	16th QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	129,150.00	6,712.81	9,624.99	16,337.00	112,812.20
7% Benefits	9,040.50	469.89	673.74	1,143.63	7,896.87
10% Differential	12,915.00	671.28	962.69	1,633.77	11,281.23
SUBTOTAL SALARY	151,105.50	7,853.98	11,261.22	19,115.20	131,990.30
- Local Salary	6,000.00	0.00	0.00	0.00	6,000.00
NET SALARY	145,105.50	7,853.98	11,261.22	19,115.20	125,990.30
2. TICKETS					
Round Trip to Hawaii	18,000.00	10,944.62	0.00	10,944.62	7,055.38
R & R	9,000.00	0.00	0.00	0.00	9,000.00
Excess Baggage					
3. SHIPPING COST	3,000.00	3,815.00	0.00	3,815.00	(815.00)
4. STORAGE	3,000.00	634.00	85.00	719.00	2,281.00
5. D.R.A.	5,153.00	0.00	1,189.65	1,189.65	3,963.35
6. U.S. EMP. MEDICAL	1,380.00	0.00	683.83	683.83	696.17
7. MEDIVAC	720.00	0.00	0.00	0.00	720.00
8. PRE/POST MEDICAL	1,300.00	1,405.85	0.00	1,405.85	(105.85)
9. TRIP CAR	1,000.00	0.00	0.00	0.00	1,000.00
10. TRIP HOUSING	1,200.00	0.00	2,680.44	2,680.44	(1,480.44)
11. SETTling IN	12,500.00	12,500.00	0.00	12,500.00	0.00
12. HOUSING	23,000.00	0.00	135.23	135.23	22,864.77
13. BOOKS ALLOWANCE	0.00	101.18	0.00	101.18	(101.18)
14. SECURITY	3,000.00	0.00	0.00	0.00	3,000.00
15. INSURANCE	3,600.00	875.00	450.00	1,325.00	2,275.00
16. RECRUITMENT	3,000.00	363.70	0.00	363.70	2,636.30
17. EDUCATIONAL ALLOWANCE	0.00	615.00	0.00	615.00	(615.00)
17. SUBTOTAL 1 - 16	236,950.50	239,100.62	816,685.37	855,593.79	9178,364.79
18. G & A @ 3%	4,645.00	1,172.91	217.41	1,390.32	3,254.68
TOTAL 39-02	241,603.50	40,281.33	16,782.78	56,984.11	181,619.47

PTO/T 612-0230-3-77039 12-2349-39-03	B.O. 030 BUDGET	PREVIOUS EXPENSE	16th QUARTER 12/91 - 02/92	TOTAL EXPENSE	BALANCE
Participant Training	21,000.00	9,782.39	108.66	9,891.05	11,108.95
TOTAL 39-03	21,000.00	9,782.39	108.66	9,891.05	11,108.95

PTO/T 612-0230-3-00012 12-2349-39-04					
PARTICIPANT EXPENSE					
Int'l Airfare	5,000.00	1,756.18	0.00	1,756.18	3,243.82
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontractors	111,246.00	23,586.81	3,597.71	27,184.62	84,061.38
TOTAL 39-04	117,221.00	25,343.00	3,597.71	28,940.80	88,280.20

PTO/T 612-0230-3-00012 12-2349-39-05					
PARTICIPANT EXPENSE					
Int'l Airfare	5,000.00	1,618.72	0.00	1,618.72	3,381.28
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontractors	88,480.00	27,423.84	8,145.42	35,569.26	52,910.74
TOTAL 39-05	94,455.00	29,042.56	8,145.42	37,187.98	57,267.02

PTO/T 612-0230-3-00012 12-2349-39-06					
COMMODITIES					
2 Microcomputers 80/071	15,000.00	0.00	0.00	0.00	15,000.00
12 Microcomputers 30/021	24,240.00	0.00	0.00	0.00	24,240.00
1 Microcomputer 70/121/120	8,000.00	0.00	0.00	0.00	8,000.00
1 Microfiche CARON/PC80	14,000.00	0.00	0.00	0.00	14,000.00
2 Printer DPT5000	3,800.00	0.00	0.00	0.00	3,800.00
1 Laser printer Q25000	2,150.00	0.00	0.00	0.00	2,150.00
SOFTWARE	6,000.00	0.00	0.00	0.00	6,000.00
INTEROFFICE JOURNALS	6,385.00	0.00	0.00	0.00	6,385.00
MEDIA	5,422.00	0.00	0.00	0.00	5,422.00
Shipping Charges	10,345.00	0.00	0.00	0.00	10,345.00
Procurement Fee	3,448.00	0.00	0.00	0.00	3,448.00
TOTAL 39-06	100,000.00	0.00	0.00	0.00	100,000.00

P10/T 612-0230-3-00012
12-2349-39-07

PARTICIPANT EXPENSE					
Int'l Airfare	5,000.00	0.00	0.00	0.00	5,000.00
Maintenance Advance	975.00	0.00	2,498.38	2,498.38	(1,523.38)
Subcontractors	52,025.00	0.00	6,368.75	6,368.75	45,656.25
TOTAL 39-07	58,000.00	0.00	8,867.13	8,867.13	49,132.87

P10/T 612-0230-3-00012
12-2349-39-08

PARTICIPANT EXPENSE					
Int'l Airfare	5,000.00	0.00	0.00	0.00	5,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontractors	52,025.00	0.00	6,291.67	6,291.67	45,823.33
TOTAL 39-08	58,000.00	0.00	6,291.67	6,291.67	51,708.33

P10/T 612-0230-3-00012
12-2349-39-09

PARTICIPANT EXPENSE					
Int'l Airfare	5,000.00	0.00	0.00	0.00	5,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontractors	84,025.00	0.00	9,700.66	9,700.66	84,324.34
TOTAL 39-09	100,000.00	0.00	9,700.66	9,700.66	90,299.34

P10/T 612-0230-3-00015
12-2349-39-10

SYNTHETICAL ASSISTANCE					
Salaries and Benefits	3,070.00	0.00	885.34	885.34	2,284.66
Prime Benefits	830.00	0.00	212.85	212.85	617.15
Per Diem (5days x 8132)	660.00	0.00	0.00	0.00	660.00
BHA Insurance	122.00	0.00	0.00	0.00	122.00
Communications	290.00	0.00	49.34	49.34	150.66
	4,942.00	0.00	1,067.53	1,067.53	3,874.47
Overhead	1,458.00	0.00	305.98	305.98	1,152.02
TOTAL 39-10	6,400.00	0.00	1,373.51	1,373.51	5,026.49

P10/P 612-0230-3-00015
 12-2349-30-11

COMMODITIES					
2 Computers Lap Top	13,000.00	0.00	0.00	0.00	13,000.00
Software	20,000.00	0.00	0.00	0.00	20,000.00
UPS	13,050.00	0.00	0.00	0.00	13,050.00
1 Microfiche Reader/Printer	15,000.00	0.00	0.00	0.00	15,000.00
1 Microfiche Journals	17,500.00	0.00	0.00	0.00	17,500.00
Instructional Materials	2,450.00	0.00	0.00	0.00	2,450.00
Shipping Charges	8,550.00	0.00	0.00	0.00	8,550.00
Procurement Fee	4,050.00	0.00	0.00	0.00	4,050.00
TOTAL 30-11	83,600.00	0.00	0.00	0.00	83,600.00
TOTAL DELIVERY ORDER	1,128,676.00	134,296.74	78,290.83	212,587.67	911,200.25
TOTAL OBLIGATED AMOUNT	1,128,676.00				

Delivery Order 840 Signed: August 1990
 AID Contract No. 612-0230-C-00-0000-00
 AID ID No. 12-2349-40-00

12-2349-40-00

PROPOSED BUDGET FOR: III
 PARTICIPANT FEES:

	BUDGET	PREVIOUS EXPENSES	15th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
International Travel	600.00	0.00	0.00	0.00	600.00
Maintenance Allowance	1,000.00	540.42	0.00	540.42	459.58
Student Training	13,400.00	9,239.21	1,391.53	10,630.74	2,769.26
TOTAL BUDGET	15,000.00	9,779.63	1,391.53	11,171.16	3,828.84

Delivery Order #41 Signed: September 1990
 AID Contract No. 612-0230-C-00-8009-00
 AID ID No. 13-2349-41

PIO/T 612-0230-3-00026
 13-2349-41-01

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	157,813.00	65,434.73	19,319.55	84,754.28	73,058.72
7% Benefits	11,047.00	4,500.43	1,442.17	6,022.60	5,024.40
10% Differential	15,781.00	6,543.58	2,060.18	8,603.74	7,177.26
SUBTOTAL SALARY	184,641.00	76,558.74	22,821.88	99,380.62	85,260.38
- Local Salary	0.00	0.00	0.00	0.00	0.00
NET SALARY	184,641.00	76,558.74	22,821.88	99,380.62	85,260.38
2. TICKETS					
Round Trip to Malawi	14,000.00	5,616.00	0.00	5,616.00	8,384.00
R & R	7,000.00	0.00	0.00	0.00	7,000.00
Excess Passage	500.00	0.00	0.00	0.00	500.00
3. SHIPPING COST	3,000.00	3,840.00	0.00	3,840.00	(840.00)
4. STORAGE	1,000.00	0.00	0.00	0.00	1,000.00
5. D.B.A.	7,846.00	0.00	1,979.97	1,979.97	5,866.03
6. U.S. INT. MEDICAL	1,300.00	55.97	0.00	55.97	1,244.03
7. MEDIVAC	720.00	0.00	0.00	0.00	720.00
8. PRE/POST MEDICAL	1,600.00	700.00	0.00	700.00	900.00
9. TRIP. CAR	3,000.00	3,022.55	0.00	3,022.55	(22.55)
10. TRIP. HOUSING	1,200.00	520.04	0.00	520.04	679.96
11. SETTling IN	12,500.00	0.00	0.00	0.00	12,500.00
12. HOUSING	25,000.00	17,233.92	796.40	18,030.32	6,969.68
13. BOOKS ALLOWANCE	300.00	0.00	0.00	0.00	300.00
14. SECURITY	4,700.00	860.69	437.84	1,358.53	2,841.47
15. INSURANCE	3,600.00	1,625.00	450.00	2,075.00	1,525.00
16. RECRUITMENT	3,000.00	2,723.09	0.00	2,723.09	276.91
17. RECRUITMENT	12,000.00	5,357.70	0.00	5,357.70	6,642.30
18 SUBTOTAL 1 - 17	8206,487.00	8118,114.50	828,546.00	8144,660.50	8141,828.41
19 G & A @ 3%	8,505.00	3,538.43	125.94	3,664.37	4,830.63
TOTAL 41-01	205,082.00	121,652.93	28,672.03	148,324.06	146,757.94

Delivery Order #41 Signed: September 1990
 ATD Contract No. 612-0230-C-00-0005-00
 AED ID No. 13-2349-41

PIO/T 612-0230-3-00026
 13-2349-41-02

	BUDGET	PREVIOUS EXPENSES	16th QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
I. COMMODITIES					
Publications	10,000.00	0.00	0.00	0.00	10,000.00
Photocopier	9,000.00	9,072.00	2,314.50	11,386.50	(2,386.50)
One Microcomputer	9,500.00	0.00	0.00	0.00	9,500.00
Technic aids. OV Projector	2,500.00	0.00	0.00	0.00	2,500.00
Shipping Cost	4,000.00	5,469.06	0.56	5,469.62	(1,469.62)
TOTAL BUDGET	35,000.00	14,541.06	2,315.06	16,856.12	18,143.88
TOTAL DELIVERY ORDER	330,082.00	136,193.99	28,987.00	165,181.00	164,900.92
TOTAL OBLIGATED AMOUNT	630,082.00				

Delivery Order 842 Signed: October 1990
 AFD Contract No. 612-0230-C-00-0009-00
 AFD ID No. 12-2349-42

P10/T 612-0230-3-00027
 12-2349-42-00

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	129,150.00	14,136.68	10,602.51	24,739.19	104,410.81
75 Benefits	9,640.50	989.56	742.17	1,731.73	7,908.77
10% Differential	12,915.00	1,413.68	1,060.26	2,473.94	10,441.06
SUBTOTAL SALARY	151,705.50	16,539.92	12,404.94	28,944.86	122,760.64
- Local Salary	6,000.00	0.00	0.00	0.00	6,000.00
NET SALARY	145,705.50	16,539.92	12,404.94	28,944.86	116,760.64
2. TICKETS					
Round Trip to Malawi	17,600.00	2,775.30	0.00	2,775.30	14,824.70
R & R	8,800.00	0.00	0.00	0.00	8,800.00
Excess Baggage					
3. SHIPPING COST	3,000.00	1,237.50	0.00	1,237.50	1,762.50
4. STORAGE	3,000.00	1,112.00	284.00	1,396.00	1,604.00
5. D.B.A	6,167.00	0.00	1,310.47	1,310.47	4,856.53
6. U.S. INT. MEDICAL	1,300.00	724.13	0.00	724.13	575.87
7. MEDIVAC	720.00	125.00	0.00	125.00	595.00
8. PRE/POST MEDICAL	1,600.00	410.00	0.00	410.00	1,190.00
9. TEMP. CAR	1,000.00	0.00	2,247.70	2,247.70	(1,247.70)
10. TEMP. HOUSING	1,200.00	0.00	0.00	0.00	1,200.00
11. SITTING IN	12,500.00	9,000.00	0.00	9,000.00	3,500.00
12. HOUSING	23,000.00	0.00	10,614.71	10,614.71	12,385.29
13. BOOKS ALLOWANCE	0.00	264.18	0.00	264.18	(264.18)
14. SECURITY	2,900.00	0.00	800.44	800.44	2,099.56
15. INSURANCE	3,600.00	600.00	450.00	1,050.00	2,550.00
16. RECRUITMENT	1,400.00	497.56	0.00	497.56	902.44
17. SUBTOTAL 1 - 16	222,972.50	23,285.59	28,112.26	41,397.85	171,574.65
18. G & A @ 2%	6,989.18	998.57	536.70	1,535.27	5,453.91
TOTAL BUDGET	229,961.68	24,284.16	28,648.96	42,933.12	177,028.56

DELIVERY ORDER No. 43

CONTRACT No. 612-0230-C-00-0009-00

AID ID No. 13-2349-43

Date signed: October 1990

PREVIOUS 16th. QUARTER TOTAL
EXPENSES 12/91 - 02/92 EXPENSES

BUDGET BALANCE

AID P10/P612-0230-3-00025					
43-01 COMMODITIES: U. of Balawi					
One Microcomputer	10,000.00	0.00	0.00	0.00	10,000.00
TOTAL	10,000.00	0.00	0.00	0.00	10,000.00

AID P10/P612-0230-3-00025					
43-02					
Per diem (2 x 35 days @ \$100)	7,000.00	0.00	0.00	0.00	7,000.00
International Travel (2)	8,000.00	0.00	0.00	0.00	8,000.00
Insurance, excess baggage	500.00	0.00	0.00	0.00	500.00
TOTAL	15,500.00	0.00	0.00	0.00	15,500.00

AID P10/P612-0230-3-00025					
43-03					
Participant Expenses	30,000.00	0.00	0.00	0.00	30,000.00
TOTAL	30,000.00	0.00	0.00	0.00	30,000.00
TOTAL AMOUNT AUTHORIZED	55,500.00	0.00	0.00	0.00	55,500.00

Delivery Order 844 Signed: December 1990
 ATD Contract No. 612-0230-C-00-8009-00
 AFD ID No 12-2349-44
 AFD ACCOUNTING BILLING REFER TO: GCSX-90-21612-EG13

P10/P 612-0231-3-00032
 12-2349-44-01

	INPGRT	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	133,250.00	13,227.61	13,793.49	27,021.10	106,228.90
7% Benefits	9,327.50	846.72	846.72	1,693.44	7,634.06
10% Differential	13,325.00	1,322.76	1,379.34	2,702.10	10,622.90
SUBTOTAL SALARY	155,902.50	15,397.09	16,019.55	31,416.64	124,485.86
- Local Salary	0.00	0.00	0.00	0.00	0.00
NET SALARY	155,902.50	15,397.09	16,019.55	31,416.64	124,485.86
2. TICKETS					
Bond Trip to Hawaii	24,000.00	4,400.00	0.00	4,400.00	19,540.00
R & R	12,000.00	3,689.50	0.00	3,689.50	8,310.50
Excess Baggage	0.00	0.00	0.00	0.00	0.00
3. SHIPPING COST	4,000.00	1,275.00	0.00	1,275.00	2,725.00
4. STORAGE	3,000.00	0.00	584.90	584.90	2,415.10
5. D. B. A.	6,221.00	0.00	1,704.88	1,704.88	4,516.12
6. U. S. EMR. MEDICAL	1,300.00	681.86	0.00	681.86	618.14
7. MEDIVAC	720.00	125.00	0.00	125.00	595.00
8. PRE/POST MEDICAL	1,600.00	0.00	0.00	0.00	1,600.00
9. TEMP. CAR	1,500.00	0.00	2,366.18	2,366.18	(866.18)
10. TEMP. HOUSING	3,000.00	0.00	3,890.24	3,890.24	(890.24)
11. SHTTTING TB	12,500.00	9,000.00	0.00	9,000.00	3,500.00
12. HOUSING	35,000.00	1,329.48	4,815.81	6,136.29	28,863.71
13. BOOKS ALLOWANCE	300.00	0.00	0.00	0.00	300.00
14. SECURITY	3,800.00	163.61	778.22	933.83	2,866.17
15. INSURANCE	3,600.00	0.00	0.00	0.00	3,600.00
16. RECRUITMENT	3,300.00	1,287.87	0.00	1,287.87	2,012.13
17. SUBTOTAL 1 - 16	271,823.50	27,410.41	20,161.78	27,572.19	204,251.31
18. G & A @ 3%	8,154.71	1,122.29	572.25	1,694.54	6,460.17
TOTAL	279,978.21	28,532.70	20,734.03	29,266.73	210,711.48

Delivery Order 844 Signed: December 1990

AIB Contract No. 617-0230-C-00-0009-00

AIB ID No. 12-2349-44

AIB ACCOUNTING BILLING REFER TO: 622X-90-21612-2013

P10/P 617-0231-3-00032

12-2349-44-07

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	133,250.00	0.00	0.00	0.00	133,250.00
7% Benefits	9,327.50	0.00	0.00	0.00	9,327.50
10% Differential	13,325.00	0.00	0.00	0.00	13,325.00
SUBTOTAL SALARY	155,902.50	0.00	0.00	0.00	155,902.50
- local Salary	0.00	0.00	0.00	0.00	0.00
NET SALARY	155,902.50	0.00	0.00	0.00	155,902.50
2. TICKETS					
Round Trip to Hawaii	24,000.00	0.00	0.00	0.00	24,000.00
R & R	12,000.00	0.00	0.00	0.00	12,000.00
Excess Baggage	0.00	0.00	0.00	0.00	0.00
3. SHIPPING COST	4,000.00	0.00	0.00	0.00	4,000.00
4. STORAGE	3,000.00	0.00	0.00	0.00	3,000.00
5. D.B.A.	6,221.00	0.00	0.00	0.00	6,221.00
6. U.S. MAR. MEDICAL	1,300.00	0.00	0.00	0.00	1,300.00
7. MEDIVAC	720.00	0.00	0.00	0.00	720.00
8. PER/POG MEDICAL	1,600.00	0.00	0.00	0.00	1,600.00
9. TRIP. CAR	1,500.00	0.00	0.00	0.00	1,500.00
10. TRIP. HOUSING	3,000.00	0.00	0.00	0.00	3,000.00
11. SETTling TR	12,500.00	0.00	0.00	0.00	12,500.00
12. HOUSING	35,000.00	0.00	0.00	0.00	35,000.00
13. BOOKS ALLOWANCE	300.00	0.00	0.00	0.00	300.00
14. SECURITY	3,000.00	275.00	0.00	275.00	3,524.20
15. INSURANCE	3,600.00	0.00	0.00	0.00	3,600.00
16. RECRUITMENT	3,300.00	50.00	0.00	50.00	3,250.00
17. SUBTOTAL 1 - 16	8271,823.50	8325.00	00.00	8325.00	8271,497.70
18. G & A @ 3%	8,154.71	9.77	(1.76)	8.01	8,146.70
TOTAL	279,978.21	335.57	(1.76)	333.81	279,644.40

