

ZIMBABWE/B.E.S.T.

Basic Education and Skills Training Project



Fourth Semi-Annual Report
October 1, 1985 - March 31, 1986

In Collaboration:

Government of Zimbabwe
Agency for International Development
Academy for Educational Development

BEST AVAILABLE COPY

FOURTH SEMI-ANNUAL REPORT

October 1, 1985 - March 31, 1986

ZIMBABWE BASIC EDUCATION AND SKILLS TRAINING PROJECT

ACADEMY FOR EDUCATIONAL DEVELOPMENT

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

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I. BACKGROUND

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

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

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

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

Effective January 30, 1985 the contract was amended to allow the Academy to provide technical assistance to GOZ through the AID sponsored ZIMMAN Project Grant. This grant provides assistance to the GOZ in sustaining high professional standards and

operational effectiveness through training trainers and staff development so that the numbers and credentials of Zimbabweans in selected areas will be increased. The Academy will provide long-term technical assistance personnel under this Project.

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

II. STATUS OF WORK AND PROGRESS TO DATE

This is the fourth biannual report covering the period October 1, 1985 - March 30, 1986, and will focus on achievements and progress made on the four main services that the Academy is to provide under the BEST contract:

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

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

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

Reporting, training, preparing and hiring describe the major activities of the Home Office during this period. Three staff were added to the Project, two new and one a replacement. Ms. Anne Beeson Royalty was hired in mid-October as Logistics Coordinator with primary responsibility for developing and maintaining computer based files for the Project. Ms. Almena Ryans, who had worked as an intern during the period June-September, became the Project's Administrative Secretary on November 1, 1985. In February Ms. Valerie Jackson joined the staff one-third time to provide assistance to Mr. Kurt Moses, Program Specialist for Delivery Order #10's computerization of a regional management data system for the Ministry of Education.

As the Project had begun a large recruitment of Operational Experts (OPEXers) for the Ministry of Labour, Manpower Planning and Social Welfare just prior to this period, the addition of Ms. Beeson Royalty and Ms. Ryans were much needed, though the work at hand did not allow for more than on-the-job-training and immediate priorities at first. Specialized staff training was available later and time was available for the development of computer programs for the various accounting needs of the Project. One of these needs is the Academy for Educational Development's (AED) end of the calendar year accounting and projected expenditure for the next year. At the same time, and also three months later (March), the Project must also provide the Agency for International Development (AID) quarterly fiscal reports on expenditures by Delivery Order (D.O.) and on personnel. The Third Semi-Annual Report for the period April 1 - September 30, 1985 also needed preparation at that time. Thus the first quarter of this period was overflowing with report needs and OPEXer recruitment which resulted in some reports not being completed until the second quarter.

By the end of this period all reports were up-to date, new computer models had been generated to facilitate future reporting, salary adjustments had been made, and requested monthly D.O. expenditure reports for the period April 1 - September 30 had been reconstructed and established. In addition, the Core Contract had been revised to take into account overlooked items of expenditure, and adjustments for actual costs of a few others. The Contract's amended budget was effective December 5, 1985.

In addition to recruiting and preparing OPEXers for positions at the Technical Colleges, assistance was provided for tendering of bids for computers, software and training under D.O. #10, and for two micro-computers and software for the Ministry of

Labour, Manpower Planning and Social Welfare under D.O. #11. Two members of the Ministry of Education, Issac Menashe and Sam Gumbo, were appointed by the Ministry to coordinate the work under D.O. #10. They came to Washington, D.C. on December 8 to spend two weeks developing the specifications for the tender offer for that D.O.

Preparations for the annual trip by Home Office Coordinator, Dr. John Hatch, to Zimbabwe took place at the end of this period. It was hoped that the equipment tendered and purchased under D.O. #11 would be cleared in time for him to take it with him, but clearance for the computers would be unlikely. Assistance was provided in the planning of a trip to Southern Africa by AED's Executive Vice President and the Project's Officer-in-Charge, Stephen F. Moseley. Mr. Moseley arrived in Zimbabwe in the last days of March to meet the OPEXers, their co-workers, members of both Ministries, and USAID officials on a schedule arranged by Dr. Rudi Klauss, the Field Office Coordinator.

Mr. Moseley's arrival capped this period's spate of arrivals in Zimbabwe. A major effort of the Field Office involved meeting 6 a.m. airplanes, and assisting OPEXers to clear Immigration and Customs, find housing and get settled into their positions. Nineteen long-term arrivals and nine short-term visitors were assisted during this period. A frequent visitor was Mr. Eric Eno who continued to provide assistance to the Ministry of Education in processing the Grade Seven and ZJC Examinations under D.O. #4. Mr. Eno's October 22 to November 2 visit was to install and test software. A return visit from November 26 to December 14, with Mr. Ken Cornwall, was needed to assist with the processing of the Examinations. Both men returned in January, Cornwall for two weeks and Eno from January 15 until February 9. Mr. Eno assisted in the transfer of the ZJC Examination processing from the Treasury Computer Bureau (TCB) to C.F. Tulley, Inc., and carried out an analysis of processing problems which led to recommendations for 1986 data processing.

Mrs. Kim Craig was hired to assist in finding housing for the influx of long-termers. Dr. Klauss was very much involved in the process of tendering for computer equipment, software and training under D.O. #10 which required frequent meetings, late hours, and was the other major focus of that Office's activities. A visit to Bulawayo in October allowed Dr. Klauss to see OPEXers there and in KweKwe, as well as visit those technical institutes and the one in Gweru. He met with the OPEXers in Harare in December to discuss their programs and to go over administrative matters such as half-yearly report formats and quarterly vacation reports. Additionally, the office was involved in assisting the Ministry of Labour, Manpower Planning and Social Welfare with, first, the screening of applicants, second, with processing the papers of those selected,

and third, with making travel arrangements for both the Ministry's selection committee and for members of the Ministry of Education who were visiting the U.S.A. on Project related business.

This has probably been the period of greatest activity in both offices administratively. The number of long-term OPEXers grew to thirty in Zimbabwe and fifteen Delivery Order budgets worth over \$8,000,000 in personnel and equipment have been committed. Administrative procedures have grown with the increased demands for support and accounting. This represents a great deal of work over the two year period which ends with this reporting period. Having seen things this far, Dr. Klauss decided that he would like to extend his contract for another year, until September 1987, a decision which AED was pleased to support.

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

This was the major area of activity of the Project during this period, which began with the development of budgets for Delivery Orders #14 and #15 for seventeen long-term OPEXers. D.O. #14 called for thirteen lecturers for the new Bachelor of Technology Program (B. Tech.), and D.O. #15 for four apprentice/technician trainers funded under the ZIMMAN grant. Recruitment included placing advertisements in ten newspapers and eight journals or specialized papers as well as renting a booth at the American Vocational Association (AVA) annual conference. The newspaper ads alone produced over 1200 resumes of which about 400 were sent to Zimbabwe and from which over 80 were selected for interviews.

The Ministry of Labour, Manpower Planning and Social Welfare's selection committee was headed by Mr. R. Muringi, Deputy Secretary, and included Mr. E. Mufuka, Deputy Secretary of the Public Service Commission, Dr. David Oscarson of the University of Houston (November 16-23) and Dr. Myron Lewis of the State University of New York at Buffalo (November 24-27); Dr. John Hatch accompanied the selection committee to provide logistical support. The visit was planned for November 4, was postponed until the 11th and finally started on the 16th in Washington, D.C., moved to San Francisco, back to Washington, D.C., and ended in New York City on November 30. Twenty candidates were dropped on the first day and replaced with others of different backgrounds, but especially in Computer Science. Seventeen were selected for the new D.O.'s plus five for unfilled places in D.O.'s #3 and #9, and three to have available as alternates.

Of those selected by early December 1985, the following arrived in Zimbabwe before the end of this reporting period (March 1986) for placement at Harare Polytechnic Institute:

Feb 2	D.O. #14	Hugh Gibson	Business
Feb 11	D.O. #11	Linda Salas	Architecture
Feb 19	D.O. #15	Chris Rutkowski	Physics/Electronics
Feb 21	D.O. #14	Marlin Sheridan	Civil
Feb 24	D.O. #14	Hiro Chiba	Computer Science
March 1	D.O. #14	Osama Mostafa	Electrical
March 14	D.O. #14	Raziq Qazi	Civil
March 20	D.O. #15	Louis Brittingham	Automotive

Mr. Louis Brittingham had been chosen under D.O. #3 in February, 1985 but had declined the appointment then but changed his mind and was accepted when a vacancy in D.O. #15 developed. As three others selected also declined offers for personal reasons, all of the alternates were offered positions.

Both selections for D.O. #3 (Apprentice/Technician) and D.O. #9 (B.Tech) had been made earlier in 1985. Because of various commitments and initial processing problems many were unable to depart until this period. This number include some selected in December as replacements, and are marked by *:

D.O. #3	November 14	Milford Scott	Industrial Training
	February 2	Gerald Mattison	Electrical *
	March 8	Daniel Powell	Mechanical *
D.O. #9	November 14	George Cavaliere	Mechanical
	December 12	Jack Wilson	Business
	January 4	Arthur Sutton	Electrical
	January 31	Johnnie Mapp	Business
	January 31	Jonas Amoapim	Computer Science
	March 9	Charles Wright	Architecture *
	March 26	Bart Parker-Ross	Computer Science *

All except Mr. Scott were placed at Harare Polytechnic Institute. Mr. Scott was assigned to work in the Ministry in industrial and on-the-job-training.