Delivery Order 844 Signed: December 1990

AID Contract No. 612-0230-C-00-8009-00

AID ID No. 12-2349-44

AID ACCOUNTING BILLING REFER TO: GCSA-90-21612-8613

P10/P 612-0231-3-00032

12-2349-44-03

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS:					
Base Salary	133,250.00	11,513.34	14,300.01	25,813.35	107,436.65
75 Benefits	9,327.50	0.00	0.00	0.00	9,327.50
10% Differential	13,325.00	0.00	0.00	0.00	13,325.00
SUBTOTAL SALARY	155,902.50	11,513.34	14,300.01	25,813.35	130,089.15
- Local Salary	0.00	0.00	0.00	0.00	0.00
NET SALARY	155,902.50	11,513.34	14,300.01	25,813.35	130,089.15
2. TICKETS					
Round Trip to Hanoi	24,000.00	3,037.00	0.00	3,037.00	20,963.00
B & B	12,000.00	0.00	0.00	0.00	12,000.00
Excess Baggage	0.00	0.00	0.00	0.00	0.00
3. SHIPPING COST	4,000.00	1,498.50	0.00	1,498.50	2,501.50
4. STORAGE	3,000.00	252.00	298.20	550.20	2,449.80
5. D.B.A.	6,221.00	0.00	1,767.48	1,767.48	4,453.52
6. U.S. MED. MEDICAL	1,300.00	0.00	683.83	683.83	616.17
7. MEDIVAC	720.00	125.00	0.00	125.00	595.00
8. PER/POST MEDICAL	1,600.00	0.00	0.00	0.00	1,600.00
9. TEMP. CAR	1,500.00	0.00	1,835.12	1,835.12	(335.12)
10. TEMP. HOUSING	3,000.00	0.00	4,317.17	4,317.17	(1,317.17)
11. SETTling IN	12,500.00	9,000.00	0.00	9,000.00	3,500.00
12. HOUSING	35,000.00	10,424.23	5,395.79	15,820.02	19,179.98
13. BOOKS ALLOWANCE	300.00	0.00	0.00	0.00	300.00
14. SECURITY	3,800.00	0.00	791.09	791.09	3,008.91
15. INSURANCE	3,600.00	300.00	450.00	750.00	2,850.00
16. RECRUITMENT	3,300.00	1,674.41	0.00	1,674.41	1,625.59
17. SUBTOTAL 1-16	3271,823.50	37,824.48	329,838.69	367,663.17	3204,160.33
18. G & A @ 3%	8,154.71	1,134.72	556.59	1,691.31	6,463.39
TOTAL	279,978.21	38,959.20	30,395.28	69,354.48	210,623.72

Delivery Order 844 DATED: December 1990

AID Contract No. 612 0230-C 05-8009-80

AID TO No. 12 2349-44

AID ACCOUNTING BILLING REFER TO: CCA-89-21612-EG13

PIO/T 612-0231-3-0003C

12-2349-44-04

	BUDGET	PREVIOUS EXPENSES	16th. QUARTER		TOTAL	BALANCE
			12/91	02/92	EXPENSES	
ST CONSULTANTS (2)						
Consultancy Fees	17,700.00	7,675.00	0.00	7,675.00	10,025.00	
(60 days @ \$295)						
Int'l Travel (2)	9,000.00	5,110.00	0.00	5,110.00	3,890.00	
Per Diem	9,500.00	3,477.45	0.00	3,477.45	6,112.55	
(70 days @ \$137)						
RA Insurance	706.23	0.00	0.00	0.00	706.23	
Embassy Insurance	760.00	0.00	0.00	0.00	760.00	
Communications	500.00	0.00	0.00	0.00	500.00	
MEDIVAC	120.00	83.85	0.00	83.85	36.15	
Supplies	225.00	0.00	0.00	0.00	225.00	
Total Consultants	38,601.23	16,346.30	0.00	16,346.30	22,254.93	
Overhead 29.5%	11,987.36	4,822.15	(95.72)	4,726.43	6,660.93	
TOTAL	49,988.59	21,168.45	(95.72)	21,072.73	28,915.86	
TOTAL DELIVERY ORDER	889,923.21	86,895.92	61,031.83	160,027.75	729,895.46	
TOTAL OBLIGATED AMOUNT	889,000.00					

DELIVERY ORDER No. 43
 CONTRACT No. 612 0230-C-00-8009 00
 Date ained: March 26, 1991

	BUDGET	PREVIOUS EXPENSES	16TH QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
AED P10/T 612-0230-3-77051					
45-01 (Peter A. Kachinana)					
:International Travel	5,000.00	0.00	0.00	0.00	5,000.00
:Maintenance Advance	975.00	0.00	0.00	0.00	975.00
:Subcontract	81,025.00	0.00	0.00	0.00	81,025.00
:TOTAL	87,000.00	0.00	0.00	0.00	87,000.00
AED P10/T 612-0230-3-77051					
45-02 (Sr. Amos C. Jonas)					
:International Travel	5,000.00	0.00	0.00	0.00	5,000.00
:Maintenance Advance	975.00	0.00	0.00	0.00	975.00
:Subcontract	81,025.00	0.00	0.00	0.00	81,025.00
:TOTAL	87,000.00	0.00	0.00	0.00	87,000.00
AED P10/T 612-0230-3-77051					
45-03 (Florence Taakala)					
:International Travel	5,000.00	0.00	0.00	0.00	5,000.00
:Maintenance Advance	975.00	0.00	0.00	0.00	975.00
:Subcontract	81,025.00	0.00	0.00	0.00	81,025.00
:TOTAL	87,000.00	0.00	0.00	0.00	87,000.00
AED P10/T 612-0230-3-77051					
45-04 (Mary T. Chimiele)					
:International Travel	5,000.00	0.00	1,659.48	1,659.48	3,340.52
:Maintenance Advance	975.00	1,019.92	0.00	1,019.92	(44.92)
:Subcontract	52,025.00	0.00	8,568.48	8,568.48	43,456.52
:TOTAL	58,000.00	1,019.92	10,227.96	11,247.88	46,752.12
AED P10/T 612-0230-3-77051					
45-05 (Marcia B. Chalanda)					
:International Travel	5,000.00	0.00	0.00	0.00	5,000.00
:Maintenance Advance	975.00	0.00	0.00	0.00	975.00
:Subcontract	52,025.00	0.00	173.91	173.91	51,851.09
:TOTAL	58,000.00	0.00	173.91	173.91	57,826.09

BUDGET PREVIOUS 16TH QUARTER TOTAL
 EXPENSES 12/31 - 02/92 EXPENSES BALANCE

AED P10/T 612-0230-3-77051
 45-06 (Maurice C. Joseph Zulu)

:International Travel	: 5,000.00	: 0.00	: 0.00	: 0.00	: 5,000.00
:Maintenance Advance	: 975.00	: 0.00	: 0.00	: 0.00	: 975.00
:Subcontract	: 52,025.00	: 0.00	: 0.00	: 0.00	: 52,025.00
:TOTAL	: 58,000.00	: 0.00	: 0.00	: 0.00	: 58,000.00

AED P10/T 612-0230-3-77051
 45-07 (Mrs. Rosemary Sobal Koles)

:International Travel	: 5,000.00	: 0.00	: 0.00	: 0.00	: 5,000.00
:Maintenance Advance	: 975.00	: 0.00	: 0.00	: 0.00	: 975.00
:Subcontract	: 52,025.00	: 0.00	: 0.00	: 0.00	: 52,025.00
:TOTAL	: 58,000.00	: 0.00	: 0.00	: 0.00	: 58,000.00

12-2343-45-09
 P10/T 612-0230-3-77051

COMMODITIES : 20,000.00 : 10,630.40 : 1,102.70 : 11,733.10 : 8,266.00

AED P10/T 612-0230-3-77051
 45-10 (Mr. Brenner S. Chama)

:International Travel	: 5,000.00	: 0.00	: 3,055.88	: 3,055.88	: 1,944.12
:Maintenance Advance	: 975.00	: 0.00	: 985.56	: 985.56	: (10.56)
:Subcontract	: 10,025.00	: 0.00	: 7,377.75	: 7,377.75	: 2,647.25
:TOTAL	: 16,000.00	: 0.00	: 11,419.19	: 11,419.19	: 4,500.81

DELIVERY ORDER No. 45
 CONTRACT No. 612-0230-C-00-0009-00
 Date signed: March 26, 1991
 LT/TA KAHUO COLLEGE OF NURSING
 P10/Y 612-0230-3-77051

13-2349-45-0A	BUDGET	0 PREVIOUS EXPENSES	16TH QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	123,000.00	0.00	6,238.80	6,238.80	116,761.20
7% Benefits	8,610.00	0.00	436.72	436.77	8,173.28
10% Differential	12,300.00	0.00	623.88	623.88	11,676.12
SUBTOTAL SALARY	143,910.00	0.00	7,299.40	7,299.40	136,610.60
- Local Salary	0.00	0.00	0.00	0.00	0.00
NET SALARY	143,910.00	0.00	7,299.40	7,299.40	136,610.60
2. TICKETS					
Round Trips to Hawaii	18,000.00	0.00	2,723.52	2,723.52	15,276.48
R & R	9,000.00	0.00	0.00	0.00	9,000.00
Excess Baggage	0.00	0.00	0.00	0.00	0.00
3. SHIPPING COST	3,000.00	0.00	0.00	0.00	3,000.00
4. STORAGE	3,000.00	0.00	0.00	0.00	3,000.00
5. D.B.A.	6,117.00	0.00	0.00	0.00	6,117.00
6. U.S. INT. MEDICAL	1,300.00	0.00	0.00	0.00	1,300.00
7. MEDIVAC	720.00	125.00	0.00	125.00	595.00
8. PRE/POST MEDICAL	1,600.00	0.00	209.40	209.40	1,390.60
9. TRIP CAR	1,000.00	0.00	0.00	0.00	1,000.00
10. TRIP HOUSING	1,200.00	0.00	0.00	0.00	1,200.00
11. SETTling IN	12,500.00	9,000.00	0.00	9,000.00	3,500.00
12. HOUSING	23,000.00	0.00	0.00	0.00	23,000.00
13. BOOKS ALLOWANCE	300.00	267.70	0.00	267.70	32.30
14. SECURITY	3,000.00	0.00	0.00	0.00	3,000.00
15. INSURANCE	3,600.00	0.00	0.00	0.00	3,600.00
16. RECRUITMENT	2,000.00	3,270.81	448.46	3,719.27	(1,719.27)
17. SUBTOTAL 1 - 16	233,327.00	12,663.51	10,680.78	23,344.29	209,982.71
18. G & A	4,645.00	379.90	195.84	575.74	4,069.26
TOTAL 45-00	237,972.00	13,043.41	10,876.62	23,920.03	214,051.97
DELIVERY ORDER TOTAL	\$766,972.00	24,683.73	33,000.38	58,494.11	\$708,477.89

OBLIGATED AMOUNT 8769,000.00

Delivery Order 046 Signed: April 1991
 AID Contract No. 812-0230-C-00-8009-00
 AID ID No. 12-2349-46
 Amendment No. 1: July 1991

12-2349-46-39
 PROPOSED BUDGET FOR: IIR
 PARTICIPANT FUNDS Mr. Gunder
 R.O.C

	BUDGET	PREVIOUS EXPENSES	16th QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
8620 International Travel	5,000.00	1,536.26	0.00	1,536.26	3,463.74
8060 Maintenance Allowance	975.00	2,019.31	0.00	2,019.31	(1,044.31)
8035 Subcontracts	52,025.00	2,682.90	17,036.69	19,729.59	32,295.41
TOTAL EXPENSES	58,000.00	6,248.47	17,036.69	23,285.16	34,714.84

12-2349-46-40
 PROPOSED BUDGET FOR: IIR
 PARTICIPANT FUNDS Mr. Hirata
 R.O.C

	BUDGET	PREVIOUS EXPENSES	12/91 - 02/92	TOTAL EXPENSES	BALANCE
8620 International Travel	5,000.00	0.00	1,745.19	1,745.19	3,254.81
8060 Maintenance Allowance	975.00	1,009.11	0.00	1,009.11	(34.11)
8035 Subcontracts	52,025.00	100.00	10,533.89	10,633.89	41,391.11
TOTAL EXPENSES	58,000.00	1,109.11	12,279.08	13,389.19	44,611.81

12-2349-46-47
 PROPOSED BUDGET FOR: IIR
 PARTICIPANT FUNDS Mr. Chikawa
 R.O.C

	BUDGET	PREVIOUS EXPENSES	12/91 - 02/92	TOTAL EXPENSES	BALANCE
8620 International Travel	5,000.00	0.00	1,593.40	1,593.40	3,406.60
8060 Maintenance Allowance	975.00	0.00	0.00	0.00	975.00
8035 Subcontracts	52,025.00	0.00	6,583.15	6,583.15	45,441.85
TOTAL EXPENSES	58,000.00	0.00	8,176.55	8,176.55	49,823.45

TOTAL DELIVERY ORDER :174,000.00 7,357.58 37,432.32 44,849.90 129,150.10

TOTAL OBLIGATED AMOUNT :174,000.00

DELIVERY ORDER No. 47
 CONTRACT No. 612-0230-C-00-0009-00

Date signed: August 5, 1991 BUDGET PREVIOUS 16th. QUARTER TOTAL
 EXPENSES 12/91 - 02/92 EXPENSES BALANCE

AID P10/P612-0231-10018					
47-18					
International Travel	5,000.00	0.00	1,006.20	1,006.20	3,393.80
Maintenance Advance	975.00	3,021.82	0.00	3,021.82	(2,046.82)
Subcontract	62,025.00	0.00	6,530.22	6,530.22	55,494.78
TOTAL	68,000.00	3,021.82	8,136.42	11,158.24	56,841.76

AID P10/P612-0231-10019					
47-19					
International Travel	3,500.00	0.00	2,507.10	2,507.10	992.90
Maintenance Advance	975.00	0.00	906.73	906.73	(11.73)
Subcontract	7,605.00	0.00	3,471.59	3,471.59	4,133.41
TOTAL	12,080.00	0.00	6,985.42	6,985.42	5,114.58

AID P10/P612-0231-1-00048					
47-48					
International Travel	5,000.00	0.00	0.00	0.00	5,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontract	62,025.00	0.00	0.00	0.00	62,025.00
TOTAL	68,000.00	0.00	0.00	0.00	68,000.00

AID P10/P612-0231-1-00050					
47-50					
International Travel	5,000.00	0.00	1,745.19	1,745.19	3,254.81
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontract	62,025.00	0.00	9,641.10	9,641.10	52,383.90
TOTAL	68,000.00	0.00	11,386.29	11,386.29	56,613.71

AID P10/P612-0231-1-00051					
47-51					
International Travel	5,000.00	0.00	0.00	0.00	5,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontract	52,025.00	0.00	0.00	0.00	52,025.00
TOTAL	58,000.00	0.00	0.00	0.00	58,000.00

Date signed: August 5, 1991 BUDGET PREVIOUS 1644 QUARTER TOTAL
 EXPENSES 12/91 - 02/92 EXPENSES BALANCE

AED P10/P612-0231-1-00052					
47-52					
International Travel	5,000.00	0.00	0.00	0.00	5,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontract	62,025.00	0.00	0.00	0.00	62,025.00
TOTAL	68,000.00	0.00	0.00	0.00	68,000.00

AED P10/P612-0231-1-00053					
47-53					
International Travel	5,000.00	0.00	0.00	0.00	5,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontract	81,025.00	0.00	0.00	0.00	81,025.00
TOTAL	87,000.00	0.00	0.00	0.00	87,000.00

AED P10/P612-0231-1-00054					
47-54					
International Travel	2,000.00	0.00	0.00	0.00	2,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
In-country Training	17,025.00	0.00	0.00	0.00	17,025.00
TOTAL	20,000.00	0.00	0.00	0.00	20,000.00

AED P10/P612-0231-1-00055					
47-55					
International Travel	2,000.00	0.00	0.00	0.00	2,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
In-country Training	27,025.00	0.00	0.00	0.00	27,025.00
TOTAL	30,000.00	0.00	0.00	0.00	30,000.00

AED P10/P612-0231-1-00056					
47-56					
International Travel	2,000.00	0.00	0.00	0.00	2,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
In-country Training	27,025.00	0.00	0.00	0.00	27,025.00
TOTAL	30,000.00	0.00	0.00	0.00	30,000.00

Date signed: August 5, 1991

BUDGET	PREVIOUS EXPENSES	16th. QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
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AED P10/P612-0231-1-00057					
47-57					
International Travel	2,000.00	0.00	0.00	0.00	2,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
In-country Training	27,025.00	0.00	0.00	0.00	27,025.00
TOTAL	30,000.00	0.00	0.00	0.00	30,000.00

AED P10/P612-0231-1-00058					
47-58					
International Travel	2,000.00	0.00	0.00	0.00	2,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
In-country Training	27,025.00	0.00	0.00	0.00	27,025.00
TOTAL	30,000.00	0.00	0.00	0.00	30,000.00

AED P10/P612-0231-1-00059					
47-59					
In-country Training	15,000.00	0.00	1,402.18	1,402.18	13,597.82
TOTAL	15,000.00	0.00	1,402.18	1,402.18	13,597.82

AED P10/P612-0231-1-00060					
47-58					
In-country Training	15,000.00	0.00	0.00	0.00	15,000.00
TOTAL	15,000.00	0.00	0.00	0.00	15,000.00

AED P10/P612-0231-1-00061					
47-61					
International Travel	5,000.00	0.00	1,774.81	1,774.81	3,225.19
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontracts	62,025.00	0.00	9,898.17	9,898.17	52,126.83
TOTAL	68,000.00	0.00	11,672.98	11,672.98	56,327.02

TOTAL BUDGET ORDER BUDGET 667,000.00 3,021.82 39,563.29 42,585.11 674,634.89

TOTAL OBLIGATED AMOUNT 667,000.00

Delivery Order 848 Signed: August 1981
 ATD Contract No. 612-0230-C-00-0000-00
 AED ID No. 12-2349-00
 PIO/T 612-0231-3-10020

12-2349-00-00	NO 848 BUDGET	PREVIOUS EXPENSES	1981 QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	34,188.00	5,752.00	8,547.00	14,289.00	19,899.00
7% Benefits	2,353.00	199.43	598.29	797.72	1,555.28
10% Differential	3,419.00	284.90	854.70	1,139.60	2,279.40
SUBTOTAL SALARY	40,000.00	6,236.33	9,999.99	16,226.32	23,763.68
- Local Salary	0.00	0.00	0.00	0.00	0.00
NET SALARY	40,000.00	6,236.33	9,999.99	16,226.32	23,763.68
2. TICKETS					
Round Trip to Hawaii	6,000.00	0.00	2,517.91	2,517.91	3,482.09
R & I	200.00	0.00	0.00	0.00	200.00
Excess Baggage	500.00	0.00	0.00	0.00	500.00
3. SHIPPING COST	1,500.00	0.00	0.00	0.00	1,500.00
4. STORAGE	1,000.00	0.00	0.00	0.00	1,000.00
5. D.B.A.	1,506.00	0.00	1,056.41	1,056.41	530.59
6. U.S. INT. MEDICAL	600.00	0.00	0.00	0.00	600.00
7. MEDIVAC	300.00	125.00	0.00	125.00	235.00
8. PRE/POST MEDICAL	700.00	0.00	105.00	105.00	595.00
9. TEMP. CAR	1,000.00	0.00	1,835.12	1,835.12	(835.12)
10. TEMP. HOUSING	1,200.00	0.00	2,692.41	2,692.41	(1,492.41)
11. SETTling IN	9,000.00	4,500.00	0.00	4,500.00	4,500.00
12. HOUSING	18,000.00	0.00	12,309.74	12,309.74	5,690.26
13. BOOKS ALLOWANCE	300.00	0.00	266.70	266.70	33.30
14. SECURITY	1,200.00	0.00	482.57	482.57	717.43
15. INSURANCE	1,000.00	150.00	450.00	600.00	1,200.00
16. RECRUITMENT	0.00	135.50	0.00	135.50	(135.50)
17. SUBTOTAL 1 - 16	85,046.00	11,147.43	31,625.85	42,773.28	42,272.72
18. G&A Indirect overhead	2,551.00	334.40	753.69	1,087.89	1,463.11
TOTAL	87,597.00	11,481.83	32,379.54	43,861.17	43,735.83