Recruitment funded by ZIMMAN, for the University of Zimbabwe, continued with candidates selected by the University for interviews. Prof. Derek Bardo of the Shippensburg State University of Pennsylvania and Prof. Dennis Patz of Boston University, with John Hatch as Recorder interviewed three candidates for positions in Accounting and Business and one for Ophthalmology on October 19. The Ophthalmologist, Dr. Peter Young, was offered a position and is expected in Harare in April and Dr. Billie Ann Brotman was offered a position in Business for 1987. Offers of appointment were also received by Dr. David Katzenstein (Microbiology), Dr. Steven Howell (Mechanical Engineering) and Mr. Willard Joseph King (Electrical Engineering). Dr. Katzenstein took up his duties on February 23 and the engineers are expected in June.

A decision was made to postpone indefinitely the recruitment of a short-term librarian to assist the technical institutes, however, Dr. Vijay Kumar and Mr. Louis

Simmons were recruited to assist the Ministry of Labour, Manpower Planning and Social Welfare with specific computerization needs. Dr. Kumar spent the week of January 6 planning for a scholarship tracking system. Mr. Kurt Moses completed the work later in the month. Mr. Simmons worked from January 28 through March 25 drafting plans for the Ministry for an integrated management information system and for specifications for the equipment and training needed. His work will be further refined and adapted to the new computers ordered under D.O. #11 by Dr. Roy Maloy who is expected in April and June.

Short-term technical assistance continued to be provided to the Ministry of Education's Examinations Branch. Besides three trips by Mr. Eric Eno to assist with the processing of the Grade Seven and ZJC Examinations, Mr. Ernie Bay returned in February to provide a week's training in programming to the TCB staff handling the examinations. While there he also installed a disc pack in one of the machines. Mr. Ken Cornwall accompanied Mr. Eno on his last trip in November and returned on his own on January 10 for two weeks to provide support to the ZJC exams processing. Mr. Moses made three trips during this period in connection with the development and management of the Ministry's computerization of the regional data management system. He was accompanied October 15-31 by Dr. Randy Kurkjian who was being considered for the position of Automation Specialist with the project. Mr. Kurkjian completed the needs assessment after Mr. Moses' departure but turned down the position later in November.

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

This period saw a shift from planning liaison towards more coordination in carrying out activities. This was especially evident in the tendering process for software, hardware and training for Delivery Order #10. Both Dr. Klauss and Mr. Kurt Moses, the D.O.'s Program Specialist, participated in the development and issuance of the request for bids. The request had been developed by a Ministry of Education team (I. Menashe and S. Gumbo) at AED's office in Washington, D.C. in December and was released in Harare on January 31. A bidders' conference was held in Harare on February 7 in which both participated.

Frequent meetings to go over criteria and procedures for bid evaluations preceded the close of bids. Mr. Moses returned to Harare on March 9 to participate in these meetings and the evaluation of the six bids received. The evaluation included checking references and visiting bidders and selected clients of theirs, and led to a careful and deliberate objective assessment of the strength of each bidder before price was added as a consideration and final rankings agreed to. A USAID representative from AID/Washington participated in the final week of deliberations. The top proposals were forwarded to the Secretary of Education on March 27 for approval and then on to the Government of Zimbabwe's (GOZ) Tender Board. The collaborative process will continue in April with the negotiations with the successful bidder.

Eric Eno returned to Harare on January 15 for three weeks to assist the Ministry of Education with the transfer of the ZJC Examination processing from the TCB to C.F. Tulley, Inc. While there he analyzed the problems in the processing that brought on the transfer. He made recommendations for 1986, which were accompanied by a proposed Delivery Order to assist with effecting the needed training and software development.

Dr. Klauss worked with USAID and Dr. Victor Levine of AID's Improving the Efficiency of Educational Systems (IEES) in preliminary planning for the mid-cycle evaluation of the BEST Project. He was also involved in developing the tender documents for the two computers to be purchased under D.O. #11 and working with Customs, Immigration, the Public Service Commission and the Ministry of Labour, Manpower Planning and Social Welfare to expedite the appointments and clearances of the OPEXers. He and Dr. Hatch worked with Minister Mutumbuka and USAID to plan the Minister's trip to the USA December 8-27. Dr. Hatch and Mr. Moses served as the

Minister's escort officers on visits to educational institutions in the Washington, D.C. area, Florida, Arizona and Northern California. The Minister also visited Houston, Texas as guest of Dr. Cynthia Perry, Director of AID's African Education and Human Resources Division, and stopped in New York City on his way home.

Dr. Hatch provided support to the Ministry of Labour, Manpower Planning and Social Welfare's recruitment efforts at the American Vocational Association's annual meeting, December 6-10 in Atlanta, Georgia. Just prior to the meeting it was learned that a visiting team from the Ministry of Labour, Manpower Planning and Social Welfare and the Ministry of Education would be unable to attend and make a scheduled presentation. Dr. Hatch manned the recruitment and informational booth and enlisted the support of Mr. Mike Mambo, Principal of KweKwe Technical College, to make the presentation on behalf of the Ministries. Dr. Hatch also met with Dr. Perry, the African Development Foundation, the Equator Bank and Mr. Victor Barnes, consultant to USAID/Zimbabwe, to explain the BEST program and the Project and to see where mutual support might be offered to the Government of Zimbabwe.

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

With the development and signing of D.O. #14 and #15 in late October and early November major development work in this area has been greatly reduced and a large majority of the funds available under the BEST sector program had been committed. Preparation of D.O. #14 and #15 began at the end of the previous period and was completed early this period. D.O. #14 provided for the recruitment costs of both D.O.s and specifically requested thirteen instructors for the B. Tech Program at Harare Polytechnic. D.O. #15 provided for the costs associated with the placement of four apprentice/technician instructors and was funded under the ZIMMAN program. Dr. Klauss was also involved in tentative planning for Delivery Orders involving part-time instructors for the University of Zimbabwe's M.B.A. program, five instructors for a special program for the School of Education at the University, and Mr. Eno's proposal for strengthening the 1986 Examinations processing capabilities.

Though not specifically related to short- or long-term technical assistance personnel, the Field Office and Kurt Moses were very heavily involved in the development of a tender for computers and services under D.O. #10, the computerization of the Ministry of Education's regional data based information system. The tender documents were developed in Washington, D.C. and Harare by members of the Ministry, Kurt Moses, and outside consultants at the end of 1985. The tender was let at the end of January, 1986 and Dr. Klauss and Mr. Moses continued to work with Ministry personnel from there on, evaluating bids received and then negotiating with the successful bidders. Cooperative work is expected to continue on this project throughout the eighteen months of its implementation.

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

1. Effective Recruitment, Orientation, Settling-In of Long-Term Personnel: A large number of candidates were recruited for the two D.O.s which provided a wide and in-depth selection of candidates for interviews. Eight chosen candidates for these D.O.s plus twelve candidates previously selected passed through orientation in Washington, D.C. prior to departure for Harare. Because of the number involved and commitments to the D.O. #10 tendering process, the Field Office hired a part-time assistant specially to assist with house finding and the settling-in process. Both offices collaborated in answering pre-arrival questions and making arrangements for pets and automotive purchases. Pre-departure orientation has been enhanced by the participation first of Dr. Nyorovai Whande, and on her return to Zimbabwe, by Mrs. Phillia Garwe, wife of the Zimbabwean Ambassador to the USA.
2. Computerization of Office Record Keeping: The Project microcomputer was well used during this period. The delivery order budgets as well as the core budget were set up on Lotus 1-2-3 in order to make monthly record keeping easier and the generation of quarterly reports more efficient. The computerized budgets also make budget projections easier and more accurate. A computer model was also developed for each OPEXer's salary information, including monthly salary and allocation, insurance calculation, and the retroactive effect of any necessary adjustments. All necessary salary adjustments, including one-year salary increases, can be more efficiently calculated with this model. The Project databank was also updated during this period. Resumes from the recruitment effort in November were culled and added to the system.
3. Recruitment and Selection of Computer Expertise: Because of the advising and implementation needs for D.O.s #10, #11, #13 and OPEXer needs for the technical colleges, generation of potential candidates was very necessary. The OPEXer recruitment and selection was most successful, with five being chosen. Specialized needs for short-term experts for D.O. #11 and #13 proved to be more difficult. Good, available candidates were selected and the search procedures produced good candidates who were not then available but were willing to be considered for other tasks at other times. The need for long-term technical assistance for D.O. #10 proved most difficult, but it too turned up potential future candidates for long- and

short-term assistance. The two year length of time and the uncertainty of the decision on the starting date made this D.O.'s recruitment task most difficult.

4. Development of Project Brochure: Because of the large recruitment, selection and orientation task and the normal end-of-the-year accounting needs, this goal was not achieved. A start was made, however, in the development of an article on the Project for the "Academy News." In addition an outline of the Project's relationship to the needs of Zimbabwe was developed and submitted as an article/presentation for the National Industrial Arts Teachers' Association's "Journal" and Annual Convention. It is expected that the brochure will be completed in the second quarter of the next reporting period, the first quarter being filled with a trip to Harare and the dispatching of 12-15 more OPEXers to Zimbabwe.

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

Delivery Order #3

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

Delivery Order #4

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

Delivery Order #5

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

Delivery Order #8

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

Delivery Order #9

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

Delivery Order #10

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

Delivery Order #11

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

Delivery Order #12

Started September 23, 1985, Delivery Order #12 provided technical assistance to the Ministry of Labour, Manpower Planning and Social Welfare in the field of library science for one year. Mrs. Esi Honono will serve as a consultant to the Zimbabwe Institute of Development Studies and the Harare Polytechnic library system.

Delivery Order #13

Started September 20, 1985, Delivery Order #13 provides 2 personweeks of technical assistance to the Ministry of Labour, Manpower Planning and Social Welfare for the development of a plan for a Scholarship Tracking System to serve the needs of the Ministry and the various donor financed scholarship programs which it implements.