Delivery Order 849 Signed: December 2, 1991
 AID Contract No. 612-0230-C-00-0000-00
 AID ID No. 12-2349-09
 Amendment No. 1: December 20, 1991

12-2349-09-01
 PROPOSED BUDGET FOR: III
 PARTICIPANT FUNDS

R.O.C

	BUDGET	PREVIOUS EXPENSES	164th QUARTER 12/91 - 02/92	TOTAL EXPENSES	BALANCE
8620 International Travel	5,000.00	0.00	0.00	0.00	5,000.00
8060 Maintenance Allowance	975.00	0.00	951.28	951.28	23.74
8035 Subcontracts	94,625.00	0.00	0.00	0.00	94,625.00
TOTAL EXPENSES	100,000.00	0.00	951.28	951.28	99,048.74

12-2349-09-02
 PROPOSED BUDGET FOR: III
 PARTICIPANT FUNDS

R.O.C

	BUDGET	PREVIOUS EXPENSES	12/91 - 02/92	TOTAL EXPENSES	BALANCE
8620 International Travel	5,000.00	0.00	0.00	0.00	5,000.00
8060 Maintenance Allowance	975.00	0.00	0.00	0.00	975.00
8035 Subcontracts	94,625.00	0.00	0.00	0.00	94,625.00
TOTAL DELIVERY ORDER	100,000.00	0.00	0.00	0.00	100,000.00

TOTAL OBLIGATED AMOUNT \$200,000.00

V. APPENDICES

A. CORE TRAVEL

B. HOME OFFICE MONTHLY PROGRESS REPORTS

C. FIELD OFFICE MONTHLY PROGRESS REPORTS

D. HRID WORKING GROUP MEETING

E. TRIP REPORTS

F. CONSULTANT REPORTS

G. PARTICIPANTS

A. CORE TRAVEL

CORE TRAVEL
September 1, 1991 - Through February 29, 1992

NAME	DATE	SERVICE TO BE PERFORMED
Rudi Klauss	9/27/91 - 10/25/91	<u>France</u> - R&R leave in Europe.
John Hatch	9/27/91 - 10/31/91	<u>Malawi</u> - Annual visit to the Project and to provide coverage in Rudi Klauss' absence.
Patrick Mulawu	10/14/91	<u>Blantyre</u> - to visit OPEXers, and review activities of DEMATT and, ESCOM w/John Hatch.
Patrick Mulawu	10/21/91 - 10/22/91	<u>Zomba</u> - to visit OPEXers and review University projects with John Hatch.
Kurt Moses	10/27/91 - 11/02/91	<u>Blantyre</u> - Provide assistance to Bunda College with the review of bids for the computer center. He also reviewed computerization activities at DPM&T.
Gundu Rau	11/24/91 - 11/27/91	<u>Malawi</u> - Visits DEMATT and Kamuzu College of Nursing to review commodity procurement needs.
Rudi Klauss & Patrick Mulawu	11/26/91	<u>Zomba</u> - Visit with HRID Working Group to review status of Chancellor College, Center for Social Research, and other University programs funded by HRID.
Rudi Klauss	01/06/92 - 01/07/92	<u>Blantyre</u> - to take Mrs. de Queiroz to her posting at Kamuzu College of Nursing.
Rudi Klauss	01/21/92 - 01/22/92	<u>Zomba</u> - With Working Group to visit work of OPEXers and Malawians in training in the U.S.
Rudi Klauss	01/26/92 - 01/30/92	<u>Blantyre</u> - to visit Mpemba Staff Training College with MOLG Officials.

B. HOME OFFICE MONTHLY PROGRESS REPORTS

**MALAWI HUMAN RESOURCES AND INSTITUTIONAL DEVELOPMENT (HRID)
Monthly Progress Report
November 1991**

A.I.D. Contract No. 612-0230-C-00-8009-00

SUMMARY

The great majority of time was spent on preparing budgets and supporting rationale for the MIS activity at DPM&T and for the Core contract.

Delivery Order Activities

D.O.9:

The major activity of establishing a workable software for the MIS system at DPM&T had been completed, the next steps included refinement of the operating system and preparation for expansion of the system to other ministries. In concert with the Field office, we were busy drafting possible budgets and work plans for this next step. The period ended with a draft of budget for additional software development and refinement, greater training (D.O. #6), and a few computers (D.O. #11) that would solidify the MIS in DPM&T and allow for expansion into at least one other Government Malawi agency by March, 1993. Kurt Moses has carried most of the burden of this work for the Home Office.

D.O.¹⁹29:

An unexpected amendment, funding a one year Curriculum Development position for the Ministry of Works, was received early in the month. This allowed interviews of three candidates to take place on 14th and the results of the interviews to be sent to the Ministry the following day. The candidates had been culled from a larger field presented to the Ministry in August, to which a few new candidates were added while the amendment was being prepared. The Ministry's decision is expected early in December.

D.O.45:

Word was received that the University has reconsidered, and reclassified, and approved Kristine deQueiroz' appointment as Medical-Surgical Nursing Visiting Instructor. It will begin in January for a period which is being determined, but which will not exceed two years, pending Project extension. This welcomed news and Mrs. deQueiroz has assented to the conditions.

Administration:

A great deal of time was spent on working with our subcontractor, the Institute of International Education, on revising our presentation of the Core budget for additional

funding. The new presentation is expected to be ready early in December, with labor costs reflecting levels of effort for technical assistance and participant placement.

Staff evaluations for the year were held and completed during the month. Project Assistant Angela Bishop received notice that she had been chosen for a promotion to Contracts Specialist and will be moving over to AED's Contract office on December 9th.

The Semi-Annual Report was drafted and should be printed and sent in early December.

Future:

- * Completion of the Semi-Annual Report and the next set of Quarterly Reports.

- * Completing the recruitment and pre-departure needs for Mrs. deQueiroz and for the MOW Curriculum and Development and Training positions.

- * Resume work on the MIS activity at DPM&T.

- * Complete the process of signing a contract with the successful bidder for the Bunda College Computer system.

**MALAWI HUMAN RESOURCES AND INSTITUTIONAL DEVELOPMENT (HRID)
A.I.D. Contract No. 612-0230-C-00-8099-00**

**Monthly Progress Report
December 1998**

SUMMARY:

The month of December was mostly filled with end-of-the-year administrative activities, including staff evaluations, budget summaries and projections, and report writing.

Delivery Order Activities:

Delivery Order 9:

Work on amendment number one to D.O.#9 was completed at the start of the month and the amendment was approved at the end of the month. The amendment provides for additional funds for the establishment of MIS program in DPM&T, to assure that what has been started as well fixed so that it can be a base from which the computerized personnel tracking system can be expanded into other ministries.

Delivery Order 19:

Word was received that Lee Scott was the candidate for the MOW Curriculum and Training Advisor position. Mr. Scott was notified and the process of collecting clearance materials and preparing his contract was begun. It is expected that Mr. Scott will be departing for MalaWi in mid-February for the one year appointment.

Delivery Order 45:

Final confirmation that Mrs. deQueiroz had been approved for the position of Medical-Surgical Nursing Instructor at the Blantyre campus of the Kamuzu School of Nursing was received early in the month, and plans were immediately put into effect to have her depart for MalaWi in early January. As the possibility of her appointment had been in existence for some time, we were able to get all arranged for her to depart on January 3rd.

Administration:

A revision of the proposal for an amendment to the Core contract was completed and sent to the USAID Mission. The proposed amendment would provide funds for increased levels of work and staffing for the last year and a half of the current contract.

Monthly Vouchers and their supporting documents were completed and sent to the field. The annual budget projection was revised, and the Seventh Semi-Annual report was completed and prepared for printing, binding, and mailing in January.

Angela Bishop, who had been the HRID Project's Administrative Assistant for three years, left the Project to accept a promotion and a new position with AED's Contracts Office. Rachael Hammer was hired temporarily to replace her until the fate of the proposed Core contract is known.

Future:

- Quarterly Reports will need to be written, and initial preparation for the next Semi-Annual Report will have to be started.
- Orientations for Mrs. deQueiroz and Mr. Scott will need to be given and their departures achieved.
- The closing of D.O.s and PIOs which have had their activities completed will begin.
- It is anticipated that recruitment for at least two positions at Bunda College will have to be revived.

MALAWI HUMAN RESOURCES AND INSTITUTIONAL DEVELOPMENT (HRID)
Monthly Progress Report
February 1992
A.I.D. Contract No. 612-0230-C-00-8009-00

SUMMARY:

✓ New Opeker searches and continued financial management were the focus of this month's activities.

Delivery Order 15:

A fairly hectic time developed over collecting the paperwork needed to process Peter Chwona and Frank Powell, two short-term consultants selected by the Ministry of Local Government to assist with the training-of-trainers course design and delivery. Mr. Chwona was in Ethiopia but a Malawian citizen, which added to the complexity of the approval process. Mr. Powell is in Nairobi and travels extensively, therefore getting information to and from him was also difficult. Mr. Powell received his contract at the start of his consultancy, but Mr. Chwona's was not finalized prior to the start of work.

Delivery Order 19:

Hugh Gibson completed his tour with the Ministry of Works on 31 January. Re-settlement, including shipment of effects, final payments, and final physical exams, were discussed and planned for during this month with Mr. Gibson when he returned home.

Notification was received that Mr. Lee Scott was not approved to use the Embassy medical facilities if he accepted the position of Curriculum Designer/Trainer at the Ministry of Works. Phone interviews were held with the two other finalist candidates to clarify their availability and MOLG concerns. The month ended with the indication that Ray LaPointe was the candidate of choice, though final confirmation had not been received.

Delivery Order 29:

✓ Descriptions of three new positions to be filled by OPEKERS at Bunda College were received: Human Nutrition, Development Communications, and Water and Soil Irrigation. Advertisements were designed and placed in The Chronicles of Higher Education, Action (for Hunger Nutrition), and the Peace Corp Hot Line. Responses are expected in the second week of March. The AED data base was searched for possible candidates and they, and previous candidates for two of the positions, were sent announcements of the openings.

Administration:

Preparations for the Semi-Annual and the Quarterly Reports were

begun at the end of the month. Review of cost sheets and vouchers, and revised vouchers reflecting end of year expenses, were carried out. A review of responsiveness to the Small Business Administration's guidelines for small and disadvantaged business participation in USAID contracts was carried out. The regular AED quarterly project review was also completed this month.

Approval to respond to the Mission's questions on the Core Contract amendment was received and the responses were prepared and sent to both the Mission and USAID/Nairobi.

Future:

- Continued OPEXer recruitment and selection for Bunda College
- Completion of Quarterly and Semi-Annual reports
- Continued de-obligation processing of PIO's and D.O.s
- Recruitment and hiring of Administrative Assistant
- Development of draft budget for project extension

C. FIELD OFFICE MONTHLY PROGRESS REPORTS



MALAWI GOVERNMENT
Office of the President & Cabinet
Department of Personnel Management & Training

MAILING ADDRESS:

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ACADEMY FOR EDUCATIONAL DEVELOPMENT
LILONGWE FIELD OFFICE
SEPTEMBER, 1991

During September, the AED/Lilongwe Field Office was engaged in the following activities.

The Project Coordinator, Rudi Klauss, left for a four week R & R to France on the September 27 and John Hatch arrived from the U.S. the same day on his annual visit and to manage Project activities from Lilongwe. Dr. Klauss will return on October 26, and Dr. Hatch will leave on October 31.

Peter Efange, technical advisor for Ministry of Local Government came back from R & R on September 5 and Jean Davison, technical advisor for MA Sociology came back on September 28. Jerry Shultz, training technical advisor for DEMATT, left for R & R to South Africa on October 1.

Ministry of Local Government (DO 15) We received two Electronic Typewriters from the United States (Aurora Associates) under HRID Project for Ministry of Local Government Project. These were handed over to the Project technical advisor, Mr. Peter Efange on September 3, 1991.

Chancellor College (DO 12) We received a consignment of books from the United States (Aurora Associates) for the Sociology Department under HRID Project support. These were sent to Jean Davison, technical advisor for MA in Sociology, on September 3, 1991.

PHICS Project Support (DO 29) One long-term advisor, Dr. Michael Oliver, arrived on September 5, 1991 to begin a two year assignment as an Epidemiology technical advisor to the Ministry of Health under PHICS Project. Dr. Oliver has already started working but has not moved into his house yet.



United States
Agency for International Development

AED

Academy for Educational Development
Human Resources and Institutional Development Project

Under Delivery Order 48 one short-term technical advisor, Mr. Marc Lippman, arrived on October 1, 1991 to begin a one year assignment with the Ministry of Health as Health Librarian and Documentation Officer.

Bunda College of Agriculture (DO 39) The RFP for the computer lab for Bunda was released in Malawi and the United States on August 8. We have received eight bids from the United States and three bids from Malawi. Due date for the bids was September 23, 1991.

Two long-term term technical advisors arrived in August, (Delivery Order 39) and they moved to Bunda on September 17, 1991. The two TAs are: Dr. Robert Edwards, who has started teaching Agricultural Chemistry, and Dr. Vu Nguyen, who has started teaching Agricultural Engineering.

Chancellor College (DO 41) A consignment of books was received from the United States (Aurora Associates) for Public Administration courses at the College. The books were purchased under HRID Project funds and were sent to Public Administration technical advisor Dr. Rajbanse, on September 27, 1991.

Working Group Meeting The HRID Working Group met at Department of Personnel Management and Training on September 19th to review several Project matters.

PARTICIPANT TRAINING ACTIVITIES

One long-term participant from Bunda College of Agriculture, Mr. Wellam Kamthunzi, left the country on September 10th for the United States to do a Masters' degree in Agricultural Engineering at University of California - Davis. On September 26, Mrs. Jean Njoloma, short-term participant, left for University of Connecticut, Hartford for a short course on Project Management.

Two long-term participants, Mr. Peter Mumba, doing his Ph.D in Agricultural Chemistry at Kansas State University, and Mr. Maxwell Mkwezalamba, doing his Ph.D in Economics at University of Illinois, Urbana - Champaign, have requested their that families join them. HRID Project forwarded their requests to USAID for approval but USAID disapproved the requests because they did not fulfill USAID requirements. The two participants have been informed to fulfill all USAID requirements and HRID Project will then resubmit the requests.

ANTICIPATED ACTIVITIES DURING OCTOBER

Processing of delivery order amendments for Bunda College of Agriculture;
Review of responses to Bunda RFP;
Preparation planning for the Participant Conference to be held in Washington, D.C., October 18-20, 1991.



MALAWI GOVERNMENT
Office of the President & Cabinet
Department of Personnel Management & Training

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ACADEMY FOR EDUCATIONAL DEVELOPMENT

LILONGWE FIELD OFFICE

OCTOBER, 1991

During October, the AED/Lilongwe Field Office was engaged in the following activities:

During the month John Hatch and Patrick Mulawu spent time in meeting with HRID and PHICS Project Officers at USAID to discuss finances.

The administrative assistant, Andrew Mwansambo, spent time helping the following OPEXers settling in: Annabelle Bauer, (DO 44) Mary Staphano, (DO 44) Robert Edwards, (DO 39) Vu Nguyen, (DO 39) Michael Olivar (DO 29) and Marc Lippman (DO 48).

On October 14th, John Hatch and Patrick Mulawu went to Blantyre to visit Opexers at DEMATT and discuss HRID funded project activities with Mr. Makoza, general manager. They also visited ESCOM to talk to Tod Smith whose contract is ending in November.

On October 18th, John Hatch went to Mzuzu to meet Marie Miller, a Peace Corps Volunteer on HRID Project supported activities for Ministry of local Government (Delivery Order 15). On 21st October, John and Patrick proceeded to Zomba to visit the four opexers and discuss with Dr. Kandoole the status of HRID funded activities and people at Chancellor College. They also met with Mr. Mankwa, director of the Centre for Social Research, to discuss participant research procedures in Malawi.

On October 25, John Hatch went to Bunda College of Agriculture to talk to Opexers, Vu Nguyen and Robert Edwards. He also had a discussion on budget, procurement and participant training with Dr. Z. Kasomekwa earlier in the month.



United States
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Academy for Educational Development
Human Resources and Institutional Development Project

Student Conference Jean Phiri of DPM&T left for United States on October 15, 1991, to attend the Annual Student Conference under the HRID Project support. While in the U.S., she will attend to Government of Malawi work. She is expected to be back on November 15, 1991.

Ministry of Local Government (Delivery Order 15) On October 24, 1991, commodities were received from United States (Aurora Associates). The shipment included: Hitachi Multi-System VCR, TV Screen, Trans Parances, Black Board Erasers E36, One to Three Hole Punch (Large), Heavy Duty Stapler, Pencils, Pens, Acco. 15 Hole Punch, Assorted Pak Markers, Heavy Duty Staples, Chalk, Flip Charts, Alluminum Easel, Easel Bar, Eerox Paper, Step Down Transformer, Computer Disc PS2 MD 50 10 MH2 60MB, Color Monitor, 6ft Paraller Cable, Word Perfect 5.1, 5.3, Lotus 123 V2.3, 3.5 and Tripp Lite Line Conditioner.

Chancellor College (Delivery Order 41) On October 24, 1991, books were received for Public Administration courses from United States (Aurora Associates).

Ministry of Health (Delivery Order 45) Expected commodities for Kamuzu College of Nursing were received from United States (Aurora Associates) on October 24, 1991, including Stethoscopes, Computers and other institutional assistance materials.

Expected long-term technical assistant, Dr. Kristine T. De Queiroz, was turned down by the University for the position of Medical/Surgical lecturer at the Kamuzu college of Nursing based on University age limitations. John Hatch visited with college Acting Principal, Mrs. Ngoma to discuss the needs for the position and HRID and PHICS Projects.

The Project Coordinator, Rudi Klauss returned from his four week R and R on October 27, 1991. John Hatch who was here on his annual visit, and to manage Project activities in the absence of the Project Coordinator, left for Washington D.C. on October 31, 1991.

Kurt Moses, from AED Office in /washington D.C., arrived on October 28, 1991 to work with USAID on the GABLE Project. While here, he helped to complete the review of bids with Bunda College of Agriculture for their procurement under Delivery Order 39. He also spent some time reviewing the activities relating to the MIS Project in DPM&T (Delivery Orders 6,9 and 11).

PARTICIPANT TRAINING ACTIVITIES

One short-term participant from Ministry of Health (Delivery Order 45), Mr. B.S. Chawani, left for United States on October 23, 1991, to do a short course in Project management at Fort Lauderdale, Florida. He is expected to be back on November 15, 1991.

USAID/Malawi approved Mr. M. Mkwelalamba's (D.O. 20) request for his family to visit him for 12 months. Mr. Mkwelalamba is doing his PH.D. in Economics at University of Illinois, Urbana-Champaign.



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ACADEMY FOR EDUCATIONAL DEVELOPMENT

LILONGWE FIELD OFFICE

NOVEMBER, 1991

During November the AED/Lilongwe Field Office was engaged in the following activities:

Meetings were held to review procedures for closing out PIO/P's for participants who have completed training. A draft document was prepared and sent to AED/Washington for review and comment. The Field Office also completed a close of service manual for OPEXers to use in finalizing their departures from Malawi. This document is being used for the two persons who are completing in November.

Later in the month, Gundu Rau (Aurora Associates subcontractor representative) visited Lilongwe for 3 days to meet with KCN concerning their rather complicated request for training commodities. We also reviewed the status of other remaining commodity procurements under HRID. The visit proved very useful in expediting both the KCN request and clarifying outstanding questions on other pending procurement requests.

Rudi Klauss attended a NATCAP meeting on November 7th to review technical cooperation issues pertaining to the transport sector. HRID has been asked to join these sector meetings and provide comment where appropriate.

An HRID Working Group meeting was held on November 14th to review project activities. It was decided to try to arrange a meeting with the University of Malawi to review HRID activities. Other items discussed at the meeting are summarized in the minutes.



United States
Agency for International Development

AED

Academy for Educational Development
Human Resources and Institutional Development Project

The visit to the University of Malawi took place on November 26th at which time we had the opportunity to review the status of the programs at Chancellor College, assistant womens registrar program, conversion program, scholarships for women in nontraditional disciplines, and the Center for Social Research. Results of the meeting are shown in the attached minutes.