Delivery Order #14

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

Delivery Order #15

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

III. GOALS FOR THE NEXT SIX MONTHS

A major activity for the next six months will be the orientation and settling-in of OPEXers already recruited. A dozen or more will be arriving in Zimbabwe during this period, plus families of OPEXers already there. New recruitment will probably not take place this period, but salary upgrading will be needed for many who will have served a year, and adjustments for all because of expected Government of Zimbabwe (GOZ) salary raises. Special goals for this period, beyond handling the OPEXers will include:

- A. **Developing a descriptive brochures on the Project and articles about Project activities.** This was a goal for the previous half year but was not met due to heavy recruitment and reporting needs. The need is to have an up-to-date description of the Project and to let others know what is being done in manpower development and training in Zimbabwe.
- B. **Getting Delivery Order #10 implementation on schedule.** During April, contract negotiations will be held with CPG, Inc. for the provision of hardware, software and training to the Ministry of Education (MOE) for a regionalized data management system. Once negotiations are completed, a fairly tight timeline needs to be followed which involves coordination of equipment deliveries and installation, training, and payments amongst CPG, MOE, and AED. The goal will be to have that process work as smoothly, efficiently, and effectively as possible.
- C. **Recruiting and training replacement support staff for the Home Office.** Current support staff have indicated that they are either going to college or moving to a more responsible position within AED before the end of this period. Because of the complexity of the accounting structure and the need to support orientation and Delivery Orders, new staff will have to be sought soon so that timing can take place while current staff are available.
- D. **Assisting in the development of new Delivery Orders.** As the Project reaches it's halfway mark in terms of time, and close to the top in terms of funding, focus needs to be on possible OPEXer extensions, finishing up work with the Examinations Branch, continued faculty development at the University of Zimbabwe, and possible assistance with in-service teacher training and technical curriculum development. This is particularly needed if people are going to be required for two or three contracts, so that their work can be completed before this Project does.

- E. **Preparing for mid-Project evaluation.** The end of this next six month period will mark the beginning of the last half of the Project. A mid-Project evaluation will take place that will require the generation of prose as well as statistics. Preparing for those needs during this period will greatly reduce the end-of-the year crunch of reports and recruitments.

IV. ADMINISTRATIVE REPORT

- A. December 1985 Quarterly Status Report
- B. March 1986 Quarterly Status Report
- C. Core Contract Expenditures
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A. December 1985 Quarterly Status Report

ZIMBABWE/BEST QUARTERLY STATUS REPORT

Short-Term Personnel
December, 1985

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Eric Eno	004	4/1/85	3/31/86	66 days	Currently Active	Grade 7, ZJC Software development and implementation/training; MO Education	Founder, Director: The Little Computer That Could Co. Consulted for Pragma Corp. in project design and education planning. Info. system analysis and development planning analysis for AED, 1980-82.
Kurt Moses	010	7/15/85	7/15/88	260 days	Currently Active	Coordinator of Regional Computerization Effort, MO Education	Director, Systems Services Division, Academy for Development
Hrand Kurkjian	010	10/17/85	12/17/85	32 days	Completed	Automation Specialist, Regional Computerization Effort, MO Education	MEA, Engineering Administration; 35 years experience in management, computer services, public administration, systems design and development
David Oscarson	014	11/15/85	11/22/85	7 days	Completed	Member of Interview Panel, Recruitment Effort, MO Labour	Ed.D., Technical Education and Business Administration, Virginia Polytechnic Institute; Associate Professor, Dept. of Industrial Technology, Univ. of Houston
Myron Lewis	014	11/25/85	11/27/85	3 days	Completed	Member of Interview Panel, Recruitment Effort, MO Labour	Ed.D, Administration and Vocational Education State University of NY; Professor Buffalo State College

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ZIMBABWE/BEST QUARTERLY STATUS REPORT

Long-Term Personnel
December, 1985

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Ronald Cox	003	5/5/85	5/4/87	Two Years	Currently Active	Lecturer, Automotive Engineering; Harare Polytechnic Institute	Certification Hydraulics, Algebra/Trig, Driver Ed., Diploma Equipment Repair; Equipment Specialist; U.S. Army; Technical Institute, Botswana
Edward DeSanto	003	5/5/85	5/4/87	Two Years	Currently Active	Lecturer, Mechanical Engineering; Harare Polytechnic Institute	Qualified Welder, 30 yrs. work experience including 8 yrs. Swaziland and Botswana, U.S. Peace Corps
Ronald Michaels	003	5/5/85	5/4/87	Two Years	Currently Active	Lecturer, Civil Engineering; Harare Polytechnic Institute	B.S. Engineering Physics, U. of Tennessee, 20 yrs. engineering experience including work in Ghana and Saudi Arabia
William Gifford	003	5/24/85	5/23/87	Two Years	Currently Active	Lecturer, Mechanical Engineering; Bulawayo Technical College	M.Ed., in Counseling, U of Puget Sound; B.S.; Mechanical Engineering, U of Washington, 11 yrs. Engineering Experience, 3 yrs. counseling experience 2 yrs. U.S. Peace Corps, Nepal
Robert Illinik	003	6/10/85	6/9/87	Two Years	Currently Active	Lecturer, Mechanical Engineering; Bulawayo Technical College	Ed.D., Vocational Education, UCLA; 45 yrs work experience: Machinist, Mech. Engineer, Tech. Advisor Teacher Trainer, Instructor Vocational Education
Donald Neff	003	6/24/85	6/23/87	Two Years	Currently Active	Curriculum Development Officer; MO Labour	Ph.D., Vocational Technical Education, Ohio State University; President, Washington Technical College
Richard Omoruyi	003	6/24/85	6/23/87	Two Years	Currently Active	Lecturer, Computer Sciences, Harare Polytechnic Institute	MPA, Management Information Systems, So. Illinois Univ.; Communications Data Analyst, Westec Services, Inc; Instructor, State Technical Institute at Memphis

Quarterly Status Report
 Long-Term Personnel
 Continued

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
James Cech	003	8/8/85	8/7/87	Two Years	Currently Active	Lecturer, Automotive Engineering, KweKwe Technical College	Certified in Engineering Repair and Tuneup, Heating and Air Conditioning Systems, Manual Transmission and Direct Line and Auto Transport Specialist Consultant, USAID; Cooperative Farm Mechanic, U.S. Peace Corps
Ross Duncan	003	9/2/85	9/1/87	Two Years	Currently Active	Curriculum Developer Computer Science	Ed.D. in Adult Education, George Washington Univ., Sr. Training Analyst, Analytical Systems Engineering Corp., 25 yrs. experience, curriculum development and training
Milford Lee Scott	003	11/14/85	11/13/87	Two Years	Currently Active	Senior Manpower Training Officer, MO Labour	Certificates in Engineering and Teacher Training; 28 years experience in vocational, industrial, and technical training, apprenticeship systems, and engineering
Labib Eldoky	009	9/17/85	9/16/87	Two Years	Currently Active	Lecturer, Mechanical Engineering, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Mechanical Engineering, University of Kansas; 14 yrs. teaching experience, 5 yrs. industrial experience in U.S. and Egypt
George Cavaliere	009	11/14/85	11/13/87	Two Years	Currently Active	Lecturer, Mechanical Engineering, Bachelor of Applied Technology, Harare Polytechnic	M.S., Mechanical Engineering, Polytechnic Institute of Brooklyn; Professor of Mechanical Engineering Technology, New York City Technical College
Jack Wilson	009	12/12/85	12/11/87	Two Years	Currently Active	Lecturer, Business Studies, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Business Administration, California Western University; Professor, Florida Junior College
Esi Honono	012	9/1/85	8/31/86	1 Year	Currently Active	Librarian, GOZ MO Labour	M.L.S., Library and Information Systems; University of Philadelphia. (Recruited locally)

M

B. March 1986 Quarterly Status Report

ZIMBABWE/BEST QUARTERLY STATUS REPORT

Short-Term Personnel
March, 1986

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Eric Eno	004	4/1/85	3/31/86	66 days	Currently Active	Grade 7, ZJC Software development and implementation/training; MO Education	Founder, Director; The Little Computer That Could Co. Consulted for Pragma Corp. in project design and education planning. Info. system analysis and development planning analysis for AED, 1980-82.
Kurt Moses	010	7/15/85	7/15/88	260 days	Currently Active	Coordinator of Regional Computerization Effort, MO Education	Director, Systems Services Division, Academy for Educational Development
Kurt Moses	013	2/3/86	2/6/86	3 days	Completed	Assisted MO Labour with with completing the Scholarship Tracking System	Director, Systems Services Division, Academy for Educational Development
Vijay Kumar	013	1/3/86	1/10/86	6 days	Completed	Technical Expert, to assist the MO Labour with developing a Scholarship Tracking System	Ed.D., Education, University of Massachusetts, Amherst
Louis Simmons	010	3/3/86	3/27/86	21 days	Completed	Technical Assistance Consultant for MO Labour Regional Computerization Effort	M.S., Computer Science, American Technological University. Self employed consultant, micro-computer hardware and software sales
Ernie Bay	004	2/14/86	3/2/86	7 days	Completed	To provide refresher computer training course to Treasury Computer Bureau Staff	Field Service Area Supervisor, National Computer Systems, Inc. Performed earlier optical scanner training for AED, 1983.
Nasser Abdelilah	010	1/14/86	1/17/86	3 days	Completed	Assisted with recruitment for MO Education's Regional Computerization Effort	Senior Systems Analyst, Chief-of-Party for the SAUDOS Project