DEMATT (Delivery Order 8) Jerry Schultz completed his two year contract on November 30th and left for the U.S. on December 1. His final report has been submitted and distributed to USAID, DEMATT, and DPM&T.

Ministry of Local Government (Delivery Order 15) Two five-day workshops were held during the period November 11-21 in Lilongwe. The theme of the workshops concerned the preparation of council development plans. A third workshop had been planned but delays in submitting the request to the field office and USAID prevented this from being held. It will be rescheduled (most likely for early January).

Ministry of Works (Delivery Order 19) A panel was held in Washington D.C. to choose a person for the one year curriculum development specialist assignment for the Ministry of Works. The results of this panel have been provided to the Ministry and a final decision on a candidate is expected in December.

ESCOM (Delivery Order 21) Tod Smith completed his contract and returned to the U.S. A final report of his activities will be forthcoming shortly.

PARTICIPANT TRAINING ACTIVITIES

During November the following participant training activities occurred:

Requests were received and processed for Mrs. Mkawa (DO 37) and for Mr. Luke Banda (DO 24) to conduct research in Malawi during the month of December. Their employers have been contacted to review these proposals before final decisions can be made.

PIO/P documentation for Mr. Likongwe, PhD participant candidate from Bunda College, was completed and signed as Delivery Order 49.

Discussions were held with Bunda College regarding further participant training activities. It was agreed that no additional new PhD candidates will be supported after January 1992.

Mrs. Matanda (DO 36) returned home during the month on compassionate grounds.

Training implementation plans were received from IIE for recently placed participants and were forwarded to USAID. Progress reports of current participants were also forwarded to USAID and employers.

Follow-up activities on several other pending participants continued during the month.

ANTICIPATED ACTIVITIES DURING DECEMBER

During December, the following activities are anticipated:

- selection by Ministry of Works of curriculum design specialist;
- resolution of Kristine de Queiros status for KCN long-term advisor position;
- selection of supplier of Bunda College computer

ACADEMY FOR EDUCATIONAL DEVELOPMENT

LILONGWE FIELD OFFICE

DECEMBER, 1991

During December the AED/Lilongwe Field Office was engaged in a number of actions concerning technical assistance, participant training and commodity procurements.

HRID PROJECT ACTIVITIES

DPM&T MIS Project (Delivery Order 9) Delivery Order 9 has been amended to include additional resources for short-term technical assistance in the coming several months. These resources will be utilized to: complete some pending programming changes and corrections, optimize the programs written to date, provide systems documentation, and develop training manuals for users. At present, DPM&T is completing data collect for the Audit Department, and will be doing the data collection and entry for Ministry of Education personnel. At the same time, the systems staff are finishing off pending programming refinements agreed to a few months ago at the conclusion of Eric Eno and Barbara Brown's visits to Malawi.

Ministry of Local Government (Delivery Order 15) Howard Sumka (RHUDO Office/Nairobi) visited Malawi in early December to discuss the status of the HRID effort in the Ministry of Local Government. He met with USAID, Ministry officials and the HRID staff to review plans for conducting an interim assessment of HRID funded project activities to date. Given the importance of accomplishing this assessment soon and Howard's familiarity with the project, it was suggested that he undertake this assignment himself in the very near future. Subsequent fax exchanges upon his return to Nairobi confirmed his availability and we are now anticipating his return with a colleague from the RHUDO/Nairobi office mid-late January to conduct the review. We also discussed options for a follow-on TOT training program and it appears that Frank Powell (who is Nairobi based) is available and well-suited to this task. This training program is tentatively scheduled for late February-early March.

Ministry of Works (Delivery Order 19) The Ministry of Works has selected Lee Scott as long-term advisor on curriculum development. Mr. Scott will be on a one year contract and is expected to arrive in mid February.

Bunda College of Agriculture (Delivery Order 39) Final review of the computer bids is nearly complete and a final approval to select a winning bidder is expected in January. Delivery of equipment is projected for sometime in March, at

which time the facility at Bunda will be completed. An additional amendment for Delivery Order 39 is being prepared to include three long-term advisors and short-term training for Bunda College faculty members.

KARUZU College of Nursing (Delivery Order 45) The University has reconsidered the age restriction in the case of Mrs. Kristine de Queiroz, and they have offered her a position as a consultant lecturer for a period of approximately 20 months. Mrs. de Queiroz has been notified and has accepted the appointment. She is scheduled to arrive on January 5, 1992, to begin her assignment in Blantyre. KCN has identified housing for her and has made all arrangements to assist in orienting her to her position at the college.

PARTICIPANT TRAINING ACTIVITIES

HRID funded participants

Mtimaukenena (DO 5). Mrs. Mtimaukenena returned to Malawi in early December upon completion of her Master's degree program at Catholic University. She has resumed her position at Mlambe Hospital near Blantyre.

Likupe and Shaba (DO 7). Arrangements to send these two field officers from DEMATT to Botswana for practical attachments continued during the month. Mr. Shaba will begin his training attachment in Bakery Management during the second week of January, 1992. The training will be conducted by the Rural Industries Training Center, Kanye, Botswana.

Ngwira (DO 7). Mrs. Ngwira returned to Malawi for the Christmas Holiday to be with her family. She came back on the basis of approval received previously for a visit in August-September which she had to postpone. Mrs. Ngwira has applied for co-funding from Rockefeller Foundation for her dissertation research. A decision from Rockefeller is expected in the near future.

Nyondo (DO 22). Mr. Nyondo returned to Malawi during the month after successfully completing his MA training program in Public Administration (Personnel) at Virginia Commonwealth University. He has resumed his responsibilities at DPM&T.

Banda (DO 24). Mr. Banda returned to Malawi during the month to conduct field research as partial fulfillment of his MA studies in Public Administration at Clark Atlanta University. He is expected to complete his research and return to the U.S. during the third week of January, 1992.

Matanda (DO 36). Mrs. Matanda, who had come home to attend a funeral of her husband, returned to the U.S. during the month to continue her training program at the University of Wisconsin.

Likongwe and Bokosi (DO 49). Final arrangements to have these two members of staff from Bunda College start their PhD training programs in the U.S. were completed during the month. They will depart for the U.S. during the first week of January, 1992 to start their programs at Penn State and University of Nebraska respectively.

PHICS funded participants

Kamperewera (DO 37). His request to extend his B.S. training program in order to do a Masters degree was not approved.

Mkawa (DO 37). Mrs. Mkawa returned to Malawi in December to conduct field research in connection with her Masters degree program at Howard University. She will complete her research and return to the U.S. during the third week of January.

Nkhoma (DO 47). Mr. Nkhoma was accepted at Tulane University to do a PhD training program in Epidemiology. He will depart Malawi to begin his program during the first week of January, 1992.

LOCAL CURRENCY FUNDED ACTIVITIES

No new disbursements were made in December. However, we did review the status of local currency funding and prepared estimates for additional activities to be funded through local currency allocations through July 1993. Based on these estimates, an additional MK 1,936,306 is being reserved through a project implementation letter to be signed by USAID and the Government of Malawi. The Project Office has also requested from DPM&T a report for the calendar year 1991. This report will be available for distribution in January.

OTHER MONTHLY ACTIVITIES

In addition to specific activities on the above participants and delivery orders, we have been concentrating on getting a number of administrative and commodity matters settled. Following the visit from Gundu Rau (Aurora Associates), KCN has submitted a revised list of commodities which was forwarded to Gundu so that he can prepare cost estimates for inclusion in a delivery order budget. An additional list of training related commodities was also received from DEMATT and forwarded to Gundu Rau for pricing. Gundu is also following up on other pending procurements, including additional books for the Department of Economics at Chancellor College and procuring photocopiers for KCN and MLG. As of the end of the month, the printers and associated supplies for Ministry of Local Government had arrived in Malawi.

Requests for quotations to 4 local removal companies were sent in early December to get bids for handling airfreight shipments for departing long-term advisors. We expect the quotes by the beginning of 1992 and hope to select the most competitive company by mid January.

ANTICIPATED ACTIVITIES IN JANUARY 1992

During January, the following activities are anticipated:

Arrival of Kristine de Queiroz for KCN/Blantyre;
Completion of service of Hugh Gibson (MOW);
Finalizing of Bunda College computer procurement;
HRID Working Group meeting;
Preparation of a delivery order amendment for Bunda College;
Distribution of local currency expenditure report.



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ACADEMY FOR EDUCATIONAL DEVELOPMENT

LILONGWE FIELD OFFICE

JANUARY, 1992

During January, 1992, the AED/Lilongwe Field Office was involved in a number of activities related to technical assistance, training, and commodity procurements.

HRID PROJECT ACTIVITIES

DPM&T MIS project (DO 9) Kurt Moses has put out to bid the task of optimizing the computer programming for the DPM&T software system. This activity is likely to begin in late February or early March. Plans are also underway for starting the documentation manuals for data entry clerks. This will begin in late February or early March. DPM&T MIS team members are currently working on data entry of Ministry of Education and Culture employees. This should be completed sometime in March.

Ministry of Local Government (DO 15) An evaluation of HRID Project activities in the Ministry of Local Government took place from January 18-30, 1992. The evaluation was carried out by Howard Sumka and Richard Mwangi (both from RHUDO/Nairobi) who visited several local authorities and met with key officials in the Ministry and USAID. They also participated in a two-day workshop involving former participants in HRID funded MLG workshops to get their views on the utility of the training offered to date. The evaluation report will be available by mid February.

Ministry of Works (DO 19) Long-term advisor Hugh Gibson completed his two year assignment as computer specialist in the Ministry of Works on January 31, 1992. The selection of a long-term curriculum development advisor was finalized in January, but medical clearance may present a problem. This matter is being pursued and should be resolved in February.



Bunda College of Agriculture (DO 39) After further discussions with Bunda College, the project office began preparing an amendment to Delivery Order 39 which will include three additional long-term advisors to teach in the areas of agricultural engineering, home economics, and development communication. An amendment will be submitted to USAID in early February for processing. A decision on the computer procurement for the College is awaiting further information on the maintenance support capacity of local firms. A final decision on awarding the contract is expected in February.

Kamuzu College of Nursing (DO 45) Long-term advisor Kristine de Queiroz arrived in Malawi on January 5th to begin her teaching assignment at the Blantyre campus of KCN. As of the end of the month, she had settled into her work quite well but housing is still to be finalized. Aurora Associates is still working on getting a complete price list for commodities to be provided to KCN. We expect this information in February so that an amendment to this delivery order or separate PIO/C can be prepared.

Other HRID activities during the Month

HRID Working Group meeting An HRID Working Group meeting was held on January 9th at which time several project issues were discussed. Of particular note was the decision to make a visit to the University later in the month to review project activities in Zomba. We also discussed local currency allocations and the upcoming Ministry of Local Government evaluation. Details of the meeting are included in the minutes.

In-country research Based on our experience to date in managing in-country research for Malawian participants doing advanced degrees in the U.S., Patrick Mulawu is preparing a report for discussion at the next HRID Working Group meeting.

Awards ceremony for returned participants Plans for awards ceremonies are being finalized by a subcommittee of the HRID Working Group. A ceremony will be held on March 27th in Blantyre and another will be held in Lilongwe on April 3rd.

Field trips Representatives of the HRID Working Group visited the University of Malawi (Zomba campus) on January 21-22 at which time discussions were held with faculty, long-term advisors, and students being funded through HRID. A trip report is attached. A second field trip took place January 26-30 to Blantyre and Zomba where Rudi Klauss, together with representatives of the Ministry of Local Government and Richard Mwangi (evaluator from RHUDO/Nairobi), met with local authority officials and visited Mpemba Staff Training College. A trip report is attached.

Local Currency activities A financial report was submitted by DPM&T covering all funded activities to date. A revised more detailed report will be submitted in February for distribution. One concern to date is that receipts for certain activities at the University of Malawi (Bachelor of Public Administration Assistant Womens registrar program) have not yet been received. This concern will be pursued further in February.

HRID participant training activities As noted above, final plans are being made for the awards ceremonies in late March and early April. Other participant actions included:

Luke Pandukani Banda, who is doing an MPA at Clark Atlanta University, returned to the U.S. after completing his in-country field research;

Edward Shaba, DEMATT employee completed a three week bakery management course in Botswana;

James Bokosi and Jeremy Likongwe, both of Bunda College of Agriculture, began PhD training programs in the U.S. Mr. Bokosi is studying crop science (plant breeding) at the University of Nebraska and Mr. Likongwe is studying aquaculture at Penn State.

PHICS ACTIVITIES

No issues concerning long-term advisors arose during January. With regard to PHICS funded participant training, the following actions occurred:

Edith Mkawa, who is doing an M.S. (Nursing) at Howard University, returned to the U.S. after completing her in-country field research;

an amendment to Jean Njoloma's PIO/P was submitted to USAID/Malawi for sign off during the month.

ANTICIPATED ACTIVITIES IN FEBRUARY

During February, the following activities are anticipated:

Distribution of local currency report;

Planning of advanced TOT program for Ministry of Local Government;

Final selection of long-term advisor in curriculum development for Ministry of Works;

Final decision on Bunda College computer procurement;

HRID Working Group meeting;

Receipt of pricing information on KCN commodities and preparation of delivery order amendment to cover costs;

Sign off of Bunda amendment.



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ACADEMY FOR EDUCATIONAL DEVELOPMENT
Lilongwe Field Office
February 1992

I. Human Resources and Institutional Development (HRID)

A. HRID-Funded Activities

DPM&T MIS Project (DO 9) Funds were approved from the local currency account to cover transport expenses for MIS core team members to visit schools in the Northern Region. Because of the distances involved and road conditions, 2-3 members of the MIS team are expected to be involved most of March in this assignment to collect personnel data from all school teachers and Ministry officials working in the North. Reports from Kurt Moses in late February indicated that the software optimization should begin in March.

Ministry of Local Government (DO 15) Consultants Frank Powell and Peter Chiwona developed a design for the advanced Training of Trainers course during the week of February 17-22. This course is scheduled to be held March 23-April 10 at Mpemba Staff Training College. A draft evaluation report of HRID activities at the Ministry was received by USAID in February and should be available for distribution in March. A formal presentation of equipment (computers, VCR equipment, overhead projector, training supplies) purchased through the HRID Project was held in the Ministry of Local Government Conference Room on February 28th.

Ministry of Works (DO 19) Unfortunately, the original candidate for the curriculum development position was medically disqualified. Hence, a backup candidate (Ray La Pointe) was presented to the Ministry in February. A formal decision is expected on this candidate in early March. If acceptable to the Ministry, Mr. La Pointe is likely to arrive by mid April.

Malawi Bureau of Standards participant training (DO 22) Participant placement forms were sent to Henry Gaga in early February. Mr. Gaga has been selected by MBS to pursue an MA in Food Science.



B. HRID General Implementation Activities

University of Malawi Based on a visit to the University campus in Zomba in late January, a letter was sent to the Acting Vice Chancellor in mid February. The letter noted with pleasure the progress with several project activities at the University but also raised a number of implementation matters requiring attention. These included: the status of the Bachelor of Public Administration (BPA) program and whether a second intake of students should be considered for October 1992; need for clarification and documentation (receipts) for expenditures in this program and the Assistant Registrar Womens program; assuring proper use of the vehicle purchased for the Assistant Womens Registrar program. In a response received February 25th, the Acting Vice Chancellor indicated that the University was preparing a comprehensive response to our letter and suggested that a meeting be held soon to discuss these issues.

PIO/P closeouts The Project Field Office is working with AED/W to establish final closeout figures so that amended PIO/Ps for participants who have completed training can be processed and officially closed.

Commodity procurement Aurora is in the process of completing a price list for KCN commodities so that a delivery order can be prepared. The Field Office also reviewed all procurments to date (copy attached), and provided USAID with a complete set of receiving reports for all items which have been received by grantees.

C. HRID Local Currency Funded Activities

A revised financial report of local currency activities through December 1991 was submitted to USAID by DPM&T. The Project Field Office also issued a narrative annual report through December 1991. A payment amounting to MK 235,000 was prepared by DPM&T to the University of Malawi for second term fees for students enrolled in the Womens scholarship program, Conversion program, and MA Sociology program.

II. Promoting Health Interventions for Child Survival (PHICS)

A. PHICS-Funded Activities

No issues concerning long-term advisors arose during February. A request to cover a medical claim for Willard Kazembe (DO 40) was submitted to the USAID Health Office for review.

B. PHICS General Implementation Activities

The placement of five candidates into third country training institutions still remains a problem. There is still no indication that these will be placed by the beginning of the 1992/93 academic year.

III. Actions Planned for March

During March, the following activities are anticipated:

HRID Working Group meeting to review project funding status and remaining activities to be funded;

Preparation of a delivery order to cover a commodity procurement for KCN;

Finalization of a contract to procure computer equipment for Bunda College of Agriculture;

Selection of an alternative long-term advisor for Ministry of Works;

Start of DPM&T MIS software optimization and user documentation;

Close out of PIO/P's for participants who have completed training.

D. ERID WORKING GROUP MEETING

MINUTES

HRID WORKING GROUP MEETING
September 19, 1991

The HRID Working Group met on September 19, 1991, to review several project matters. The following were in attendance:

Mr. C. Mphaya (Chair)	Ms. J. Larcom
Ms. J. Phiri	Ms. J. Newton
Mr. P. Mulawu	Ms. C. Kaliu
Mr. R. Klauss	

The following matters were discussed.

1. Minutes of previous meeting The minutes of the previous meeting were approved as presented.

2. Matters arising The University has submitted a list of undergraduate women students for funding under the HRID Women's Scholarship Program in Non-traditional Subjects (copy attached). The Working Group noted that a number of students from the Polytechnic fell considerably below the 60% target grade and that Bunda College seemed to be receiving a slightly higher number of scholarships than the other two campuses. The Working Group felt that the 60% pass mark should continue to remain the target minimum pass and that students should be so advised. However, we are prepared to allow the minimum pass fall below that level, but not lower than 50% in the coming year - as part of the larger goal of supporting women to move into these career fields. In the case of the list provided by the University, the Working Group concluded that Bunda should not have more than 19 scholarships (which represents 1/3 of the available scholarships), and thus the last candidate on the list from Bunda will not be supported through HRID. The Working Group also felt that more information should be collected on how women are performing at the Polytechnic in comparison to men, and drop out rates. The assistant women's registrar will be asked to collect details on these questions. Such information would help the Working Group determine whether other criteria might be applied in deciding a cutoff for scholarships (e.g. whether the student falls in the top half of her class).

A second item discussed under matters arising was the issue of planning an in-country awards ceremony for USAID funded returned participants. USAID's views on format and timing such an event might take will be discussed at the next Working Group meeting.

3. Allowances for HRID funded students at the University of Malawi The draft letter provided for the meeting was reviewed and was approved. It was agreed that the student allowances should be administered by the University and that this point should be added to the letter.

4. U.S. annual participant conference DPM&T has decided that Jean Phiri should represent the Government at this conference. It was also agreed in principle that Patrick Mulawu should attend as well, but budgetary aspects and implications for the core contract will need to be reviewed before a final decision is made.
5. ESCOM commodities and TA The Working Group raised questions as to whether the additional commodities requested by ESCOM were in fact an integral aspect of the switchgear training program. ESCOM should be contacted for further clarification. It was the view of the Working Group that an additional 3 1/2 month extension for the TA did not appear to be vital to the success and sustainability of the training program and thus felt that this should not be approved.
6. Local currency needs to mid 1993 In reviewing the figures provided for the meeting, the only change to be made is to exclude the Ministry of Local Government allocations (which come to MK 650,000), since the Working Group feels it would be better to handle these costs through the Project Office out of Delivery Order 15 (which already includes funds for these activities).
7. Kamuzu College of Nursing Proposal The main question raised with regard to this proposal is the request for 5 local scholarships to attend KCN. The Working Group agreed that it would be prepared to provide these funds if they were not otherwise provided for in the GOM's subvention to the University. This question will be raised with KCN before any action is taken. The commodities request looks reasonable and the next step will be to obtain cost estimates from Aurora Associates so that a final budget can be prepared.
8. Project Evaluation 'USAID's plans for scheduling a project evaluation will be reported at the next Working Group meeting. It was agreed that we should make an effort to include a few Malawians on the evaluation team, as long as they do not represent institutions which are benefitting from HRID.
9. Any other business No other items were raised at the meeting.

MINUTES OF MEETING
UNIVERSITY OF MALAWI - HRID WORKING GROUP
ZOMBA, NOVEMBER 26, 1991.

Representatives of the University of Malawi and the HRID Working Group met on November 26, 1991, in Zomba to review the status of various HRID supported activities at the University. The following were in attendance:

Professor Chimphamba (Chair)	Mr. Jeremiah
Mrs. Msonthi	Ms. Liwewe
Mr. Mxukwa	Dr. Chikula
Dr. Kundoole	Dr. Larcom
Ms. Phiri	Mr. Nyirongo
Mr. Mulawu	Dr. Klaus

The following HRID supported activities were discussed.

MA Sociology Program This program is progressing according to plan. The five second year students are now doing their field research, and the new class of four students is taking the core set of courses that form the foundation of the program. Two of the new students only have guaranteed funding for the first year of their studies and the University will be approaching DPM&T for assistance in seeking second year funding for these two students. A longer term issue of sustainability of this program, once HRID scholarship support is no longer available, needs to be addressed by the Department and University in the coming few months to assure funding for a third intake of students in October 1992. The University will be keeping the HRID project informed of progress in this area.

MA Economics Program It was reported that students have been selected for this program and scholarships are available for 8-10 students. In addition, once the program is underway, the African Economic Research Consortium will be providing a vehicle plus \$6,000-\$8,000 per student (not to be used for tuition) for the Department's use to strengthen its program. The University Council considered the program in September and deferred a decision until further information could be collected by the University concerning the sustainability of the program. Representatives of the HRID Working Group expressed strong support for the launching of the program as soon as possible (hopefully in January 1992) so that the donor sources which had been committed to this program can be fully utilized. Further delays could hurt its prospects of retaining the donor support which would be required to sustain this program.

BA Public Administration Program This program is continuing for the second year students, but no new students have been admitted. It was indicated that the Department may be submitting through the University to HRID a request for graduate

training for two faculty members (one MA and one PhD) to strengthen the department. A question was also raised about one married student who was not permitted to continue this academic year due to the University's pregnancy policy. It was reported that the University is writing or has written to her employer regarding her return to her job at MANEB and to inform them that she cannot continue this academic year due to the University policy on pregnancy. MANEB is also being asked to release her again for the next academic year so that she can complete the program. Since HRID has already paid allowances for her this current year, the Working Group would want the University to use these funds next academic year on her behalf to enable her to finish without further assistance from the Project. The University will be examining this matter and will advise the Working Group in writing in the very near future.

Center for Social Research This activity is progressing on schedule. Dr. Hyde is fully engaged in the center's research program, is teaching a methodology course, and has developed a work plan which will be shared with the Working Group in the near future. Mrs. Ngwira has submitted a proposal to Rockefeller Foundation to help cofund her dissertation research. Her proposal and budget are to be further reviewed and a decision will be taken in the near future on this possibility. It should be noted that the Center strongly supports her doing her research in Malawi so that it can directly benefit the country. Mrs. Ngwira has also proposed an extension of her study program, which will be further reviewed when her advisor visits Malawi.

Conversion Programs (Marketing and Accounting) These programs are underway in Blantyre. The only question that has come up is the issue of the MK 100 per month personal allowance for each student in the Marketing Program. This allowance has been agreed to by the HRID Working Group, and the additional payment will be made by HRID to the University. It was noted, however, that only MK 800 per student will be provided, since the MK 9,000 tuition figure already includes an annual MK 200 in personal allowances for students. Sufficient funds are currently with the University to make these allowance payments since fewer than the anticipated number of students actually joined these two programs. MCA students' allowances can be met within the existing budget since costs are lower there.

Scholarship Program for Women in Nontraditional Disciplines Currently, 55 undergraduate women are being supported through this program. Two students dropped from the original Bunda College list but were replaced by other candidates. The Polytechnic has within the past few weeks requested that two more students be added to their allocation. It was felt that it was now late in the first term to consider this, but if they were in good standing and their previous grades made them otherwise eligible that HRID would consider covering them for the year.

The issue of sustainability of this program was also raised. The possibility of establishing a special scholarship fund for

women to be supported by the private sector might be explored, as well as providing funds from the existing University of Malawi scholarship fund.

Assistant Registrar, Women's Programs Ms. Liwele presented a brief report of activities which she has been doing. A written status report for the period May-December 1991 will be provided in January, as well as a work plan for the period January-March 1992.

Questions about use of the USAID provided vehicle were raised and a concern was expressed by USAID that the vehicle be reserved for this program's use. In addition, information was requested concerning the status of the purchase of office equipment, office furniture, and household furniture, for which funds have been given to the University. The Working Group would like to have a report on this in the very near future, with receipts of purchases, which are required as part of HRID's support to this program.

MINUTES

HRID PROJECT WORKING GROUP MEETING
January 9, 1992

The HRID Project Working Group met on January 9, 1992, to review several project matters. Those present were:

Chris Kalio	Jean Phiri
Joan Larcom	MacCallum Sibande
Joan Newton	Rudi Klauss
Patrick Mulawu	

The following matters were discussed.

1. Minutes of previous meeting The minutes were approved as presented.

2. Matters arising Joan Larcom reported that an analysis of data from women students' performance in technical subjects has revealed that there is no significant difference between male and female academic performance. This is an encouraging note and suggests that the HRID Project should continue to allow women students with grade averages in the 50's to continue receiving HRID support since this grade level is no lower than average performance by male students. It was reported that the MA Economics program is now expected to start in April 1992, though the final, formal approval has not yet been announced. Regarding the funding of Mrs. Phoso and Mrs. Munthali in the MA Sociology program, it was decided that a continuing effort should be made to identify alternative non HRID funding for their second year, but still leave open the option of falling back on local currency resources if all other efforts fail.

3. Local currency update As noted in the attached statement there is still a balance of MK 348,715.64 from the original MK 2 million allocation. An additional new allocation of MK 1,936,306 has been approved for use through July 1993. The DPM&T accounts section will be asked to provide quarterly reports for July -December 1991, and a complete annual report for 1991.

4. Use of local currency funds for DPM&T MIS local travel The DPM&T MIS Unit has requested assistance from HRID in covering local travel costs for the remainder of the current GOM fiscal year. In a local currency budget allocation document dated October 24, 1991, MK 35,000 was earmarked for DPM&T local expenses. It would be against this line that the request would be considered. It was agreed that the MIS Unit should submit a detailed request specifying their exact needs at which point a final decision would be made.

5: Request to attend workshop (Dr. Kandoole) It was agreed that, in its present form, this request from Dr. Kandoole seems

to be essentially an individual request made directly to the HRID Working Group for funds. Since this is not consistent with the process used in the Project it was agreed that we should inform Dr. Kandoole that the request would have to be submitted by the University with a rationale/justification as to how the program would benefit ongoing HRID strengthening activities at the University.

6. University of Malawi financial review It was agreed that a visit should be made to Zomba within the next few weeks to meet with AED subcontractors, University personnel, and thereby obtain a first-hand view of the situation. Following that visit, a financial review/audit of HRID support to University activities should be scheduled.

7. Computer repair (Polytechnic) The motherboard for the computer purchased by HRID to support the marketing conversion program at the Polytechnic is defective. The Polytechnic has requested assistance in replacing this item. The cost would be about \$800 plus handling fees. The HRID Working Group agreed to approve this purchase from the funds remaining in Delivery Order 11.

8. KCN request for scholarships and transport This topic was briefly touched on but was then postponed to a later date since no immediate decision needs to be taken.

9. Ministry of Local Government: evaluation, MIM payment, TOT program Discussions have been held with MLG on these topics and the following has been agreed. Howard Sumka and Richard Mwangi will conduct the evaluation starting January 20th. The Project Office will work with MLG to finalize their schedule of visits and to organize a 2 day workshop around January 23-24. Regarding the MIM payment, one backup letter was not included in the briefing material. This will be requested from MLG, at which point a decision will be taken. Plans are being made for a follow-on TOT program for MLG trainers. Details of the program will be worked out in the coming 3-4 weeks.

10. Payment for two women scholarships (Polytechnic) Per the letter from the University of Malawi dated 11 December 1991, it was confirmed that the scholarships for these additional two women should be covered by HRID. With these additions, the Polytechnic's scholarship total will still be within the target 19 for the current academic year.

11. MA Sociology scholarship finding - Mrs. Phoso It was agreed that for the time being at least, HRID should not yet commit itself to second year funding for Mrs. Phoso. Instead, the University should continue to seek support from elsewhere, possibly from other donors.

12. Schedule for next PCC meeting At the August 2, 1991, meeting of the PCC, it had been indicated that the next meeting

should take place late in 1991 or beginning of 1992. The Working Group agreed that the meeting should be postponed until April by which time we will have a more accurate reading on the amount of money left for PCC decisions.

13. Awards ceremonies for returned participants. The HRID Working Group subcommittee working on this matter reported to the Group that plans were proceeding for holding two ceremonies (one in Lilongwe and one in Blantyre) in late March-beginning April. The programs would begin in early afternoon with a panel presentation on the theme of skills transfer. This would be followed by presentation of awards and dinner. The subcommittee will be finalizing details in the coming weeks.

14. Any other business Patrick Mulwu reported to the Working Group that the short-term training program in Botswana for Mr. Likupe (DEMATT) was expected to cost more than had been originally budgeted. This is because BOCCIM in Botswana has recently advised that they will be charging about \$6,000 for providing this training. The Working Group asked Patrick to go back to BOCCIM and seek clarification/justification for this charge before we proceed further.

DPM&T reported that one of the MIS team had proposed further training in the U.S. starting in October 1992. The Working Group agreed that the timing would be bad in terms of the MIS implementation effort, and that further thought needs to be given in determining specific training required to support the implementation and sustainability of this effort over the long-term. This will have to be done in the coming months with input from the technical assistance personnel involved in the project.

X. TRIP REPORTS

Field Trip Report
John Hatch
Malawi 27 September - 31 October 1991

Purpose:

The purpose of this annual trip was twofold: to manage the HRID Project during the absence of the Field Coordinator, Dr. Rudi Klaus, on R&R, and to learn more about project activities through visit to sites and conversation with technical assistants (OPEXers), their supervisors, and USAID/Lilongwe. While in Malawi it was expected that I would be working directly with USAID Lilongwe on the extension of the Core Contract and the budgeting of additional funds for Project Administration.

Week One: (September 27 - October 4)

The day of arrival was spent with Rudi Klaus in meetings at USAID: with Joan Larcom and Joan Newton on the HRID Project in the morning, and with Gary Newton on the PHICS activities in the afternoon. Conversations between and afterwards provided Rudi an opportunity to alert me to Delivery Order amendments in process and other reports to be written, as well as a chance to review the status of all OPEXers.

During the week I had visits with OPEXer Peter Efangé at the Ministry of Local Government, Jack Farmer in the Office and informally, Annabel Bauer and Mary Stephano frequently, and Hugh Gibson briefly in the Office. Marc Lippman arrived on the morning of the first of October to begin his tour as Library Documentation Specialist at the Ministry of Health, and the afternoon was spent "receiving" his house. Later in the week we visited with Gary Newton, and made arrangements for his other orientations. Phone conversations were held briefly with Jean Davison and Aaron Adiv in Zomba, and with Ken Allen, Jerry Schultz and Jim Hellerman of DEMATT. This latter grouping was of particular concern because of some problems encountered by some of them in trying to carry out their work, and the need to find ways to try to improve the situation. OPEXers Vu Nguyen and Robert Edwards of Bunda College were also seen briefly as they made their way returning rented vehicles and picking up their newly arrived cars. OPEXer Michael Olivar returned from a conference at Mangochi and was seen briefly on Friday.

A visit with Mrs. Ngoma, Acting Principal at KCN, on Thursday, provided an opportunity to discuss the workings of the HRID and PHICS funded projects, and to go over KCN's proposal for scholarships, books, and equipment. I was also informed that Mrs. deQueiroz had been denied appointment as Medical-Surgical Nursing

Instructor at a University Appointments Committee meeting on Tuesday because she was over the age limit allowed by the University. A visit to Bunda College with Dean Makhambera, Mr. Longwe, Registrar, and Dr. Kasonakera, Principal on Friday provided for an opportunity to review HRID activities at the College. Of particular concern to them was their request for housing payments for the OPEXers, the status of Kurt Moses' trip to review the bids received for the computer laboratory, and the recruitment of new staff. I was able to get specific hardware needs from the Principal, which allowed for the completion of Amendment 3 to D.O. #39 and delivery to USAID that afternoon.

On Friday afternoon, Mrs. Shaba of the National Commission for Women in Development came to explain why they were rejecting Mrs. Okvesa's report of June. She said they would help her to rewrite it with specific format and change of information. I asked that they get Mrs. Kainja's help as she was the co-author and easily available in Zomba, and that they provide a written set of specifics as to the problems and preferred format. (Nothing was forthcoming before I left a month later.)

Troubles with phones, the copier out of service for three days, and the power off for most of one day made communication efforts outside of Lilongwe difficult. Evening phone calls and faxing became the norm, which improved slightly on Friday. Returning Friday evening from the Office, the Project vehicle died and was towed to MUSCCO for safe keeping. During the week, frequent calls or visits with Joan Newton helped to define issues and provide answers; a financial issues meeting is planned for the 8th.

Week Two: (October 5 - October 11)

Saturday morning of the weekend was spent with Peace Corps and Friends of Malaŵi, trying to establish a supportive relationship. Much of the rest of the weekend was spent writing reports, starting a pre-departure manual, and preparing for a presentation to the American Studies Class, a group of 8-12 year olds. The week was to be interrupted on Thursday by a week early celebration of Mother's Day.

As the vehicle had broken down on Friday night, a task throughout the week was the checking with the garage on prognosis and progress as departure for Blantyre was planned for midday Friday. Eventually, Patrick Mulawu and I went to Blantyre in his car.

Another task was working on accounts with USAID. An all morning meeting on Tuesday on finance resulted in a page worth of details to be checked and reported on by next Tuesday when the meeting was to continue reviewing accounts. Thus, communications with AED Washington was filled with questions which could not be answered easily in the field, and the Field Office was busy with file searches.

Other activities included a visit with OPEXer Jim Hellerman to

discuss his work at DEMATT, and with OPEXers Peter Efange and Hugh Gibson in their offices at the Ministries of Local Government and Works, respectively. To gather information for the Pre-Departure Manual, meetings were held with Glen's Removal and with Steve Callahan, Executive Officer at USAID, to learn what shipping procedures need to be followed and U.S. Government regulations need to be fulfilled. These were in addition to the normal activities of the daily routine of the Field Office, and a luncheon at the Rotary Club as a guest of Bill Mackie, AIDSCOM representative.

Week Three: (October 12 - October 18)

A pleasant weekend in Blantyre included a three hour discussion with OPEXer Ken Allen about his and HRID work at DEMATT. Monday we visited with the General Manager of DEMATT, Mr. Frances Makoza, who reviewed the impact of training and mentoring provided by HRID. He was very pleased with the training and we talked about future needs. Each OPEXer's work was reviewed--all have counterparts and all are working out well. The SME program had some problems because it was an orphaned child, but Mr. Makoza felt that Jim Hellerman was making it operate quite well. The commodities supplied in support of the programs were getting their full intended use, and Mr. Makoza assured us that the telex, and fax when installed, would be accessible to the SME program at all times, including after hours.

A visit with OPEXer Tod Smith at ESCOM provided both an opportunity to see the completed workshop and review what Mr. Smith had been developing, as well as to talk with him about his pre-departure planning and the processes for ending his tour in November. He indicated that he would be requesting compensation because he had not been able to use his leave time, and that he probably would not actually be leaving the country until late November. Other OPEXers were seen as they passed through the Office, especially those who had recently arrived and were in the final throes of clearing shipments of incoming goods, registering cars, and setting up households.

A longish visit was held with Olivia Liveve, the HRID sponsored Assistant Registrar for Women at the University. She came to bring bills and to discuss HRID support for a variety of programs. She was concerned about the slow pace of integration of her position into the structure of the Registrar's Office while at the same time being kept busy supporting women students and acting as a liaison with the HRID office for the central University of Malawi administration. A visit is planned for next week with Dr. Benson Kandoole, who is the coordinator of HRID programs at the University and at Chancellor College, where her concerns and others will be discussed.

The work week was cut up by the official holiday on Thursday of Mother's Day, but there were two meetings held with USAID to discuss finances. The first was to review the PHICS expenditures

and to plan for a meeting of PHICS funded OPEXers so that they could get a sense of themselves as part of one project's total effort. The second was to continue the review of HRID funding accounts and to discuss AED's request for additional funds, especially in support of participant training. Unfortunately, the meeting was moved frequently and ended up in a two hour slot on Friday morning, so not as much was accomplished as had been hoped. Friday afternoon I went to Mzuzu and had a three hour dinner meeting with PCV Maria Miller to discuss the HRID activities in Local Government training. Ms. Miller is the Training Coordinator for the Northern Region's Office of MOL, and developing/carrying out Local Government training under OPEXer Peter Efange.

Week Four (October 19 - 25)

The week began with a return trip from Mzuzu on Saturday, a trip made longer than usual because of a puncture and the lack of spare. Part of Sunday was spent in the office responding to memos from USAID and AED which had arrived since noon on Friday.

Visits with OPEXers in Zomba and Bunda took up much of the week. The trip to Zomba with Patrick Mulawu on Monday began with a meeting with Dr. Kandoole late in the afternoon, which provided a review of each of the HRID activities at Chancellor College and of the work of the OPEXers. A late dinner meeting with the Adivs was followed the next morning by a breakfast meeting with OPEXer Dr. Rajbansee, which continued a conversation begun briefly the previous day. A meeting with Mr. Msukwa, Director of Centre for Social Research, clarified their work and shed some light as the research process requirements of the Government, which will have an impact on HRID participants doing research in Malawi. A visit with OPEXer Dr. Hyde in her new quarters, and a luncheon meeting with Dr. Davison, completed our visit.

Friday's visit to Bunda provided an opportunity to spend time with both Dr. Nguyen and Dr. Edwards, and to visit with Dr. Edwards' family and observe their home schooling. A tour of the Home Economics Department and of the farm where much of the equipment is repaired and at which soil and irrigation student received practicals, will be useful for the recruitment and orientation of OPEXers for two of the remaining positions. A quick visit to the new computer lab found that conduits for electrical circuiting were in place, though there was still a great deal more to be done to get the room ready for the computers being bought by the HRID project.

Lunch with Leslie Fox, Director of the USAID funded Project SHARED, was useful both in learning about what they are attempting to do in many areas, and also to see how it might link up with the agro-industrial work at DEMATT. The arrival of four large crates with a mixture of items procured for six different projects meant that a good part of Thursday was spent in having them moved upstairs, and then sorting and checking the inventory. Dr. Efange came over

from the Ministry of Local Government to review what they had received and to divide out a load for the Northern Region which was to be picked up on Saturday. Preparations for Kurt Moses' arrival and for my departure, including extending my visa, took up most of the morning.

Week Five: (October 26 - November 1)

Saturday's activities included work at the Diplomatic Woman's Bazaar, an abortive attempt to get computers and other equipment to someone going to Mzuzu, and a visit with Dr. Olivar at his new home. Sunday focussed on the Klauss family's return and the arrival of Kurt Moses, all three on KLM's afternoon flight.

The week included meetings with George Lukwa and Joe Jaffu of the DPM&T MIS team to assess their understanding of where things were, and of what needed to be done next; David Osinski, USAID/Nairobi Contracts Officer, to discuss the HRID contract and Core contract; and Carol Peasley, USAID/Mission Director, and her staff to discuss what is expected from AED in regards to Core contract renewal and continued program support. These last two meetings have been anticipated for a week and were very useful in discussing performance, expectations, and future performance needs to assure that AED provides the kind of HRID project support that the Mission anticipates.

A draft of a Pre-Departure Manual was prepared and reviewed early in the week. Later, a draft was prepared on the issues and proposed processes for PIO and Delivery Order close-outs and deobligations. Vouchers for August, which arrived on Wednesday afternoon were reviewed for consistency, and a few problems were noted to be checked on the first day home. OPEXers Jerry Schultz and Hugh Gibson came by the Office to discuss end-of-service procedures, putting to the test what had just gone into the Pre-Departure Manual. Most of the rest of the time was spent on routine office business, including the signing of end of the month checks, and reviewing with Rudi Klauss and Patrick Mulawi the status of Delivery Orders and the individuals involved.