ZIMBABWE/BEST QUARTERLY STATUS REPORT

Long-Term Personnel
March, 1986

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Ronald Cox	003	5/5/85	5/4/87	Two Years	Currently Active	Lecturer, Automotive Engineering; Harare Polytechnic Institute	Certification Hydraulics, Algebra/Trig, Driver Ed., Diploma Equipment Repair; Equipment Specialist; U.S. Army; Technical Institute, Botswana
Edward DeSanto	003	5/5/85	5/4/87	Two Years	Currently Active	Lecturer, Mechanical Engineering; Harare Polytechnic Institute	Qualified Welder, 30 yrs. work experience including 8 yrs. Swaziland and Botswana, U.S. Peace Corps
Ronald Michaels	003	5/5/85	5/4/87	Two Years	Currently Active	Lecturer, Civil Engineering; Harare Polytechnic Institute	B.S. Engineering Physics, U. of Tennessee, 20 yrs. engineering experience including work in Ghana and Saudi Arabia
William Gifford	003	5/24/85	5/23/87	Two Years	Currently Active	Lecturer, Mechanical Engineering; Bulawayo Technical College	M.Ed., in Counseling, U of Puget Sound; B.S.; Mechanical Engineering, U of Washington, 11 yrs. Engineering Experience, 3 yrs. counseling experience 2 yrs. U.S. Peace Corps, Nepal
Robert Illinik	003	6/10/85	6/9/87	Two Years	Currently Active	Lecturer, Mechanical Engineering; Bulawayo Technical College	Ed.D., Vocational Education, UCLA; 45 yrs work experience: Machinist, Mech. Engineer, Tech. Advisor Teacher Trainer, Instructor Vocational Education
Donald Neff	003	6/24/85	6/23/87	Two Years	Currently Active	Curriculum Development Officer; MO Labour	Ph.D., Vocational Technical Education, Ohio State University; President, Washington Technical College
Richard Omoruyi	003	6/24/85	6/23/87	Two Years	Currently Active	Lecturer, Computer Sciences, Harare Polytechnic Institute	MPA, Management Information Systems, So. Illinois Univ.; Communications Data Analyst, Westec Services, Inc; Instructor, State Technical Institute at Memphis
James Cech	003	8/8/85	8/7/87	Two Years	Currently Active	Lecturer, Automotive Engineering, KweKwe Technical College	Certified in Engineering Repair and Tuneup, Heating and Air Conditioning Systems, Manual Transmission and Direct Line and Auto Transport Specialist Consultant, USAID; Cooperative Farm Mechanic, U.S. Peace Corps
Ross Duncan	003	9/2/85	9/1/87	Two Years	Currently Active	Curriculum Developer Computer Science	Ed.D., Adult Education, George Washington Univ., Sr. Training Analyst, Analytical Systems Eng. Corp., 25 years experience, curriculum development and training

BEST Quarterly Status Report
 Long-Term Personnel
 Continued

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Milford Lee Scott	003	11/14/85	11/13/87	Two Years	Currently Active	Senior Manpower Training Officer, MO Labour	Certificates in Engineering and Teacher Training; 28 years experience in vocational, industrial, and technical training, and apprenticeship systems
Gerald Mattison	003	2/4/86	2/3/88	Two Years	Currently Active	Lecturer, Electrical Engineering, Harare Polytechnic Institute	Licensed Master Engineer, 30 years experience in electrical engineering, maintenance, construction, installation, and quality control
Daniel Powell	003	3/10/86	3/9/88	Two Years	Currently Active	Lecturer, Mechanical Engineering, Harare Polytechnic Institute	Journeyman Tool and Die Maker, 12 years experience tooling and machine tool applications, quality control, and training
David Katzenstein	008	2/24/86	2/23/87	One Year	Currently Active	Lecturer, Medicine and Microbiology, University of Zimbabwe	M.D., University of California at San Diego; Assistant Professor of Medicine, Division of Infectious Diseases, University of Minnesota
Labib Eldoky	009	9/17/85	9/16/87	Two Years	Currently Active	Lecturer, Mechanical Engineering, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Mechanical Engineering, University of Kansas; 14 yrs. teaching experience, 5 yrs. industrial experience in U.S. and Egypt
George Cavaliere	009	11/14/85	11/13/87	Two Years	Currently Active	Lecturer, Mechanical Engineering, Bachelor of Applied Technology, Harare Polytechnic	M.S., Mechanical Engineering, Polytechnic Institute of Brooklyn; Professor of Mechanical Engineering Technology, New York City Technical College
Jack Wilson	009	12/12/85	12/11/87	Two Years	Currently Active	Lecturer, Business Studies, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Business Administration, California Western University; Professor, Florida Junior College
Arthur Sutton	009	1/5/86	1/4/88	Two Years	Currently Active	Lecturer, Electrical Engineering, Bachelor of Applied Technology, Harare Polytechnic	M.S., Electrical Engineering, Rose Hulman Institute of Technology; Professor of Electrical and Computer Engineering, California State Polytechnic University
Johnnie Mapp	009	1/24/86	1/23/88	Two Years	Currently Active	Lecturer, Business Studies, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Accounting, University of Georgia-Athens; M.B.A., Business Administration, Jackson State University; Associate Professor, Norfolk State University

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BEST Quarterly Status Report
 Long-Term Personnel
 Continued

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Jonas Amoapim	009	1/24/86	1/23/88	Two Years	Currently Active	Lecturer, Electrical Engineering, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Vocational Education, Oregon State University; M.S., Electrical/Electronics, Rochester Institute of Technology; Associate Professor, University of Wisconsin-Stout
Charles Wright	009	3/10/86	3/9/88	Two Years	Currently Active	Lecturer, Architectural Engineering, Bachelor of Applied Technology, Harare Polytechnic	B.S., Architectural Engineering, California Polytechnic University; 20 years experience in planning and architectural engineering including 3 years in Micronesia
Esi Honono	012	9/1/85	8/31/86	One Year	Currently Active	Librarian, GOZ MO Labour	M.L.S., Library and Information Systems; University of Philadelphia. (Recruited locally)
H. Hugh Gibson	014	2/3/86	2/2/88	Two Years	Currently Active	Lecturer, Computer Science, Bachelor of Applied Technology, Harare Polytechnic	M.B.A., Accounting, University of Denver; 15 years experience in MIS design, implementation, and operation; 5 years teaching experience
Marlin Sheridan	014	2/21/86	2/20/88	Two Years	Currently Active	Lecturer, Civil Engineering, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Civil Engineering, University of Michigan; 40 years experience in all areas of civil engineering, including 22 years teaching; overseas experience in Greece, Iran, Turkey, Ecuador, and Argentina
Hiroyasu Chiba	014	2/24/86	2/23/88	Two Years	Currently Active	Lecturer, Computer Science, Bachelor of Applied Technology, Harare Polytechnic	M.S., Computer Science, University of Houston; 18 years programming and management experience in real-time and commercial applications
Osama Mostafa	014	3/3/86	3/2/88	Two Years	Currently Active	Lecturer, Electrical Engineering, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Electrical Engineering, Purdue University; 12 years experience in electrical energy systems, planning and analysis, robotics, computer applications, and mathematical modelling; 8 years teaching experience
Raziq Qazi	014	3/11/86	3/10/88	Two Years	Currently Active	Lecturer, Engineering, Bachelor of Applied Technology, Harare Polytechnic	Ph.D., Soil and Water Engineering, Michigan State University; 23 years experience in hydrology, water research, and computer applications; includes 9 years teaching and curriculum development experience
Chris Rutkowski	015	2/10/86	2/9/88	Two Years	Currently Active	Lecturer, Electrical Engineering, Harare Polytechnic Institute	B.S. Physics, B.S. Electrical Engineering, Aachen, West Germany, 8 years experience in electrical engineering, computer programming, and training; includes experience in Botswana and Mozambique

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BEST Quarterly Status Report
 Long-Term Personnel
 Continued

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Linda Salas	015	2/11/86	2/10/88	Two Years	Currently Active	Lecturer, Architecture, Harare Polytechnic Institute	B.S., Architecture, California Polytechnic State University, 5 years experience in design, drafting, model building, and site inspection
Louis Brittingham	015	3/21/86	3/20/88	Two Years	Currently Active	Lecturer, Automotive Engineering, Harare Polytechnic Institute	A.S., Automotive Technology, Central Texas College; experience includes logistics engineering, shop management, training, tool and equipment maintenance, troubleshooting, and repair

C. Core Contract Expenditures

CORE CONTRACT EXPENDITURES 10/85 - 12/85

CORE CONTRACT EXPENDITURES
 QUARTERLY FINANCIAL REPORT - DECEMBER 1985
 ZIMBABWE/BEST PROJECT
 USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEMS	ACCOUNT NUMBER	5 YEAR BUDGET ALLOCATION	EXPENDITURES TO DATE 9/85	EXPENDITURES THIS QUARTER 10/85-12/85	EXPENDITURES TO DATE 12/85	FUNDS REMAINING
SALARIES - U.S. PERSONNEL						
Home Office Professional	602	203,293	58,286	8,944	67,230	136,063
Home Office Nonprofessional	603	101,647	22,122	6,767	28,888	72,759
Field Staff Professional	602	287,330	71,620	13,770	85,390	201,940
Field Staff Nonprofessional	603	0	0	0	0	0
TOTAL U.S. SALARIES		592,270	152,028	29,480	181,508	410,762
SALARIES: ZIMBABWE NATIONALS	605	40,658	6,702	2,500	9,202	31,456
CONSULTANTS	604	9,840	0	0	0	9,840
FRINGE BENEFITS	606	153,990	39,528	7,665	47,192	106,798
TRAVEL AND TRANSPORTATION						
U.S. Travel	607	5,808	2,886	(1,370)	1,516	4,292
International Travel	607	44,986	26,134	(2,873)	23,261	21,725
Other Personnel Travel	607	0	170	0	170	(170)
Transportation of Household Goods	607	6,566	3,162	0	3,162	3,404
Storage of Household Items	607	3,000	1,750	225	1,975	1,025
Per Diem and Local D.C. Travel	607	20,653	4,594	864	5,458	15,195
TOTAL TRAVEL AND TRANSPORTATION	607	81,013	38,695	(3,154)	35,541	45,472
OTHER DIRECT COSTS	608-615	190,195	52,311	9,763	62,074	128,121
SUBTOTAL		1,067,966	289,264	46,254	335,518	732,448
OVERHEAD @ 28%		288,350	79,894	12,952	92,846	195,504
ALLOWANCES						
Post Differential	626	28,733	6,405	1,377	7,782	20,951
Quarters	623	33,348	8,496	2,504	11,000	22,348
Education	627	19,050	1,744	624	2,368	16,682
One-time Household Set-up	622	8,500	8,500	0	8,500	0
TOTAL ALLOWANCE		89,631	25,145	4,505	29,650	59,981
EQUIPMENT	630	27,150	26,972	615	27,587	(437)
TOTAL		1,473,097	421,275	64,326	485,601	987,496
March 25, 1986		_____	_____	_____	_____	_____