The return flight was via KLM, leaving 850 Lilongwe at 7:00 p.m. on Thursday and eventually arriving in 60 degrees Washington on Friday afternoon.

M E M O R A N D U M

**TO: Steven Moseley
Earl Yates
John Hatch**

FROM: Kurt D. Moses

DATE: November 2, 1991

**SUBJECT: Recent Activities in Malawi During the Period October 27 -
November 2, 1991**

I traveled to Malawi on October 26, 1991 for a one week whirlwind tour, whose travel was financed by Project ABEL, to accomplish three things:

1. Define the exact scope of work and nature of an approximately \$2.0 million buy-in to Project ABEL from the Malawi Mission for a new Girls Education Literacy Project called GABLE.
2. Substantially begin the Bunda College Academic Computer Center Evaluation, bids for which we received on September 23, 1991.
3. Review, on site, the progress on the MIS work for the Department of Personnel, Management and Training (DPM&T) under the HRID Project.

I believe all three tasks were accomplished and the following are my summaries of what went on.

- 1. Mission buy-in to ABEL. The attached memorandum to Jim Hoxeng summarizes most of the activities connected with the new GABLE Project which the Mission is now funding. During this visit, we agreed on an approximately \$460,000 initial buy-in which provides for the services of a senior, temporary chief of party consultant who will be working, periodically, for the next three years in Malawi to push forward the GABLE effort. In total, the Mission expects to spend between \$2 million and \$2.5 million via ABEL to conduct this effort. Most funds will be spent on the GABLE Planner, a Retention Expert, a Gender Specialist, and on evaluation. In addition, there are some 15 discreet studies, some of which will be conducted jointly by other units of the government with expatriate assistance to support major changes in access for girls and the quality of girls education. The focus is almost exclusively on primary education with a small component addressing secondary school access for girls and teacher training for both levels.**

The compelling thing that comes out of the background work for GABLE is the approximately 2,000 teachers per year by which the Malawian system is short. Despite the country's low GNP per capita of approximately \$175, student-teacher ratios in the country, particularly in primary grades, are an abysmal 70 to 80 to 1 students per teacher. While the government's investment in education has continued to rise some, inching up to approximately 14.2% of government expenditures, the austerity programs which both the World Bank and the IMF have requested of the government make it difficult to meet the education requirements.

The other major component of the GABLE effort, which will not be run through ABEL is a major social marketing campaign to increase understanding of and sympathy for Girls Access to Basic Education. This program could be as high as \$9 million and extend over a five-year period throughout the country. It would seem to me, particularly given the Mission's very favorable opinion of the Academy's capabilities in the social marketing area, that we would have a good opportunity for this. I also know that Creative Associates is looking at this one very seriously as well, and will likely bid on it--either with somebody or alone.

- 2. Bunda College Academic Computer Center Evaluation. On Tuesday and Wednesday, Rudi Klauss, myself, and two members of the Bunda College faculty including the Assistant Principal read through all 11 proposals**

**Memorandum
November 2, 1991
Page 3**

which we received in response to an RFP we sent out in early August. The local responses to our RFP were quite good, and very well developed. We managed to rank all proposals, and do a preliminary costing on them. Attached is a fairly detailed interim report which was left for USAID when I left town. Remaining to be done is reference checking (which will be performed by Bunda College staff) and some minor cost adjustments based on clarification from the vendors. We expect to have a final decision, report of evaluation, and draft contract back to the Mission by November 20, 1991. We expect delivery of the equipment, setup and training no later than end of March, 1992.

REVIEW OF THE DPM&T

I spent in total two and a half days during the week going through the situation in the DPM&T. The key issue was the quality of the software which is now in its second draft, the reasonable expansion plans for the DPM&T effort so that we can obtain a definitive budget through the end of the HRID project (March, 1993), and to review overall progress.

Upon leaving, I provided Rudi Klauss with the attached narrative regarding budget through the end of 1993, as well as two budget options fully costed out. The USAID Mission is of the opinion that it would like to minimize its investment in other Ministries such as Education, and consolidate its investments in DPM&T. This suggests that they should fund approximately \$260,000 in new funds to complete so-called DO.9. This will mean that we can provide the personnel as indicated in the attachment.

While we had hoped that the Mission might fund a more expansionist approach, this somewhat more conservative orientation is also quite acceptable. The Mission itself frankly is so overburdened with work that they frequently miss opportunities to push the Malawian government forward just because of bureaucratic inertia.

The second conclusion I reached is that the present software, while not optimal, is workable and in fact with investments on the order indicated can be made into a very solid product. I reviewed very carefully with Joe Jaffu, the present manager of the effort on the Malawian side, exactly what needed to be done, and the two of us reached a good agreement on the next steps and the people to be involved.

Next steps: Rudi Klauss is taking this revised budget, (the fourth version that I will have submitted since end of July 1991) and will discuss it jointly with Joan Larcom

Memorandum
November 2, 1991
Page 4

and the donor review group. Rudi is quite convinced that there will be widespread agreement particularly on the smaller set of investments and that this DO.9 amendment can be signed quite quickly. Remaining to be done by Rudi in conjunction with John Hatch is determination of exactly how much money is left in other delivery orders that could fund some of the requested new funds for delivery order nine. Specifically, Rudi believes that there is approximately \$20,000 in the training delivery order (D.O. 11) and another \$50,000 in another delivery order amendment that is available for equipment investments.

SUMMARY

This visit was extremely important for me because I had an opportunity to meet key Mission players and understand their concerns, their pressures, and frankly their outlook. The key players in this case were Carol Peasley, the Mission Director, Ken Rikert, Deputy Mission Director, Joan Larcom, HRID Officer, and Joan Newton, Joan Larcom's assistant and the action person on HRID. Particularly for the Joans, they are extremely pleased with the local office activities and with Rudi's performance. They believe he has good relationships with the clients, works extremely collaboratively with the major partners, and has kept the Mission fully informed. The only item that kept coming up consistently, particularly with the HRID project, was the matter of financial accounting. Both Joans felt that it never seemed to be "quite right". Joan Larcom said at one point that she was absolutely convinced that certain charges appearing on vouchers were in fact mischarged to certain delivery orders under HRID. I personally did not ask for specifics on it but simply noted the comment.

Joan Larcom also mentioned in passing that the Mission was looking very much to the DPM&T project as a good example of a sustainable element of the whole HRID effort. She said frankly that there weren't that many, in her view, sustainable elements in the HRID project and that she felt the Mission might be subject to criticism for that. I didn't go into detail on that either, but Rudi is quite aware of that perception. Ken Rikert was extremely supportive and encouraging, and Carol Peasley, while a conservative Mission Director in both the financial and contractual sense, seems quite pleased with the Academy's activities.

I will be happy to discuss any of these observations or the elements of this with anybody if questions arise.

Attachments:

TRIP REPORT - UNIVERSITY OF MALAWI
January 21-22, 1992

On January 21-22, 1992, three representatives of the HRID Working Group visited Zomba to meet with Faculty and students involved in HRID funded activities. The team included Joan Larcom, Jean Phiri, and Rudi Klauss. The following discussions and issues were addressed during the visit.

BA Public Administration Program (Human Resources) Dr. Kandoole arranged for us to meet with the group of students enrolled in this special two year program for mature entry students. Overall, the students seemed quite pleased with the program, now that the various issues raised in the first year have been resolved. They were satisfied with the monthly allowance of MK 100, though they expressed a concern that the book and stationary allowance was unrealistically low. We discussed the possibility of HRID assisting with the textbook problem by purchasing 3-5 copies of the core text books being used in the program so that students would be able to access basic texts more easily from the reserve shelf at the library. This item will be pursued once a decision is made whether or not to continue the program next year. Some of the students also felt that the program might be restructured so that it could be condensed into twelve months. This is a matter which should be reviewed with the faculty of the Department. The students felt that other matters such as housing and transport were being satisfactorily handled. In particular, the women in the program were pleased that they had been moved to campus housing this academic year. Some students mentioned that their employers will need to consider how best to make use of their acquired skills when they return to their jobs upon completion of the program. This is a matter to be taken up with employers.

The following specific administrative and program issues should be addressed in the very near future concerning this program:

1. HRID provided money to the University in February 1991 to purchase new furniture for Mr. Dzimbiri's house. However, it is our understanding that no new furniture has been supplied to him. If this is the case, the funds should be accounted for and returned to the Project immediately.

2. In October 1991, HRID paid the University MK 39,600 for a full year's rent in advance for a house to accommodate the women enrolled in this program. Since they are in fact living in a campus dormitory, the payment of their house rent, minus the cost of dormitory accommodation, should now be refunded to HRID.

3. A decision must be made soon about the continuation of this program. This will be based on a) the feasibility of a 12 month program that adequately prepares the students for a degree; b) a revised syllabus that avoids redundancy; c) selection from a well-qualified pool of

officials in rural areas, and this will affect the extent to which they can benefit from training which is conducted in English.

Understanding of role of local government From the comments made about the benefits of the training courses, as well as other general discussions with local officials, it seems clear that the level of understanding and consensus around the issues of the appropriate role of local authorities in providing service to the community and their role in development planning varies widely and is generally an area of concern. This is why any form of training opportunity which brings elected and appointed officials together in a training environment can greatly help to build a common view of the roles and responsibilities of local government in Malawi.

Motivation and interest The level of interest shown by participants in these meetings communicated a clear sense that they do indeed take an interest in their work and would like to increase their skill level so that they can perform more efficiently and effectively. They are a neglected group of officials in the society and seem motivated to take advantage of any training offered to them.

My own general conclusion from this visit is that the training provided to date through HRID has been beneficial both in specific skill/knowledge areas and in terms of helping to broaden the general understanding among participants of the role of local authorities in governance and development planning at the local level. I have also been struck by how much more training is needed at all levels of local government. Clearly, HRID cannot meet all, or even a considerable portion of these needs, but the reality is that the need is extensive and genuine.

Key issues which need to be addressed in determining HRID's role in the coming months include:

- what is the best way to utilize the remaining HRID resources so that they effectively dovetail. (in terms of content and timing) with the new World Bank project which is coming on stream in the next several months;
- what can we do to assure sustainability of efforts we have started;
- what role can/should Mpemba Staff Training College play in HRID funded efforts in the near term so that it is positioned to continue local government training in the long-term. (Based on our visit and previous conversations with the principal and head of the local government department, this institution seems like an obvious choice to focus some of the remaining HRID resources.)

Once the evaluation report is available, the HRID Working Group should plan to meet as soon as possible with Ministry officials to plan the rest of our involvement in local government activities.

TRIP REPORT - MINISTRY OF LOCAL GOVERNMENT
January 26-29, 1992
Rudi Klauss

During the period January 26-29, 1992, I accompanied AED long-term advisor Peter Efange, Owen Mutega (MLG counterpart), and Richard Mwangi (RHUDO/Nairobi evaluator) on a field trip to the south to visit with representatives of local authorities who had previously attended HRID funded training courses organized through the Ministry of Local Government. We visited the following councils: Blantyre urban and rural; Luchenze; Thyolo; Mulanje; Zomba rural and urban. We also visited Mpemba Staff Training College near Blantyre to learn more about their facilities and capacity to deliver local government training.

The main purpose of the visit was to give Richard Mwangi an opportunity to meet a range of individuals who had attended HRID funded training courses. Key people met included: town clerks, treasurers, assistant treasurers, council chairmen and council vice chairmen. The general response pattern from these officials with regard to the training they had attended was that the training had been very useful. Areas of learning and skill development most frequently mentioned included:

- increased understanding of the role of the councils in local-municipal level service to the community;
- clarification of roles and responsibilities of key officials, particularly the specific roles and relationships between elected and appointed officials at the local level;
- learning how to prepare council development plans;
- learning how to prepare budget estimates;
- learning basic planning and decision-making skills with regard to local government issues;

In listening to the responses to questions and general comments made by officials we met, several recurrent themes came through to me:

Neglect First, and foremost, it is very clear that this sector of government has been extremely neglected for the past 20 or more years. Typically, we found that the HRID funded courses they had attended in the past year were the first opportunities to benefit from any training at all. Most appointed officials seem to enter local government service with little or no orientation training when they are initially appointed and they must grope along without much direction or even documentation to refer to in trying to accomplish their work. The same general pattern applies to elected officials.

Variability of credentials/qualifications While we did meet some officials who clearly were well trained and prepared for their jobs, the overall pattern (particularly in the rural authorities) was quite the opposite. In general it can be said the level of qualifications is very low among appointed officers and there is almost no in-service training to help build skills on the job. Communicating in English is also a problem for some

officials in rural areas, and this will affect the extent to which they can benefit from training which is conducted in English.

Understanding of role of local government From the comments made about the benefits of the training courses, as well as other general discussions with local officials, it seems clear that the level of understanding and consensus around the issues of the appropriate role of local authorities in providing service to the community and their role in development planning varies widely and is generally an area of concern. This is why any form of training opportunity which brings elected and appointed officials together in a training environment can greatly help to build a common view of the roles and responsibilities of local government in Malawi.

Motivation and interest The level of interest shown by participants in these meetings communicated a clear sense that they do indeed take an interest in their work and would like to increase their skill level so that they can perform more efficiently and effectively. They are a neglected group of officials in the society and seem motivated to take advantage of any training offered to them.

My own general conclusion from this visit is that the training provided to date through HRID has been beneficial both in specific skill/knowledge areas and in terms of helping to broaden the general understanding among participants of the role of local authorities in governance and development planning at the local level. I have also been struck by how much more training is needed at all levels of local government. Clearly, HRID cannot meet all, or even a considerable portion of these needs, but the reality is that the need is extensive and genuine.

Key issues which need to be addressed in determining HRID's role in the coming months include:

- what is the best way to utilize the remaining HRID resources so that they effectively dovetail (in terms of content and timing) with the new World Bank project which is coming on stream in the next several months;

- what can we do to assure sustainability of efforts we have started;

- what role can/should Mpemba Staff Training College play in HRID funded efforts in the near term so that it is positioned to continue local government training in the long-term. (Based on our visit and previous conversations with the principal and head of the local government department, this institution seems like an obvious choice to focus some of the remaining HRID resources.)

Once the evaluation report is available, the HRID Working Group should plan to meet as soon as possible with Ministry officials to plan the rest of our involvement in local government activities.

TRIP REPORT - UNIVERSITY OF MALAWI

January 21-22, 1992

On January 21-22, 1992, three representatives of the HRID Working Group visited Zomba to meet with Faculty and students involved in HRID funded activities. The team included Joan Larcom, Jean Phiri, and Rudi Klauss. The following discussions and issues were addressed during the visit.

BA Public Administration Program (Human Resources) Dr. Kandoole arranged for us to meet with the group of students enrolled in this special two year program for mature entry students. Overall, the students seemed quite pleased with the program, now that the various issues raised in the first year have been resolved. They were satisfied with the monthly allowance of MK 100, though they expressed a concern that the book and stationary allowance was unrealistically low. We discussed the possibility of HRID assisting with the textbook problem by purchasing 3-5 copies of the core text books being used in the program so that students would be able to access basic texts more easily from the reserve shelf at the library. This item will be pursued once a decision is made whether or not to continue the program next year. Some of the students also felt that the program might be restructured so that it could be condensed into twelve months. This is a matter which should be reviewed with the faculty of the Department. The students felt that other matters such as housing and transport were being satisfactorily handled. In particular, the women in the program were pleased that they had been moved to campus housing this academic year. Some students mentioned that their employers will need to consider how best to make use of their acquired skills when they return to their jobs upon completion of the program. This is a matter to be taken up with employers.

The following specific administrative and program issues should be addressed in the very near future concerning this program:

1. HRID provided money to the University in February 1991 to purchase new furniture for Mr. Dzimbiri's house. However, it is our understanding that no new furniture has been supplied to him. If this is the case, the funds should be accounted for and returned to the Project immediately.

2. In October 1991, HRID paid the University MK 39,600 for a full year's rent in advance for a house to accommodate the women enrolled in this program. Since they are in fact living in a campus dormitory, the payment of their house rent, minus the cost of dormitory accommodation, should now be refunded to HRID.

3. A decision must be made soon about the continuation of this program. This will be based on a) the feasibility of a 12 month program that adequately prepares the students for a degree; b) a revised syllabus that avoids redundancy; c) selection from a well-qualified pool of

candidates; and d) positive commitment that the program will be sustained beyond the life of the HRID Project.

4. An adjustment in the petrol costs for transporting these students to campus from their housing also needs to be made since the distance is only 2.5 kilometers each way.

Department of Economics We were pleased to learn that the new MA Economics degree program will begin in April 1992. We will look forward to getting more details on enrollment and the program of courses to be offered.

Center for Social Research This activity appears to be progressing according to plan. We agreed that HRID will consider providing some limited additional support to the Center to strengthen research skills of current staff (e.g. in-country skills-building seminars/workshops).

MA Sociology program This activity seems to be progressing well. Finding alternative scholarship funding for future intakes of students (October 1992) needs to be addressed soon by the University, since HRID funds will not be available for future student scholarships.

Assistant Registrar Womens Programs This program seems to be making progress in terms of activities being performed by the assistant registrar. For example, Ms. Liweve has visited all girls secondary schools in Malawi, she has been visiting HRID funded graduates and their employers to see how they are getting along, and has also helped to find women candidates for the new MA Economics program. However, several specific administrative issues need to be addressed as soon as possible:

1. Funds for furnishing the house for Olivia Liweve were provided several months ago. While she has been given furniture by the University; none of the items in her house (with the exception of the cooker) are new. No receipts have been received by the Project for any purchases related to her furniture. This matter should be clarified and resolved as soon as possible.

2. There is also concern about the use of the vehicle provided by HRID and this matter will be addressed in a letter to the University.

3. Funds were provided for office furniture, a typewriter, and for a secretary. To date, the office has been given a desk, fan, chair, heater, and file cabinet. All other items are still pending. Receipts should be provided for items purchased, and clarification on hiring a secretary and purchase of typewriter is needed as soon as possible. The fact that she has to use someone else's secretary means that her typing is delayed. If, in fact, there is a case for her sharing secretarial support with someone else, the money provided by project for secretarial support should be reduced and the amount returned to the Project.

Womens scholarship program This program seems to be moving forward according to plan. However, we should begin exploring with the University ways in which support for women in these fields can be sustained once HRID funding lapses.

A letter will be sent to the University in the very near future which covers the issues noted above.

TRIP REPORT
Rudi Klauss, February 18-20, 1992

During the period February 18-20th, I was in Blantyre to participate in meetings at Mpemba Staff College concerning the upcoming Ministry of Local Government Advanced TOT program. The meetings included: Peter Efange and Owen Mutega (representing Ministry of Local Government), consultants Frank Powell and Peter Chiwona, and Linus Magreta and Maxwell Kalea (both from Mpemba STC). We spent these three days working out the design of the advanced TOT course which will be held March 23-April 10, 1992, at Mpemba Staff Training College.

Approximately 22 participants from the first course are to be invited, plus up to 5 faculty members of Mpemba STC. Frank Powell will serve as the lead consultant in directing the course with Peter Chiwona as senior co-trainer. Linus Magreta and Maxwell Kalea will also be involved in some of the instructional activities. A detailed plan for the course is provided in the consultants' report.

F. CONSULTANT REPORTS

CONSULTANTS' REPORT
ON
THE DESIGN OF THE MLG/HRID
ADVANCED TRAINING OF TRAINERS
PROGRAMME

Submitted by:

Peter H. Chiwona
C. Frank Powell

17-22 February 1992

I BACKGROUND AND RATIONALE

1. The need to improve the performance and develop the potential of every staff member in the Local Government Service appears to constitute a major objective of the Ministry of Local Government in Malawi. To this end, the Ministry feels that training, properly articulated and executed, can provide a significant contribution to the achievement of this objective. Such training will not only assist newly recruited Local Government Staff, and provide in-service training to the existing staff, but it will also ensure that adequate training is provided to all staff irrespective of their level of operation, skills and attitudes and provide them with a general broadening of their knowledge base regarding their jobs and responsibilities.
2. In this regard, staff development programmes involving training are as much a response as a strategy for attracting, motivating, developing and retaining staff within the Ministry of Local Government, and its Local Authorities. Training programmes are therefore designed and implemented as a mechanism for enhancing the efficiency and effectiveness of staff members to ensure that men and women of high integrity, character and calibre are attracted to work for local authorities as well as the Ministry of Local Government itself. More important is that staff members already working would be motivated to dedicate their energies to uplifting the reputation of the Ministry of Local Government in particular and that of the local authorities in general.
3. To this end, a number of policy measures have been taken so as to reform and strengthen the local government service. These measures "include policy studies to improve the institutional framework, personnel and financial management systems, strengthening the organizational capacity of the Ministry of Local Government as well as establishing a national training capacity for Local Government officials". [1] As a means of building and developing such local capacity, the Ministry of Local Government with the support of USAID conducted a training needs assessment in 1989 and 1990 which revealed among other things that "local authorities are constrained in the development effort by an acute shortage of trained and qualified staff at all levels including professional, technical and administrative personnel." [2]

4. In pursuance of the findings of the 1989 training needs assessment (TNA), the Ministry of Local Government with the support of HRID has launched a series of training courses for local government officials throughout the country.

The first of these courses was a TOT between January and February 1991 in Lilongwe and some graduates of that course have since served as instructors in MLG training courses. However, it was recognized from the outset that a followon advanced TOT course should be held in early 1992 which would build on the foundation of the first course.

II THE TERMS OF REFERENCE

5. In view of the foregoing, a two person team of consultants, Frank Powell and Peter Chwona, was recruited to develop a detailed design of the second training of trainers course for the Ministry of Local Government. The specific terms of the assignment were to:

- (i) develop the objectives of the course;
- (ii) produce a draft outline of the course with daily schedule of content, logistics and equipment requirements;
- (iii) identify instructional materials to be used in the delivery of the course;
- (iv) assess, the role to be effectively played by Mpemba Staff College in this TOT and subsequent training courses as a means of fostering collaboration and cooperation between the Ministry of Local Government and the College.

6. In addition, the consultants were required to:

- (a) review and assess the first TOT report, other reports of previous MLG training courses sponsored by HRID and the instructional materials used in previous training courses for Local Government Personnel;
- (b) meet and discuss with officials of the Ministry of Local Government, HRID Mpemba Staff Training College, and USAID as well as others concerned with the present or previous training;
- (c) meet and discuss with the graduates of the first TOT course.

7. In pursuance of these terms of reference, the team of consultants had meetings and consultations with faculty of Mpemba Staff Training College, Ministry of Local Government Officials, HRID Project Office, USAID and with graduates of the first TOT course

These discussions and consultations produced invaluable information and helped to reshape the programme described below.

III THE FIRST TOT HELD JANUARY/FEBRUARY 1991

8. In order to place the discussions in their proper perspective, objectives of the 1991 TOT were reviewed. These objectives were to:-
- (i) provide participants with a conceptual and practical framework of training in the local government service, as well as its role in improving performance;
 - (ii) provide participants with the knowledge and skills which will assist them to carry out their roles as trainers and which will enable them to impart such knowledge and skills to others;
 - (iii) define and implement the main stages in the system for effective training (identification of training needs, planning and implementation of work related training and evaluating the effectiveness of such training).
9. To attain the above objective, the course included the following topics:-
- Local Government Function and Problems
 - Staff Training Function
 - Staff Development
 - Design of Training Programmes
 - Administration and Logistics
 - Adult Learning and Motivation
 - The Systems Approach to Training
 - Instructional Objectives

- Identification of Training Needs.
10. The actual details of this TOT appear as Appendix A of this report.
 11. The methodologies used during the course involved:-
 - (a) Lectures with the extensive use of the overhead projector and flip charts to foster effective learning and develop a dialogue between the facilitators and participants to reinforce the point that people remember more of what they see and hear than what they only hear;
 - (b) Discussion techniques to encourage participants in developing constructive and logical thinking as well as develop right attitudes in training development;
 - (c) Group discussions to involve participants in finding solutions and proposing measures for improving their delivery capabilities in training others;
 - (d) Case studies in finding solutions to a given problem;
 - (e) Simulation exercises and role play as a means of experiencing problems likely to be encountered in real life;
 - (f) Inquiry methods which involved participants finding answers by themselves to a problem and then drawing their own conclusions;
 - (g) Course manuals and handouts which were used in the explanation and amplifications of concepts and process in training design.
 12. Discussions with the graduates of the first TOT revealed that the first two objectives were very well fulfilled whereas the third objective was not fully achieved. This point was therefore taken into account in planning and designing the advanced TOT course, details of which are discussed later.

IV THE ROLE OF MPEMBA STAFF TRAINING COLLEGE

13. In his report on TNA, Dr. Fisher proposed a strategy which included the training of a core of trainers using existing institutions and resources within the country.

In order to establish local government training on a firm foundation the Training Adviser had proposed the anchoring of the training at Mpemba Staff Training College.

This was followed by Government's decision to establish a department of local government at Mpemba. Therefore the role to be played by Mpemba Staff College is considered crucial and important in reinforcing the above decision and as well as the recommendations of the World Bank Mission because of the College's long tradition and experience in training personnel involved in district, town, city councils and local government services. Whereas in the first TOT Mpemba only supplied one resource person (Mr. Kalea), this time round, the College is involved right from the start and through other stages of the programme. This was to be attained by:

- (i) Mpemba providing two resource persons for the advanced TOT in March/April 1992 i.e. the Principal and Mr. Kalea. They would be involved in the conduct of the course, and;
- (ii) Sending five (5) participants from the Staff of Mpemba to the advanced TOT. These participants will be staff members of the College who are expected to continue to play a role in subsequent training programmes of the Ministry of Local Government.

14. In general, therefore, the role to be played by Mpemba Staff Training College is extremely pivotal both in the provision of resource personnel for the advanced TOT and in providing staff for subsequent training programmes

V DESIGN OF ADVANCED TOT

15. The Design Process: In a three day meeting at Mpemba Staff Training College (STC), eight people met to work on the objectives, design, administration, logistics, and target participant list of the TOT. The eight were from the HRID/MLG Project (Rudi Klauss, Peter Efange, and Owen Mutega), Mpemba STC (Linus Magreta, Maxwell Kalea M. Chibade), and the two training consultants (Peter Chiwona, Frank Powell).

16. The group's first concern was to review the content and assess the impact of the TOT held in January 1991. Consequently, the group began with a report from Peter Efang regarding the programme and content of that course as well as the feedback he had gotten from visits around the country with previous TOT participants. This was followed by direct interviews with three participants who were available in Blantyre. Additionally, some of the participants had attended a workshop in January 1992 in which they provided additional feedback on the previous TOT and recommendations for any such training in the future.
17. From all sources, the consensus opinion was that the 1991 TOT had laid the foundation for further training and as a result there should be two primary foci for the Advanced TOT: 1) practical training on Training Needs Assessment, and 2) practical training on designing a training programme. Additionally, they clearly stated that the first TOT had done a good job of putting in place the theoretical understandings, and that this TOT needed to be more practically oriented, emphasizing the on-the-ground "how to" and skills development.
18. In subsequent group discussions, a third focus was added, that of expanding upon and reinforcing previous training in adult training methodologies, particularly those that enhanced individual and group participation. This would not only reinforce the most critical training of the first TOT, but would also lay the foundation for an effective course design module in the third week that would emphasize participation not only through participatory methods, but through the design itself.
19. Values: The result of all of the above discussion was the emergence of a consensus on the primary values to be held in designing and conducting the Advanced TOT. There were two: 1) the Advanced TOT would focus on skills development, with only minimum theoretical input, and 2) the Advanced TOT would focus on the creation of two products (output), a Training Needs Assessment Report and a complete and detailed design of a new training course in response to one of the top priority training needs identified in the TNA report. This product would be symbolized by a course design and an instructors' manual.
20. Products of the Design Process: The two primary products that came from the three day meeting at Mpemba were: the establishment of training objectives for the advanced TOT (Appendix B), and a three-week, session-by-session course design (Appendix C).

The design includes the selection and briefing of a real client organization (or several) for the TNA week. During this second week, Advanced TOT participants will work with one or more client organizations to identify and prioritize their training needs and design appropriate training recommendations to meet those needs. Participants will receive their training in TNA by actually conducting a TNA.

21. The Three Week Advanced TOT Design: The three weeks each have a distinct focus, each independent yet interwoven with the others. The focus of the first week is Adult Participatory Training Methods. The two points of emphasis are contained in the week's descriptive title: emphasis on methods that are appropriate for and effective in training adults, and emphasis on methods that ensure the active participation of the trainees.
22. Before specific training on methodologies, participants will take a self-test on learning styles. The particular learning styles utilized for the Advanced TOT are "Modalities," from Barbe, Swassing and Dunn. This will dramatize to participants that different people learn best through different modalities (visual, auditory, kinesthetic, which includes tactile), and that, therefore, different training approaches and methodologies are needed to ensure that each participant has equal opportunity to learn through his/her strongest learning modality. The three primary approaches that will be taught and practiced during the first week to ensure a spread of learning style methods are:

Presentations: This is a new name for lectures. The intent is to have participants learn how to include visual, auditory, and kinesthetic elements in each presentation, and how to time their presentation for maximum effectiveness.

Applications: These refer to application exercises in which participants are engaged in activities that force them to apply what they have learned, with the emphasis being that the more realistic and relevant the exercise, the higher the learning, retention, and use following the training programme.

Processing: This is a technique, primarily via group discussion, that is designed to enable participants to process what they have learned, starting with the objective level (knowledge of facts in Bloom's Taxonomy) and going all the way to the decisional level (evaluation in Bloom's Taxonomy).

The emphasis is on the development of the skill of facilitating such a processing exercise.

23. Specifically, the first two subjects in the first week are designed to enhance the effectiveness of presentations (traditionally, lectures). All across Africa, 80-90% of training time is spent in lectures devoid of any effective use of visuals. Since presentations will never disappear, the only appropriate strategy is to do everything possible to make them interesting and effective, part of which will be to reduce both their number and their length. In the Advanced TOT, participants will be taught a very practical and effective technique for organizing their lecture material, sequencing it, then allocating time to each of the points to be presented. Immediately following this, participants will be given some of the latest brain research related to memory and retention, especially regarding the effective use of visuals in enhancing retention. They will spend time creating visuals and having them critiqued.
24. The next topic in the first week is application exercises, a generic title that includes role plays, case studies, simulations, real exercises (e.g., doing a real TNA with a real client, designing a real training programme that participants will actually teach in the near future, etc.), practice, etc. This is the next step up the Bloom ladder if presentations cover knowledge and, to a degree, understanding, then application exercises emphasize application. Without skills in designing and administering application exercises, participants have no way to impart skills, nor will their future trainees develop or retain much knowledge or understanding.
25. The final topic of the first week is training in a processing technique, fondly titled the "surface to depth discussion method." This technique is designed to enable participants to process what they have learned (in the Bloom scheme, processing includes his top three levels, analysis, synthesis, and evaluation). In a training context, it is the processing that internalises the learning for participants. They can gain knowledge and understanding, apply that new knowledge, but unless they process it, they do not learn it to the depth that is possible if frequent and effective processing is done. Research indicates that retention, both in quantity of material and in duration, is directly related to the depth of processing that takes place when the material is first learned.

In these sessions, Advanced TOT participants will learn why processing is critical and develop the skills to facilitate it.

26. At the end of the first week, participants will be divided into six small groups, each of which will select a topic of their choice from a laundry list of training topics. They will then be given two sessions to prepare an hour and fifteen minute training session for the entire group. They will be expected to do a presentation with visuals, at least one application exercise, and at least one processing exercise. There will then follow thirty minutes of evaluation and feedback on their presentation.
27. The final session on Friday is given to both verbal and written evaluations of the first week of the TOT.
28. The focus of the second week is Training Needs Assessment (TNA). The week begins with a presentation on the key steps in a TNA. Participants are then given time to determine critical arenas of information needed from the client organization, particularly by way of background and an overall understanding of the organization and its needs. This is preparation for a visit from the primary training person or a top manager of the client organization after lunch on Monday. At this time, the client will present background information on the organization to TOT participants, highlight some of its constraints and needs, then field participants' pre-prepared questions (those designed in the morning session before lunch). This visit both briefs participants prior to their first field visit the following day and prepares the client(s) for their visit as well.
29. The final session of the day is devoted to participants creating their list of interview questions for the field visits the following morning.
30. On Tuesday, participants will go into the field to interview a vertical cross-section of the personnel of the client organization about gaps between expected and actual job performance, organizational and employee issues and needs, and about training needs in particular.
31. In the afternoon, participants will come back together at Mpemba STC to compile their lists of organizational needs, then to separate the training needs from the non-training needs. The training needs will then be incorporated into a survey questionnaire designed to have personnel of the client organization(s) allocate priorities to each according to two criteria,

the most urgent (immediate) training needs and the most important (critical) training needs. The non training needs will be set aside for inclusion in the TNA Report to be written on Thursday and Friday.

32. On Wednesday, participants will again go to the field to administer the survey questionnaire. Generally there are about three times as many questionnaires administered as there were interviews done on the previous day. Participants will collect completed surveys and return to Mpemba STC. The afternoon is spent compiling the results, which will yield three different sets of training need priorities: the prioritised list of most urgent training needs, of most important training needs, and the composite ranking of those needs considered to be both urgent and important.
33. On Thursday, participants will do an interpretive analysis of the survey results, agree on training recommendations to handle at least the highest priority training needs, and begin writing the final TNA report.
34. On Friday, participants will finish writing the TNA report, prepare a verbal report for the client(s), and present their verbal report (and written report if the production of it is complete) immediately after lunch. At this time, participants and the client(s) will decide which of the top priority training needs will be used for the following week's work on designing a training programme. This selection will be based both on the ranking of the training need and on a training need that all of the TOT participants have some knowledge of. This second factor is important to ensure that every participant is actively engaged in designing the new training programme the following week. While producing a much-needed training programme for the client is a major value, the primary value is training participants in designing training programmes. If a training need is selected in which only half of the TOT participants have some knowledge and expertise, the training value of the third week's exercise will be greatly diminished for the remaining half of the group.
35. The final session on Friday is given to both verbal and written evaluations of the second week of the TOT.
36. The focus of the third week of the TOT is on Designing a Training Programme. The training need around which the course is to be created was selected with the client(s) on Friday afternoon. On Monday and Tuesday (and maybe a bit of Wednesday morning) of this week, participants will go through the following steps:

- Define the audience for the course;
- Write overall course objectives (knowledge, skills, and attitudes);
- Brainstorm the content of the course;
- Determine and sequence the major course topics (not the specific sub-topics);
- If the course is to be longer than one week (must be decided intuitively at this point), then the major topics will be grouped into a small number of modules, which will be named and then objectives for each module will be written. If the course will be short, then this step is omitted;
- Decide the overall learning strategy, e.g., is the intent of the course primarily to communicate knowledge, skills, or to shift attitudes, and, given that decision, how much of the course time will be given to each of the major approaches (presentations, applications, processing); will there be one or more major sections of application, e.g., three days of field work, five days of workshops, etc.?
- Outline the sub-topics in sequence, which involves both naming the sub-topics for each major topic and then listing them in sequence;
- Decide the approach(es) and time for each sub-topic, which details each approach (presentation, application, processing) and how much time will be given to each. Small groups then report their plans to plenary, receive feedback, go back into small groups to revise the plan in light of the total group consensus, then again report to plenary for final consensus. These approach/time plans are general in nature, but allow for group input into each session plan prior to the creation of specific lessons plans;
- Creation of the final session by session course design.

37. These steps, of necessity, must be flexible relative to time. At some point in the process, different for each group of TOT participants, there will be a major debate, which ultimately forges a clear and somewhat detailed consensus on the intents and strategies of the new course. This is a necessary element of the process, yet it is not possible to predict beforehand exactly where it will come. The point is that, wherever it happens, more time will be consumed than is indicated on the Advanced TOT Timetable, but it will accelerate subsequent sessions (due to the consensus that has been achieved)..

Thus the overall time of two days is generally accurate, but the specifics within that two days will vary somewhat.

38. Once the group has reached consensus on the final design, there are two additional inputs on Wednesday morning before participants begin writing sessional lesson plans. One is on the selection of appropriate instructional materials, the other on effective evaluation techniques. Following these inputs from the facilitators, participants begin two days of writing very detailed lesson plans, including all appropriate back-up material. These lesson plans and back-up material are assembled in a book binder and become the complete instructors' manuals for the new course.
39. After lunch on Friday, the final day of the Advanced TOT, the final evaluation of the entire TOT is done, both verbally and more extensively in written form. The final session is given over to the presentation of certificates and the formal closing of the course.
40. In addition to these end-of-the-week evaluations, brief verbal (group discussion) evaluations are done at the close of each day during the Advanced TCT. Not only are these helpful as constant evaluations, but they also provide fifteen additional demonstrations of the processing method taught in the first week.
41. Participants in the Advanced TOT: In the three-day meeting at Mpemba STC, it was decided that the participants in the Advanced TOT would be those that had attended the January 1991 TOT plus five instructors from Mpemba STC and 2 additional from MLG. The new participants would be given the manual from the January 1991 TOT well in advance of the Advanced TOT and asked to study it.
42. The following additional selection criteria were also proposed for these 27 targeted participants. Participants in the Advanced TOT will be those who, in the foreseeable future, will be available from time to time to serve as trainers in appropriate training programmes. This means that they will need the consent and support of their superiors. If they are too busy or their job responsibilities are too great to allow them to take time away from their job, then there is little point in spending the time and money in training them further. Furthermore, Advanced TOT participants will also need to be committed to becoming part of a core of trainers available to facilitate future local government training programmes.

That is, it is not enough to be available; personal commitment is also required. Both of these criteria were deemed important.

43. Follow-up on to the Advanced TOT: This could be titled, "the full TOT cycle." The planning group proposed that the three-week Advanced TOT be the first step in a comprehensive three-part TOT training exercise.
44. The second step would be to schedule and hold three of the new courses that had been designed in third week of the Advanced TOT, e.g., one each in the Northern, Central and Southern Regions. This would provide the opportunity for TOT participants to teach the course that they themselves had designed, in the process learning what worked well and what did not, what affect the participatory methods and course design has on participants, where their own personal teaching strengths and weaknesses are, and what refinements need to be made to the original design of the new course.
45. The third step in the whole process would be for the TOT participants to reconvene at Mpemba STC after all three of the new courses had been conducted. At this one week meeting, there would be three primary foci:
 - (1) Participants would evaluate the effectiveness of the course and make whatever refinements are needed, writing new lesson plans as required and inserting them into the instructors' manual.
 - (2) Participants would discuss their own training skills and suggest where they would like additional input/training to enable them to be even better facilitators. As time permits, these arenas would be reviewed and additional training provided during this final week.
 - (3) The entire process would be evaluated, from the three-week Advanced TOT, through the conducting of the new courses, to the final evaluation week.
46. In the first step of the TOT Cycle, the Advanced TOT itself, it is projected that there will be 27 participants. For the second and third parts, it is anticipated that a selected group of those 27 will participate, but not all of the original 27. This selection will be made based on aptitude demonstrated, commitment to the principles and values presented in the TOT, and commitment to being available as part of a core of local government trainers into the foreseeable future. In general, this select group should be between 12 and 16 of the original 27 participants.

47. Staffing of the Advanced TOT: The primary facilitators of the Advanced TOT, 23 March - 10 April 1992, will be Frank Powell and Dr. Peter Chiwona. This staff will be supplemented, as available and as appropriate, by Mr. Linus Magreta and Mr. Maxwell Kalea. Mr. Magreta is the Principal of Mpemba STC, and Mr. Kalea is the person at Mpemba responsible for local government training. At any rate, when not functioning as a resource person, Mr. Kalea should be in full-time attendance at the Advanced TOT.
48. Preparation, Logistics and Materials: The following are required for the Advanced TOT:
- (1) The Town Clerks of the towns to be visited during the second week of the TOT (the TNA practicum) should be contacted by telephone and followed-up by letter. They should be requested to:
 - (i) Attend a briefing session at Mpemba STC at 1:00 pm on Monday, 30 March. The session will last at least until 2:45 pm, but could go as long as 4:00 pm. They should be prepared to present to participants some background on their town and town/district council, current demographics of the town, current issues facing the community and the town/district council, numbers and qualifications of personnel, and constraints they face in attempting to deal with some of the key issues. They should then be prepared to take questions.
 - (ii) Receive a participant team on the mornings of 31 March and 1 April. On the 31st, the team will want to interview a vertical cross-section of the employees of the council. The Town Clerk should alert his staff to this and ask them to please cooperate. On the morning of 1st April, the team will return distribute survey questionnaires and collect them before leaving around noon time. Again, if the Town Clerk could alert his staff and request their cooperation, this would be very helpful.