CORE CONTRACT EXPENDITURES 1/86 - 3/86

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

LINE ITEMS	ACCOUNT NUMBER	5 YEAR BUDGET ALLOCATION	EXPENDITURES TO DATE 12/85	EXPENDITURES THIS QUARTER 1/86-3/86	EXPENDITURES TO DATE 3/86	FUNDS REMAINING
SALARIES - U.S. PERSONNEL						
Home Office Professional	600	203,293	67,230	11,342	78,572	124,721
Home Office Nonprofessional	600	101,647	28,888	9,542	38,430	63,217
Field Staff Professional	600	287,330	85,390	14,748	100,138	187,192
Field Staff Nonprofessional	600	0	0	0	0	0
TOTAL U.S. SALARIES		592,270	181,508	35,632	217,140	375,130
SALARIES: ZIMBABWE NATIONALS	602	40,658	9,202	2,717	11,919	28,739
CONSULTANTS	604	9,840	0	0	0	9,840
FRINGE BENEFITS	603,606	153,990	47,192	9,485	56,677	97,313
TRAVEL AND TRANSPORTATION						
U.S. Travel	640-641	5,808	1,516	(164)	1,353	4,456
International Travel	642-643	44,986	23,261	253	23,514	21,472
Other Personnel Travel	640-643	0	170	0	170	(170)
Transportation of Household Goods	643	6,566	3,162	0	3,162	3,404
Storage of Household Items	643	3,000	1,975	225	2,200	800
Per Diem and Local D.C. Travel	641	20,653	5,458	0	5,458	15,195
TOTAL TRAVEL AND TRANSPORTATION	640-643	81,013	35,542	314	35,856	45,157
OTHER DIRECT COSTS	608-615	190,195	62,074	13,530	75,604	114,591
SUBTOTAL		1,067,966	335,518	61,679	397,197	670,769
OVERHEAD @ 28%		288,350	92,846	17,270	110,116	178,234
ALLOWANCES						
Post Differential	626	28,733	7,782	1,475	9,257	19,476
Quarters	623	33,348	11,000	1,568	12,568	20,780
Education	627	19,050	2,368	6,702	9,070	9,980
One-time Household Set-up	622	8,500	8,500	0	8,500	0
TOTAL ALLOWANCE		89,631	29,650	9,745	39,395	50,236
EQUIPMENT	630	27,150	27,587	465	28,052	(902)
TOTAL		1,473,097	485,601	89,158	574,759	898,338

April 29, 1986

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**D. Delivery Order Expenditures
December 1985**

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

D. DELIVERY ORDER #1 EXPENDITURES

Signed 8/5/84, Completed 3/31/85

QUARTERLY REPORT - DECEMBER 1985
 DELIVERY ORDER #1
 ZIMBABWE/BEST PROJECT
 USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	ADJUSTED BUDGET 1/85	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 10/85-12/85	EXPENDITURES TO DATE 12/85	FUNDS REMAINING
Short-Term Costs:							
SALARIES AND WAGES							
Moses 32 days @ 211/day	702	6,752.00	6,752.00	6,752.00	0.00	6,752.00	0.00
Secretarial 28 days @ 67/day	702	1,876.00	1,876.00	1,876.00	21.13	1,897.13	(21.13)
Employee Benefits @ 26%	704	2,243.28	2,243.28	2,243.28	0.00	2,243.28	0.00
Bay Consultant Fee 10 days @ 250/day	706	2,500.00	4,000.00	4,000.00	0.00	4,000.00	0.00
TRAVEL AND PER DIEM							
Moses 2 RT Mash/Harare @ 2,300	711	4,600.00	3,100.00	2,772.00	0.00	2,772.00	328.00
Bay 1 RT Boston/Harare @ 2,300	711	2,300.00	2,300.00	1,734.00	0.00	1,734.00	566.00
Per Diem Moses 17 days @ 80	711	1,360.00	1,060.00	829.00	0.00	829.00	231.00
Per Diem Bay 10 days @ 80	711	800.00	1,100.00	1,092.00	0.00	1,092.00	8.00
TOTAL TRAVEL & PER DIEM		9,060.00	7,560.00	6,427.00	0.00	6,427.00	1,133.00
OTHER DIRECT COSTS	714	4,750.00	4,750.00	2,643.08	0.00	2,643.08	2,106.92
Communications, Xerox, Postage, Etc.							
SUBTOTAL OF SHORT-TERM		36,241.28	34,741.28	30,368.36	21.13	30,389.49	4,351.79
INDIRECT COST	798	9,785.15	9,380.15	8,199.46	5.92	8,205.37	1,174.77
Long-term Costs:							
SALARIES AND WAGES							
Eno 153 days @ 200	708	34,540.00	30,600.00	30,600.00	0.00	30,600.00	0.00
TRAVEL AND PER DIEM							
3 RT Greensboro/Harare @ 2,300	712	6,900.00	10,840.00	10,781.00	0.00	10,781.00	59.00
Per Diem 143 days @ 80	712	11,440.00	11,440.00	9,730.00	0.00	9,730.00	1,710.00
Incountry Travel (Zimbabwe)	712	2,000.00	2,000.00	0.00	0.00	0.00	2,000.00
TOTAL TRAVEL & PER DIEM - LT		20,340.00	24,280.00	20,511.00	0.00	20,511.00	3,769.00
OTHER LONG-TERM DIRECT COSTS	716	1,000.00	1,000.00	710.72	0.00	710.72	289.28
SUBTOTAL OF LONG-TERM		55,880.00	55,880.00	51,821.72	0.00	51,821.72	4,058.28
INDIRECT COST @ 2%	799	1,117.60	1,117.60	1,036.43	0.00	1,036.43	81.17
TOTAL OF SHORT- AND LONG-TERM COSTS		103,024.03	101,119.03	91,425.97	27.05	91,453.02	9,666.00

March 12, 1986

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D. DELIVERY ORDER #2 EXPENDITURES

Signed 9/6/84, Completed 11/30/84

QUARTERLY REPORT - DECEMBER 1985
 BUDGET: DELIVERY ORDER #2
 ZIMBABWE/BEST PROJECT
 USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE 9/85 *	VARIANT FROM BUDGET
IBM PC - 256 ram, 2 disk drive With monochrome display card, monitor	750	\$3,500.00	\$2,415.00	\$1,085.00
DOT MATRIX PRINTER, 132 column carriage Graphics capability, tractor feed	750	2,000.00	1,145.00	855.00
2 GRAPHICS DISPLAY CARDS	750	1,000.00	828.00	172.00
KNOWLEDGE MAN DATA BASE MGMT K Print and K Graphic Utilities	750	750.00	1,652.00	(902.00)
150 DISKETTES	750	450.00	622.00	(172.00)
2 SETS OF 64K RAM CHIPS	750	150.00	78.00	72.00
24,000 ADHESIVE LABELS 3 OR 4 ACROSS	750	200.00	133.00	67.00
TRANSFORMER	750	0.00	214.00	(214.00)
SHIPPING/HANDLING/INSURANCE		0.00	1,106.00	(1,106.00)
MISCELLANEOUS EXPENSES		950.00	0.00	950.00
TOTAL OF LINE ITEMS IN BUDGET		\$9,000.00	\$8,193.00	\$807.00

* No change in expenditures since 3/85.

March 13, 1986

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D. DELIVERY ORDER #3 EXPENDITURES

Signed 1/2/85

QUARTERLY REPORT - DECEMBER 1985
 BUDGET: DELIVERY ORDER #3
 ZIMBABWE/BEST PROJECT
 USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 10/85-12/85	EXPENDITURES TO DATE 12/85	FUNDS REMAINING
US ANNUAL BASE SALARY, YEAR 1	701	\$455,000.00	\$63,093.67	\$76,283.89	\$139,377.56	\$315,622.44
5% INCENTIVE, YEAR 1	710	27,300.00	3,912.24	4,606.67	8,518.91	18,781.09
7% RETIREMENT, YEAR 1	703	38,220.00	5,483.07	6,451.58	11,934.65	26,285.35
TOTAL: YEAR ONE SALARY PAYMENTS		520,520.00	72,488.98	87,342.14	159,831.12	360,688.88
US ANNUAL BASE SALARY, YEAR 2	701	482,300.00	0.00	0.00	0.00	482,300.00
5% INCENTIVE, YEAR 2	710	28,665.00	0.00	0.00	0.00	28,665.00
7% RETIREMENT, YEAR 2	703	40,131.00	0.00	0.00	0.00	40,131.00
TOTAL: YEAR TWO SALARY PAYMENTS		551,096.00	0.00	0.00	0.00	551,096.00
SETTLING IN ALLOWANCE	726	109,200.00	75,600.00	8,400.00	84,000.00	25,200.00
TRAVEL AND PER DIEM, YEAR 1	712	61,750.00	33,134.71	12,518.60	45,653.31	16,096.69
TRAVEL AND PER DIEM, YEAR 2	712	64,350.00	0.00	0.00	0.00	64,350.00
AIR FREIGHT	722	61,750.00	22,222.58	2,633.90	24,856.48	36,893.52
STORAGE	713	71,240.00	14,480.95	1,568.80	16,049.75	55,190.25
PREDEPARTURE EXPENSES	727	0.00	867.56	653.78	1,521.34	(1,521.34)
OTHER COSTS LONG-TERM	716	0.00	157.09	0.00	157.09	(157.09)
SUBTOTAL, LONG-TERM COSTS		1,439,906.00	218,951.87	113,117.22	332,069.09	1,107,994.00
2% ADMINISTRATIVE COST	799	28,798.12	4,379.04	2,262.34	6,641.38	22,159.88
RECRUITMENT COSTS	751	28,000.00	9,271.58	79.43	9,351.01	18,648.99
TOTAL		\$1,496,704.12	\$232,602.49	\$115,458.99	\$348,061.48	\$1,148,802.87