(iii) Attend another meeting at Mpemba STC at 1:00 pm on Friday, 3 April. This session will conclude by 2:45 pm, and its intent is to present the Town Clerks with the results of the TNA work and to enlist their assistance in selecting the training need around which a training programme will be designed the following week.

(2) Select and notify the participants to attend the Advanced TOT.

(3) Liaise with Mpemba STC on participant accommodations, an office on site for the TOT facilitators, the meeting hall and breakout rooms, and equipment/support staff to be supplied by Mpemba.

This equipment will likely include:

- Computer (word processor) and printer;
- Electric typewriter;
- Photocopier and photocopy paper;
- Duplicating machine, paper, ink and stencils;
- A bus and driver for participant transport.

In addition to the bus driver, personnel to be supplied by Mpemba STC are:

- One highly competent (fast, accurate and meticulous) secretary/typist;
- One machine operator;
- Two professional staff to assist as resource persons, (Mr. Magreta and Mr. Kalea).

(4) Supplies to be provided by the HRID Project:

- Overhead projector, transparencies, and transparency pens;
- TV, video recorder, and video camera with tripod;
- 1 Flip chart stand and flip chart paper;
- Markers, BROAD TIPPED, each in the four colors of red, black, blue, and green;
- For participants, writing pads, pens, and file covers;
- rolls of one-inch wide masking tape;
- 500 index cards, 5 inches by 8 inches can be in different colors as long as they are very light colors;
- Name placards to go on the tables, one per participant with about ten extras.

49. Attendance Certificates: Certificates of successful completion will be issued at the end of the three weeks of the Advance Training of Trainers course.

50. Manuals and Handouts: Printed manuals and participant handouts will be supplied by resource persons.

** [1] MLG - HRID/Ministry of Local Government Training Project Implementation Plan, MLG Training Adviser, Lilongwe January 1991 p.1.

** [2] MLG - HRID/Ministry of Local Government Training Project Implementation Plan officiate p.2.

MINISTRY OF LOCAL GOVERNMENT

APPENDIX A

TRAINING OF TRAINERS WORKSHOP

MINISTRY OF WORKS TRAINING CENTRE
LILONGWE 28 JANUARY - 22 FEBRUARY 1991

WEEK 1

WORKSHOP PROGRAMME OF WORK

	08-09.30	09.30-11.00	11-11.15	11.15-12.45	1245-1400	14.00-15.30	1530-1545	15.45-
MONDAY 28 January	Registrati- on	Opening Ceremonies		Discussion of programme of work (Resource Persons)		Climate Setting Group Objectives		Local (E fange
Tuesday 29 January	Local Govt. P.R. Lungu/ Efange	Training Function Chiwona	B R E A K	Training Function Chiwona/ Lungu	B R E A K	Training Function Chiwona/ Lwanda	B R E A K	Trainin Functio Chiwona Kalea
Wednesday 30 January	Indent. of Train.needs Chiwona	Indentifi- cation of Tr. needs Kalea/ Chiwona		Group Discussion		Group Discussion		Managem Film sh
Thursday 31 January	Staff Deve- lopment Chiwona	Staff Deve. Chiwona/ Chirwa	T E A C O F F E	Design Training programme Chiwona	T E A C O F F E	Design Training programme Chiwona	T E A C O F F E	Group w
Friday 1 February	Group Reporting	Admin & Log Plans for Tr. Miller/Lwanda	T E A C O F F E	Goal Analysis P.Lundu/ Chirwa	T E A C O F F E	Performance Analysis Lungu/Kalea	T E A C O F F E	Managem Film Show

MINISTRY OF LOCAL GOVERNMENT

TRAINING OF TRAINERS WORKSHOP

MINISTRY OF WORKS TRAINING CENTRE
LILONGWE 28 JANUARY - 2.2 FEBRUARY 1991

WEEK 2

WORKSHOP PROGRAMME OF WORK

	08-09.30	09.30-11.00	11-11.15	11.15-12.45	1245-1400	14.00-15.30	1530-1545	15.45-
MONDAY 4 FEBRUARY	Adult Learning Miller/ Kalea	Motivating the learner Lwanda/ Chirwa		Training methods I Efange/Lundu	X	The case method Lwanda Efange/Chirwa	X	Case St Efange
Tuesday 5 FEBRUARY	Preparing Instruct. Objectives Chiwona	Preparing Ins.Objectives Chiwona	BREAK	Measuring Instruct. Intent Chiwona	X X =	Group Work Efange	BREAK	Group W Efange
Wednesday 6 FEBRUARY	Systems approach to training Chiwona	Systems approach to Training Chiwona		Training methods II. (Lecture) Miller/ Lwanda		Training methods III (Role Play, Brainsto- rming etc. Kalea/ Lwanda/Lundu		Group w (Role P Efange
Thursday 7 FEBRUARY	Techniques for teach- ing skills Chiwona	Tech. for teaching skills II Chiwona	TEA/COFFEE	Course & lesson Planning Kalea/Miller	=	Course & Lesson Planning Lwanda/Lundu	TEA/COFFEE	MINI Evaluatio
Friday 8 February	Group Work	Group work	TEA/COFFEE	Guest Speaker- Local Govt. Fina- nce. Mr. Wije- wardena.	X U J	Management Film Show	TEA/COFFEE	FREE

MINISTRY OF LOCAL GOVERNMENT

TRAINING OF TRAINERS WORKSHOP

MINISTRY OF WORKS TRAINING CENTRE
LILONGWE 28 JANUARY - 22 FEBRUARY 1991

WEEK 3

WORKSHOP PROGRAMME OF WORK

	08-09.30	09.30-11.00	11-11.15	11.15-12.45	12.45-14.00	14.00-15.30	15.30-15.45	15.45-
MONDAY 11 FEBRUARY	Group work (case study) Delegation Efange	Group work (case study) Communication Efange		Case study report Efange	x	Teaching Techniques Chirwa	x	Teaching Techniques Lundu
Tuesday 12 FEBRUARY	Course Planning Lwanda	Management Film show	BREAK	Lesson Planning Kalea	x x x	Use of Teaching Aids Miller	BREAK	Training Course Group Review
Wednesday 13 FEBRUARY	Prep. of C.D.P. Mc Gill	Preparation of C.D.P. Mc Gill		Teaching Practice Preparation Kalea/Chirwa		Teaching Practice		Teaching practice
Thursday 14 FEBRUARY	Teaching Practice	Teaching Practice	TEA/COFFEE	Teaching practice		Teaching practice	TEA/COFFEE	Teaching practice
Friday 15 FEBRUARY	Lesson Planning Exercises	Lesson Planning Exercises	TEA/COFFEE	Guest Speaker Local Govt. Finance. Mr. Wijewardena	LUNCH	Lesson Planning Exercises	TEA/COFFEE	FREE

NOTE: (1) No courses held on 14 February due to Presidential Visit

(2) No course held on afternoon of 13 February due to death of one participant.

MINISTRY OF LOCAL GOVERNMENT

TRAINING OF TRAINERS WORKSHOP

MINISTRY OF WORKS TRAINING CENTRE

LILONGWE 28 JANUARY - 22 FEBRUARY 1991

WEEK 4

WORKSHOP PROGRAMME OF WORK

	08-09.30	09.30-11.00	11-11.15	11.15-12.45	1245-1400	14.00-15.30	1530-1545	15.45-
MONDAY 18 February	Practice Teaching Kalea/Miller	Practice Teaching Kalea/Chirwa	BREAK	Practice Teaching Kalea/Miller	X	Practice Teaching Kalea/Miller	X	Practice Teaching Kalea/Lundu
Tuesday 19 February	Practice Teaching Lundu/Chirwa	Practice Teaching Lundu/Chirwa	BREAK	Local Govt. Finance. Mr. Wijewardena	X X X	Course Review Efange/Miller	BREAK	Course Review Kalea
Wednesday 20 February	Case Study Writing Efange	Case Study Writing Efange	BREAK	Org/Dev. Role of Local Govt. Chirwa/Lundu				Case Study Efange
Thursday 21 February	Case Writing (Reporting) Efange	Case Writing (Reporting)	TEA/COFFEE	Case Writing (Reporting)		Training Evaluation Efange	TEA/COFFEE	Training Evaluation Efange
Friday 22 February	Training Evaluation Efange	Workshop	TEA/COFFEE	Workshop Evaluation	LUNCH	Workshop Closure	TEA/COFFEE	Departure of participants

TOT OBJECTIVES

By the end of the TOT:

1. KNOWLEDGE: Participants will be able to:
 - (a) rationally organize training presentations
 - (b) create visuals for use in presentations
 - (c) conduct group discussions
 - (d) design application exercises to facilitate learning
 - (e) explain key concepts of effective learning (imaginal education, learning styles, Blooms Taxonomy, and the training cycle)
 - (f) effectively evaluate training.

2. SKILLS: Participants will be able to:
 - (a) use adult participatory methods
 - (b) conduct a TNA
 - (c) Design appropriate training recommendations
 - (d) develop a course
 - (e) prepare their own lessons
 - (g) effectively deliver presentations

3. ATTITUDES: Participants will express personal commitment to:
 - (a) principles of imaginal education
 - (b) the technique and value of participatory methods/course designs
 - (c) the necessity of conducting TNAs before designing training programmes
 - (d) their new attitudes about themselves as competent trainers

4. TRAINING NEEDS ASSESSMENT:

The TOT participants will have produced a quality TNA of and training recommendations for one or more local government councils (or other appropriate organizations, e.g., MLG, with both a written and a verbal TNA report.

5. TRAINING COURSE: The TOT participants will have produced a training course in response to a major training need with detailed lessons plans and backup material for each session in the new course (a complete instructors manual)

Objectives 4 and 5 are also TOT products (outputs)

TRAINING OF TRAINERS WORKSHOP
 Week 1 -- PARTICIPATORY TRAINING METHODS

APPENDIX 2

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	Course Opening				
8:00	Participant Introductions		Group Discussion Method	Training Sessions Preparation	Training Session Preparation #1
	Course overview	Visuals and Teaching Aids			
9:45	Imaginal Education				
			TEA/COFFEE BREAK		
10:15	Learning Styles	Application Exercises	Application Exercises	Training Session Practical #1	Training Session Practical #1
	Metabolic Approach to Training	Visuals	Group Discussion		
12:00					
			LUNCH		
1:00	Presentation Organisation	Application Exercises	Application Exercise	Training Session Practical #2	Training Session Practical #2
2:45			Group Discussion		
			TEA/COFFEE BREAK		
3:15	Application Exercises	Application Exercises	Training Session Preparation	Training Session Practical #3	Evaluation of Training Sessions
	Organisation	Creating Application Exercises			Training Session Practical #3
5:00					

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TRAINING OF TRAINERS WORKSHOP
Week 2 -- TRAINING NEEDS ASSESSMENT

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
8:00	Introduction to Training Needs Assessment (TNA)	Field Visits: Interviews	Field Visits: Administration of Questionnaire	Analysis and Organisation of TNA Findings	Preparation of TNA Report
9:45					
	TEA/COFFEE BREAK				
10:15	Preparation for Training Presentation	Field Visits: Interviews	Field Visits: Administration of Questionnaire	Determination of Training Recommendations	Preparation of Formal Presentation
12:00					
	LUNCH				
1:00	Presentation of Training Needs & Plans	Compilation of interview findings	Compilation of Questionnaire Results	Preparation of TNA Report	Formal Presentation of TNA Report
2:45					
	TEA/COFFEE BREAK				
3:45	Team Preparation for Field Visits	Creation of Survey Questionnaire	Compilation of Questionnaire Results	Preparation of TNA Report	Evaluation of Week 2 of TOT
5:00					

TRAINING OF TRAINERS WORKSHOP
 Week 3 -- DESIGNING A TRAINING PROGRAMME

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY
8:00	Defining the Audience	Outlining the Sub-topics in Sequence	Preparation of Instructional Materials	Writing Session-by-Session Lesson Plans
9:45	Writing Course Objectives			
TEA/COFFEE BREAK				
10:15	Brainstorming the Course Content	Deciding the Approach and Time for each Sub-topic	Evaluation Techniques	Writing Session-by-Session Lesson Plans
12:00	Determining and Sequencing the Major Course Topics			
LUNCH				
1:00	Grouping Topics into Modules	Plenary Reports	Writing Session-by-Session Lesson Plans	Writing Session-by-Session Lesson Plans
2:45	Naming the Modules	Finalising the Approach and Time for each Sub-topic		
TEA/COFFEE BREAK				
3:15	Writing Modules Objectives	Plenary Reports	Writing Session-by-Session Lesson Plans	Writing Session-by-Session Lesson Plans
5:00	Deciding the Overall Learning Strategy	Reaching Consensus on the Final Course Design		

G. PARTICIPANTS

Complete Listing of Long-term Participants - Malawi

	NAME	TITLE/EMPLOYER	DEGREE PURSUED	SUBJECT/UNIVERSITY	ARRIVAL DATE	EXPECTED END DATE
1	Banda	Luke Senior Administrative Officer Office of the President and Cabinet	Master's	Public Administration (General) Clark-Atlanta Univ. Atlanta, GA 30314	08/28/90	08/31/92
2	Bokosi	James Lecturer University of Malawi	Ph.D.	Crop Breeding, Hybrid Univ of Nebraska-Lincoln	01/03/92	09/30/95
3	Chikawa	Joseph Broadcast Engineer Malawi Broadcasting Corporation	Master's	Communications Engineering NC Agrl & Tech State Univ.	08/18/91	08/31/93
4	Chimwele	Mary Nursing Officer Ministry of Health	Master's	Public Health, General Western Michigan Univ.	09/02/91	08/31/93
5	Chivaula	Bridget Administrative Officer Office of the President and Cabinet	Master's	Communications (Misc.) Indiana State Univ. Terre Haute, IN 47809	08/15/90	08/31/92
6	Dimba	Andrew Clinical Officer Mchinji Hospital	Bachelor's	Medicine (General) Wichita State Univ. Wichita, KS 67208	08/18/91	08/31/95
7	Gunde	Sam Administrative Assistant Malawi Broadcasting Corporation	Master's	Public Administration (General) Pittsburgh Main Campus, Univ. of	08/08/91	08/31/93
8	Kakhoma	Olive Assistant Lecturer University of Malawi	Master's	Medical Allied Fields (Nursing) The Catholic University of America Washington, DC 20064	08/18/91	08/31/93

NAME	TITLE/EMPLOYER	DEGREE PURSUED	SUBJECT/UNIVERSITY	ARRIVAL DATE	EXPECTED END DATE
9 Kamperewera	Aloysius Public/Environmental Health Inspector Ministry of Health	Bachelor's	Public Health (Sanitation) Washington State Univ. Pullman, WA 99164	08/12/90	05/31/92
10 Kamthunzi	Welles Staff Associate Bunda College	Master's	Engineering (Agricultural Engineering) Cal. Davis, Univ. of	09/11/91	08/31/93
11 Kudzala	Amose Health Inspector Ministry of Health	Bachelor's	Public Health (Sanitation) Maryland Eastern Shore, U.	08/22/91	08/31/95
12 Liabunya	Effie Assistant Lecturer University of Malawi	Master's	Medical Allied Fields (Nursing) Pennsylvania, Univ. of Philadelphia, PA 19104	08/09/90	08/31/92
13 Likongwe	Jeremy Lecturer Bunda College of Agriculture	Ph.D.	FORESTRY, OTHER Penn State U- Univ Pk Cam State College, PA 16802	01/03/92	09/30/95
14 Malata Chirva	Charles Senior Staff Officer Malawi Bureau of Standards	Master's	Engineering (Civil Engineering) Iowa State Univ. Ames, IA 50011	08/15/90	05/31/92
15 Masache	Tannach Chief Clinical Officer Lilongwe School for Health Sciences	Bachelor's	Public Health (Community Health) Northern Iowa Univ.	08/15/91	08/31/95
16 Matanda	Thokozile Lecturer University of Malawi	Master's	Medical Allied Fields (Nursing) University of Wisconsin-Madison	08/23/90	08/31/92
17 Mkwandawire	Patricia Staff Associate/Lecturer Univ. of Malawi/Bunda Coll. of Ag.	Ph.D.	Family Relations & Child Development Virginia Poly. Inst. & St. U.	08/08/91	05/31/95

NAME	TITLE/EMPLOYER	DEGREE PURSUED	SUBJECT/UNIVERSITY	ARRIVAL DATE	EXPECTED END DATE
18 Mkwana	Edith Tutor Ministry of Health	Master's	Medical Allied Fields (Nursing) Howard Univ. Washington, DC 20059	08/20/90	05/31/92
19 Mkwazalamba	Maxwell Lecturer Chancellor College	Ph.D.	Economics (General) Illinois Urbana Campus, Univ. of Champaign, IL 61820	08/26/90	08/31/93
20 Numba	Peter Lecturer University of Malawi	Ph.D.	Chemistry (Analytical Chemistry) Kansas State Univ. Manhattan, KS 66506	06/12/90	05/31/94
21 Nkhumba	Stanley Paramedical Ministry of Health	Bachelor's	Medicine (General) Howard Univ. Washington, DC 20059	06/20/90	05/31/94
22 Ngwira	Stephen Lecturer University of Malawi	Ph.D.	Engineering (Agricultural Engineering) Illinois Urbana Campus, Univ. of Champaign, IL 61820	08/09/90	05/31/94
23 Ngwira	Nesmi Research Fellow University of Malawi	Ph.D.	Economics (Agricultural Economics) Michigan State Univ. East Lansing, MI 48824	09/05/89	12/30/93
24 Nkhata	Holland Senior News Editor Malawi Broadcasting Corporation	Master's	Mass Communications Iowa, Univ. of	08/15/91	05/31/94
25 Nkhoma	Wilfred Senior Clinical Officer Ministry of Health	Ph.D.	Biology (Virology) TULANE UNIV OF LOUISIANA	01/08/92	09/30/95
26 Safaloch	Andrews Staff Associate in Monogastric Nutriti Bunda College	Master's	Animal Husbandry (Poultry) Oklahoma State U.- Main Campus	06/11/91	08/31/93

NAME	TITLE/EMPLOYER	DEGREE PURSUED	SUBJECT/UNIVERSITY	ARRIVAL DATE	EXPECTED END DATE
27 Selama	Robert Marketing Officer (Research) Malawi Export Promotion Council	Master's	Business (International Trade) Okla. City Univ. Oklahoma City, OK	08/22/91	08/31/93
28 Sambekunsi	Flora Assistant Lecturer University of Malawi	Master's	Economics (Transportation Economics) Penn State U-Univ Pk Cam State College, PA 16802	01/01/90	05/31/92
29 Sefu	Henry Tutor Ministry of Health	Bachelor's	Medicine (General) Howard Univ. Washington, DC 20059	08/15/90	12/31/94
30 Thindua	Clement Marketing Officer Malawi Export Promotion Council	Master's	Business (International Trade) Monterey Inst. Intl Studies Monterey, CA 93940	08/20/90	08/31/92

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02/14/92

9 Women
21 Men

6 Bachelor's
16 Master's
8 Ph.D.'s

6 HBCU's

22 HRID
8 PHICS

30 Total

NAME		TITLE/EMPLOYER	DEGREE PURSUED	SUBJECT/UNIVERSITY	ARRIVAL DATE	EXPECTED END DATE
27	Salama Robert	Marketing Officer (Research) Malawi Export Promotion Council	Master's	Business (International Trade) Okla. City Univ. Oklahoma City, OK	08/22/91	08/31/93
28	Sambakunsi Flora	Assistant Lecturer University of Malawi	Master's	Economics (Transportation Economics) Penn State U-Univ Pk Cas State College, PA 16802	01/01/90	05/31/92
29	Sefu Henry	Tutor Ministry of Health	Bachelor's	Medicine (General) Howard Univ. Washington, DC 20059	08/15/90	05/31/94
30	Thindwa Clement	Marketing Officer Malawi Export Promotion Council	Master's	Business (International Trade) Monterey Inst. Intl Studies Monterey, CA 93940	08/20/90	08/31/92

02/14/92

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