February 22, 1986

D. DELIVERY ORDER #4 EXPENDITURES

QUARTERLY REPORT - DECEMBER 1985
 BUDGET: DELIVERY ORDER #4
 ZIMBABWE/BEST PROJECT
 USAID CONTRACT NO. 613-K-606-C-00-4010

Signed 1/4/85

LINE ITEM	ACCOUNT NUMBER	SECOND AMENDED BUDGET	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 10/85-12/85	EXPENDITURES TO DATE 12/85	FUNDS REMAINING
SOFTWARE DEVELOPMENT SUPPORT						
30 days @ \$225	706	\$6,750.00	\$6,800.30	\$0.00	\$6,800.00	(\$50.00)
Travel: 2 rt US-Zimbabwe	711	6,000.00	5,816.00	0.00	5,816.00	184.00
Per Diem: 42 days @ \$66	711	2,772.00	2,940.58	0.00	2,940.58	(168.58)
SYSTEMS DEVELOPMENT SUPPORT						
40 days @ \$225	706	9,000.00	0.00	6,000.00	6,000.00	3,000.00
Travel: 2 rt US-Zimbabwe	711	6,000.00	0.00	5,935.28	5,935.28	64.72
Per Diem: 56 days @ \$66	711	3,696.00	0.00	2,148.15	2,148.15	1,547.85
HARDWARE EVALUATION						
10 days @ \$250	706	2,500.00	0.00	0.00	0.00	2,500.00
Travel: 1 rt US-Zimbabwe	711	3,000.00	0.00	0.00	0.00	3,000.00
Per Diem: 14 days @ \$66	711	924.00	0.00	0.00	0.00	924.00
ONR TRAINING AND SUPPORT						
10 days @ \$250	706	2,500.00	0.00	0.00	0.00	2,500.00
Travel: 1 rt US-Zimbabwe	711	3,000.00	0.00	0.00	0.00	3,000.00
Per Diem: 14 days @ \$66	711	924.00	0.00	0.00	0.00	924.00
TRAVEL PREPARATION COSTS						
	714	400.00	39.37	0.00	39.37	360.63
SUBTOTAL						
		47,466.00	15,595.95	14,083.43	29,679.38	17,786.62
INDIRECT COSTS @ 28%						
	798	12,815.82	4,366.87	3,943.36	8,310.23	4,505.59
SUBCONTRACT: LITTLE COMPUTER THAT COULD Examinations Software Development						
	750	80,000.00	35,645.60	31,514.20	67,159.80	12,840.20
VIDEO RECORDING EQUIPMENT						
	750	5,000.00	0.00	0.00	0.00	5,000.00
SUPPLIES, COMMUNICATIONS						
	750	7,060.00	2,580.75	89.71	2,670.46	4,389.54
PAPER FOR TRIAL LOCAL PRINTING						
	750	3,100.00	0.00	0.00	0.00	3,100.00
ANSWER SHEETS FOR 1985 EXAMINATIONS						
	750	83,305.00	59,963.84	0.00	59,963.84	23,341.16
AMENDMENT #2 - EQUIPMENT						
Hercules Graphics Card	750	500.00	0.00	499.00	499.00	1.00
2 x IBM PC Power Supplies	750	500.00	0.00	0.00	0.00	500.00
2 x R.A.M. chips - 256K	750	150.00	0.00	15.00	15.00	135.00
Quadra Memory Board	750	325.00	0.00	295.00	295.00	30.00
Label Feeder	750	325.00	0.00	0.00	0.00	325.00
2 Disk Conversion Kits NCS Model 7018 Optical Mark	750	5,000.00	0.00	0.00	0.00	5,000.00
AMENDMENT #2 - SOFTWARE						
Project Management Software	750	500.00	401.00	0.00	401.00	99.00
NCS ITS Item Analysis Software for Optical Mark Reader	750	750.00	0.00	0.00	0.00	750.00
SHIPPING AND INSURANCE						
	750	3,000.00	0.00	2,152.98	2,152.98	847.02
SUBTOTAL WITHOUT OVERHEAD CHARGE						
		189,515.00	98,591.19	34,565.89	133,157.08	56,357.92
GRAND TOTAL						
		\$249,796.82	\$118,554.01	\$52,592.68	\$171,146.69	\$78,650.13

March 13, 1986

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D. DELIVERY ORDER #5 EXPENDITURES

Signed 1/4/85

QUARTERLY REPORT - DECEMBER 1985
 BUDGET: DELIVERY ORDER #5
 ZIMBABWE/BEST PROJECT
 USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS PERIOD 10/85-12/85	EXPENDITURES TO DATE 12/85	FUNDS REMAINING
TECHNICAL ASSISTANCE PERSONNEL						
Library Specialist (Sharon Feen) (1 person x 4 wks x 5 days @ \$200)	706	4,000.00	0.00	0.00	0.00	4,000.00
Voc-Tech Equipment Specialist (Reynolds, Lewis) (2 persons x 8 wks x 5 days @ \$200)	706	16,000.00	7,064.53	0.00	7,064.53	8,935.47
Computer Studies Expert (1 person x 1 wk x 5 days @ \$250)	706	15,000.00	0.00	0.00	0.00	15,000.00
Competency-based Education Expert (Redfield) (1 person x 1 wk x 5 days @ \$250)	706	0.00	0.00	1,800.00	1,800.00	(1,800.00)
SUBTOTAL TECHNICAL ASSISTANCE PERSONNEL	706	35,000.00	7,064.53	1,800.00	8,864.53	26,135.47
TRAVEL						
Airfare (4 rt US-Zimbabwe)	711	12,000.00	5,509.44	0.00	5,509.44	6,490.56
Per Diem (224 days @ \$66)	711	14,784.00	2,480.75	0.00	2,480.75	12,303.25
2 Rental Cars	711	3,000.00	459.82	0.00	459.82	2,540.18
Airfare: CBE Expert (1 rt US-Zimbabwe)	711	0.00	3,588.96	0.00	3,588.96	(3,588.96)
Per Diem: CBE Expert (5 days @ \$66)	711	0.00	0.00	560.58	560.58	(560.58)
SUBTOTAL TRAVEL	711	29,784.00	12,038.97	560.58	12,599.55	17,184.45
SHORT-TERM DIRECT COSTS	714	0.00	92.15	0.00	92.15	(92.15)
SHORT-TERM COST SUBTOTAL		64,784.00	19,195.65	2,360.58	21,556.23	43,227.77
INDIRECT COSTS @ 28%	798	17,491.68	5,374.78	660.96	6,035.75	11,455.93
TOTAL COSTS		\$82,275.68	\$24,570.44	\$3,021.54	\$27,591.98	\$54,683.70

February 22, 1986

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D. DELIVERY ORDER #6 EXPENDITURES

Signed 3/27/85, Completed 4/11/85

QUARTERLY REPORT - DECEMBER 1985
 DELIVERY ORDER #6
 ZIMBABWE/BEST PROJECT
 USAID PROJECT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE 9/85 *	VARIANT FROM BUDGET
CONSULTANCY FEE 3 days @ 250/day	706	\$750.00	\$750.00	\$0.00
TRAVEL EXPENSES				
Full-fare Economy Air Ticket	711	3,125.00	3,109.00	16.00
Per Diem 5 days @ 60/day	711	300.00	322.00	(22.00)
MISCELLANEOUS EXPENSES/CONTINGENCY	714	100.00	52.10	47.90
SUBTOTAL		4,275.00	4,233.10	41.90
INDIRECT COSTS @ 27%	798	1,154.25	1,142.94	11.31
TOTAL COST OF CONSULTANCY		\$5,429.25	\$5,376.04	\$53.21

* No change in expenditures since 4/85.

March 13, 1986

D. DELIVERY ORDER #7 EXPENDITURES

Signed 4/29/85, Completed 5/6/85

QUARTERLY REPORT - DECEMBER 1985
 BUDGET: DELIVERY ORDER #7
 ZIMBABWE/BEST PROJECT
 USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE 9/85 *	EXPENDITURES THIS PERIOD 10/85-12/85	EXPENDITURES TO DATE 12/85	VARIANT FROM BUDGET
TRAVEL r/t Dar es Salaam-Harare	711	\$800.00	\$746.93	\$0.00	\$746.93	\$53.07
PER DIEM 6 days @ \$60	711	360.00	354.02	0.00	354.02	5.98
SUBTOTAL		1,160.00	1,100.95	0.00	1,100.95	59.05
Indirect Costs @ 27%	798	313.20	297.26	0.00	297.26	15.94
TOTAL		\$1,473.20	\$1,398.21	\$0.00	\$1,398.21	\$74.99

* No change in expenditures since 6/85.

March 13, 1986

D. DELIVERY ORDER #8 EXPENDITURES

Signed 6/27/85

QUARTERLY REPORT - DECEMBER 1985
 BUDGET: DELIVERY ORDER #8
 ZIMBABWE/BEST PROJECT
 USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES	EXPENDITURES	EXPENDITURES	FUNDS REMAINING
			TO DATE LAST QUARTER	THIS QUARTER 10/85-12/85	TO DATE 12/85	
US ANNUAL BASE SALARY, YEAR 1	701	337,600.00	0.00	0.00	0.00	337,600.00
5% INCENTIVE, YEAR 1	710	22,000.00	0.00	0.00	0.00	22,000.00
7% RETIREMENT, YEAR 1	703	30,800.00	0.00	0.00	0.00	30,800.00
TOTAL: YEAR 1 SALARY PAYMENTS		390,400.00	0.00	0.00	0.00	390,400.00
US ANNUAL BASE SALARY, YEAR 2	701	359,600.00	0.00	0.00	0.00	359,600.00
5% INCENTIVE, YEAR 2	710	23,104.00	0.00	0.00	0.00	23,104.00
7% RETIREMENT, YEAR 1	703	32,344.00	0.00	0.00	0.00	32,344.00
TOTAL: YEAR 2 SALARY PAYMENTS		415,048.00	0.00	0.00	0.00	415,048.00
SETTLING-IN ALLOWANCE	726	67,200.00	0.00	0.00	0.00	67,200.00
PREDEPARTURE EXPENSES	727	3,200.00	0.00	0.00	0.00	3,200.00
ORIENTATION PER DIEM	712	2,400.00	0.00	0.00	0.00	2,400.00
EDUCATIONAL ALLOWANCE, YEAR 1	707	4,000.00	0.00	0.00	0.00	4,000.00
EDUCATIONAL ALLOWANCE, YEAR 2	707	4,000.00	0.00	0.00	0.00	4,000.00
STORAGE, YEAR 1	713	22,400.00	0.00	0.00	0.00	22,400.00
STORAGE, YEAR 2	713	22,400.00	0.00	0.00	0.00	22,400.00
RECRUITMENT COSTS						
Panelist honoraria	728	2,400.00	900.00	300.00	1,200.00	1,200.00
Candidate Airfare and Per Diem	728	7,800.00	700.96	2,999.34	3,700.30	4,099.70
SUBTOTAL		941,248.00	1,600.96	3,299.34	4,900.30	936,347.70
2% ADMINISTRATIVE COST	799	18,824.96	32.02	65.99	98.01	18,726.95
TOTAL		\$960,072.96	1,632.98	\$3,365.33	\$4,998.31	955,074.65

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D. DELIVERY ORDER #9 EXPENDITURES

Signed 6/27/85

QUARTERLY REPORT - DECEMBER 1985
 BUDGET: DELIVERY ORDER #9
 ZIMBABWE/BEST PROJECT
 USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 10/85-12/85	EXPENDITURES TO DATE 12/85	FUNDS REMAINING
US ANNUAL BASE SALARY, YEAR 1	701	484,800.00	0.00	8,322.50	8,322.50	476,477.50
5% INCENTIVE, YEAR 1	710	30,000.00	0.00	393.15	393.15	29,606.85
7% RETIREMENT	703	42,000.00	0.00	550.30	550.30	41,449.70
TOTAL: YEAR 1 SALARY PAYMENTS		556,800.00	0.00	9,265.95	9,265.95	547,534.05
US ANNUAL BASE SALARY, YEAR 2	701	514,800.00	0.00	0.00	0.00	514,800.00
5% INCENTIVE, YEAR 2	710	31,500.00	0.00	0.00	0.00	31,500.00
7% RETIREMENT, YEAR 2	703	44,100.00	0.00	0.00	0.00	44,100.00
TOTAL: YEAR 2 SALARY PAYMENTS		590,400.00	0.00	0.00	0.00	590,400.00
SETTLING-IN ALLOWANCE	726	100,800.00	8,400.00	35,200.00	43,600.00	57,200.00
TRAVEL AND PER DIEM	712	133,200.00	9,004.66	4,281.53	13,286.19	119,913.81
PREDEPARTURE EXPENSES	727	4,800.00	0.00	250.00	250.00	4,550.00
AIR FREIGHT	722	57,000.00	2,805.00	2,308.02	5,113.02	51,886.98
EDUCATIONAL EXPENSES	707	12,000.00	0.00	0.00	0.00	12,000.00
STORAGE	713	67,200.00	0.00	0.00	0.00	67,200.00
RECRUITMENT	728	31,200.00	22,945.06	9,655.21	32,600.27	(1,400.27)
SUBTOTAL		1,553,400.00	43,154.72	60,960.71	104,115.43	1,449,284.57
2% ADMINISTRATIVE COSTS	799	31,068.00	863.09	1,219.21	2,082.30	28,985.70
TOTAL		\$1,584,468.00	\$44,017.81	\$62,179.92	\$106,197.73	\$1,478,270.27

March 10, 1986

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D. DELIVERY ORDER #10 EXPENDITURES

QUARTERLY REPORT - DECEMBER 1985
 BUDGET: DELIVERY ORDER #10
 ZIMBABWE BEST PROJECT
 USAID CONTRACT NO. 613-K-56-C-00-4-01

Signed 7/15/85

March 10, 1986

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES AS OF LAST QUARTER	EXPENDITURES THIS QUARTER 10/85-12/85	EXPENDITURES AS OF 12/85	FUNDS REMAINING
1. SALARY:						
Program Specialist (KDF/AED)	702	458,571.43	\$1,576.99	8,465.97	\$10,042.96	\$48,528.47
Project/Automation Specialist (AED)	702	142,857.14	0.00	0.00	0.00	142,857.14
Secretary (AED)	702	19,047.62	0.00	0.00	0.00	19,047.62
Software Specialist (ST)	702	28,571.43	0.00	0.00	0.00	28,571.43
Total Salary:		249,047.62	1,576.99	8,465.97	10,042.96	239,004.66
2. BENEFITS:						
	704	64,752.38	410.02	2,201.15	2,611.17	62,141.21
3. CONSULTANTS (Hardware & Training):						
	706	60,000.00	0.00	5,640.00	5,640.00	54,360.00
Total Salary, Benefits, & Consultants:		373,800.00	1,987.01	16,307.12	18,294.13	335,505.87
4. TRAVEL AND TRANSPORTATION:						
International Travel						
10 RT Mash/Harare @2,500	711	25,000.00	0.00	5,824.48	5,824.48	19,175.52
Per Diem @66/day	711	11,000.00	0.00	3,157.87	3,157.87	7,842.13
In-country Travel						
30 RT/Yr. Harare/Bul @ \$100/trip	711	3,000.00	0.00	141.83	141.83	2,858.17
Per Diem @ \$66	711	4,000.00	0.00	0.00	0.00	4,000.00
Total Travel:		43,000.00	0.00	9,124.18	9,124.18	33,875.82
6. OTHER DIRECT COSTS:						
Office Supplies	714	3,000.00	0.00	72.50	72.50	2,927.50
DBA ins. @2.67 of overseas salaries	714	6,700.43	0.00	0.00	0.00	6,700.43
Communications	714	5,000.00	0.00	56.89	56.89	4,943.11
Printing & Reproduction	714	2,500.00	0.00	85.95	85.95	2,414.05
Postage & Delivery	714	4,500.00	0.00	46.00	46.00	4,454.00
Visa and Medical	714	300.00	0.00	0.00	0.00	300.00
Temporary Clerical	714	0.00	602.00	4,376.67	4,978.67	(4,978.67)
Total Other Direct Costs:		22,000.43	602.00	4,638.01	5,240.01	16,760.42
Subtotal Costs Subject to Overheads:		438,800.43	2,589.01	30,069.31	32,658.32	406,142.11
7. OVERHEAD						
	798	30,000.00	724.92	8,419.41	9,144.33	20,855.67
Subtotal Direct Costs Plus Overhead:		468,800.43	3,313.93	38,488.72	41,802.65	426,997.78
8. EQUIPMENT & SOFTWARE:						
Computer Hardware	750	384,000.00	0.00	0.00	0.00	384,000.00
Off-the-shelf Software	750	54,000.00	0.00	0.00	0.00	54,000.00
Custom Software Core	750	50,000.00	0.00	0.00	0.00	50,000.00
Communications Equipment	750	9,000.00	0.00	0.00	0.00	9,000.00
Spare Parts	750	96,000.00	0.00	0.00	0.00	96,000.00
Form Paper for redesign	750	12,000.00	0.00	0.00	0.00	12,000.00
Training materials	750	6,000.00	0.00	0.00	0.00	6,000.00
Total Equipment and Software:		611,000.00	0.00	0.00	0.00	611,000.00
9. EQUIPMENT SHIPPING:						
	750	57,000.00	0.00	0.00	0.00	57,000.00
10. SHORT-COURSE SCHOLARSHIP:						
	752	90,000.00	0.00	0.00	0.00	90,000.00
11. ALLOWANCES:						
Housing Allowance - Auto Specialist	753	10,500.00	0.00	0.00	0.00	10,500.00
Settling In Allowance @8,500	754	8,500.00	0.00	0.00	0.00	8,500.00
Educational Allowance @1,500/child	755	0.00	0.00	0.00	0.00	0.00
Guard Service @6250/mo.	756	0.00	0.00	0.00	0.00	0.00
Storage @6100/mo. + \$1,500 transfer	757	2,000.00	0.00	0.00	0.00	2,000.00
Post Differential @ 10% of Salary	758	0.00	0.00	0.00	0.00	0.00
Air Freight Shipping	759	0.00	0.00	0.00	0.00	0.00
Total Allowances:		21,000.00	0.00	0.00	0.00	21,000.00
Subtotal Other Costs:		779,000.00	0.00	0.00	0.00	779,000.00
GRAND TOTAL:		\$1,247,800.43	\$3,313.93	\$38,488.72	\$41,802.65	\$1,205,997.78

BEST AVAILABLE COPY

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D. DELIVERY ORDER #11 EXPENDITURES

Signed 9/26/85

QUARTERLY REPORT - DECEMBER 1985
 DELIVERY ORDER #11
 ZIMBABWE/BEST PROJECT
 USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES	EXPENDITURES	EXPENDITURES	FUNDS REMAINING
			TO DATE LAST QUARTER	THIS QUARTER 10/85-12/85	TO DATE 12/85	
TECHNICAL ASSISTANCE PERSONNEL						
2 ST Consultants (2 x \$240 x 60 days)	706	\$28,800.00	\$0.00	\$0.00	\$0.00	\$28,800.00
TRAVEL						
International						
2 RT Wash-Harare @ \$3,000	711	6,000.00	0.00	0.00	0.00	6,000.00
Per Diem (2 x 70 x \$62)	711	8,680.00	0.00	0.00	0.00	8,680.00
In-country	711	500.00	0.00	0.00	0.00	500.00
Total Travel:		15,180.00	0.00	0.00	0.00	15,180.00
OTHER DIRECT COSTS						
Travel Preparation	714	200.00	0.00	0.00	0.00	200.00
DBA Insurance @ 2.67	714	0.00	0.00	0.00	0.00	0.00
Subtotal Other Direct Costs:		200.00	0.00	0.00	0.00	200.00
SUBTOTAL:		44,180.00	0.00	0.00	0.00	44,180.00
INDIRECT COSTS @ 28%	798	11,928.60	0.00	0.00	0.00	11,928.60
SUBTOTAL DIRECT COSTS PLUS OVERHEAD:		56,108.60	0.00	0.00	0.00	56,108.60
EQUIPMENT						
2 Microcomputers @ \$3,500	750	7,000.00	0.00	0.00	0.00	7,000.00
2 Printers @ \$1,500	750	3,000.00	0.00	0.00	0.00	3,000.00
2 Graphics Cards @ \$800	750	1,600.00	0.00	0.00	0.00	1,600.00
Software Packages	750	4,000.00	0.00	0.00	0.00	4,000.00
Diskettes	750	750.00	0.00	0.00	0.00	750.00
Printer Ribbons, Reinker	750	500.00	0.00	0.00	0.00	500.00
Transformers, Power Strips	750	500.00	0.00	0.00	0.00	500.00
Air Freight	750	3,000.00	0.00	0.00	0.00	3,000.00
Publications, AWA Fee	750	2,000.00	0.00	0.00	0.00	2,000.00
Total Equipment:		22,350.00	0.00	0.00	0.00	22,350.00
TOTAL COSTS:		\$78,458.60	\$0.00	\$0.00	\$0.00	\$78,458.60

March 13, 1986

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D. DELIVERY ORDER #12 EXPENDITURES

Signed 9/25/85

QUARTERLY REPORT - DECEMBER 1985
 BUDGET: DELIVERY ORDER #12
 ZIMBABWE/BEST PROJECT
 USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 10/85-12/85	EXPENDITURES TO DATE 12/85	FUNDS REMAINING
US ANNUAL BASE SALARY:	701	\$15,602.00	\$0.00	\$3,900.51	\$3,900.51	\$11,701.49
5% INCENTIVE:	710	900.00	0.00	225.00	225.00	675.00
7% RETIREMENT:	703	1,260.00	0.00	315.00	315.00	945.00
TOTAL SALARY PAYMENTS:		17,762.00	0.00	4,440.51	4,440.51	13,321.49
2% ADMINISTRATIVE COSTS:	799	355.24	0.00	88.81	88.81	266.43
TOTAL:		\$18,117.24	\$0.00	\$4,529.32	\$4,529.32	\$13,587.92

March 13, 1986

D. DELIVERY ORDER #13 EXPENDITURES

Signed 9/25/85

QUARTERLY REPORT - DECEMBER 1985

BUDGET: DELIVERY ORDER #13

ZIMBABWE/BEST PROJECT

USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 10/85-12/85	EXPENDITURES TO DATE 12/85	FUNDS REMAINING
TECHNICAL ASSISTANCE PERSONNEL (1 x \$235 x 16 days)	706	\$3,760.00	\$0.00	\$0.00	\$0.00	\$3,760.00
TRAVEL						
Air Fare (1 RT Wash-Harare)	711	2,450.00	0.00	2,635.00	2,635.00	(185.00)
Per Diem (14 days @ \$66)	711	924.00	0.00	123.71	123.71	800.29
Total Travel:		3,374.00	0.00	2,758.71	2,758.71	615.29
COMMUNICATIONS:	714	600.00	0.00	0.00	0.00	600.00
Subtotal Direct Costs:		7,734.00	0.00	2,758.71	2,758.71	4,975.29
INDIRECT COSTS @ 28%	798	2,088.18	0.00	772.44	772.44	1,315.74
TOTAL:		\$9,822.18	\$0.00	\$3,531.15	\$3,531.15	\$6,291.03

February 24, 1986

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D. DELIVERY ORDER #14 EXPENDITURES

Signed 11/1/85

QUARTERLY REPORT - DECEMBER 1985
 BUDGET: DELIVERY ORDER #14
 ZIMBABWE/BEST PROJECT
 USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 10/85-12/85	EXPENDITURES TO DATE 12/85	FUNDS REMAINING
US ANNUAL BASE SALARY, YEAR 1	701	\$518,622.00	\$0.00	\$0.00	\$0.00	\$518,622.00
5% INCENTIVE, YEAR 1	710	32,500.00	0.00	0.00	0.00	32,500.00
7% RETIREMENT	703	45,500.00	0.00	0.00	0.00	45,500.00
TOTAL: YEAR 1 SALARY PAYMENTS		596,622.00	0.00	0.00	0.00	596,622.00
US ANNUAL BASE SALARY, YEAR 2	701	551,109.00	0.00	0.00	0.00	551,109.00
5% INCENTIVE, YEAR 2	710	34,125.00	0.00	0.00	0.00	34,125.00
7% RETIREMENT, YEAR 2	703	47,775.00	0.00	0.00	0.00	47,775.00
TOTAL: YEAR 2 SALARY PAYMENTS		633,009.00	0.00	0.00	0.00	633,009.00
TRAVEL	712	174,720.00	0.00	0.00	0.00	174,720.00
TRAVEL PER DIEM	712	11,700.00	0.00	0.00	0.00	11,700.00
SUBTOTAL: TRAVEL AND PER DIEM		186,420.00	0.00	0.00	0.00	186,420.00
PREDEPARTURE EXPENSES	727	5,200.00	0.00	0.00	0.00	5,200.00
SETTLING-IN ALLOWANCE	726	109,200.00	0.00	0.00	0.00	109,200.00
AIR FREIGHT	722	79,950.00	0.00	0.00	0.00	79,950.00
EDUCATIONAL EXPENSES	707	13,000.00	0.00	0.00	0.00	13,000.00
STORAGE	713	79,950.00	0.00	0.00	0.00	79,950.00
BOOK/MATERIALS SHIPPING	722	0.00	0.00	0.00	0.00	0.00
OTHER COSTS - LONG TERM	716	0.00	0.00	0.00	0.00	0.00
RECRUITMENT						
Interviewee Travel (Airfare, per diem, and misc. costs; 60 people @ \$700)	728	42,000.00	0.00	24,621.35	24,621.35	17,378.65
60% Team Travel Costs:						
Airfare (3 x \$1800)	728	5,400.00	0.00	1,717.98	1,717.98	3,682.02
Per Diem	728	2,347.50	0.00	1,609.78	1,609.78	737.72
Housing/Interviewing Space	728	4,550.00	0.00	0.00	0.00	4,550.00
U.S. Vocational Expert:						
Airfare	728	800.00	0.00	1,992.00	1,992.00	(1,192.00)
Per Diem (13 x \$75)	728	975.00	0.00	968.97	968.97	6.03
Consultancy Fee (13 x \$250)	728	3,250.00	0.00	2,194.00	2,194.00	1,056.00
Newspaper, Professional Journal Ads	728	18,000.00	0.00	4,927.34	4,927.34	13,072.66
AVA Recruitment Team Costs:						
Booth Rental	728	1,100.00	0.00	130.00	130.00	970.00
Airfare (3 x \$1800)	728	5,400.00	0.00	0.00	0.00	5,400.00
Per Diem	728	1,785.00	0.00	0.00	0.00	1,785.00
AVA Registration (3 x \$60)	728	180.00	0.00	0.00	0.00	180.00
Hatch/Reynolds Airfare/per diem	728	1,700.00	0.00	357.28	357.28	1,342.72
Incidental Recruitment Costs	728	1,250.00	0.00	3,055.37	3,055.37	(1,805.37)
SUBTOTAL RECRUITMENT COSTS:		88,737.50	0.00	41,574.07	41,574.07	47,163.43
SUBTOTAL		1,792,088.50	0.00	41,574.07	41,574.07	1,750,514.43
2% ADMINISTRATIVE COSTS	799	34,067.02	0.00	831.48	831.48	33,235.54
TOTAL		\$1,826,155.52	\$0.00	\$42,405.55	\$42,405.55	\$1,783,749.97
March 13, 1986						

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D. DELIVERY ORDER #15 EXPENDITURES

Signed 10/17/85

QUARTERLY REPORT - DECEMBER 1985
 BUDGET: DELIVERY ORDER #15
 ZIMBABWE/BEST PROJECT
 USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 10/85-12/85	EXPENDITURES TO DATE 12/85	FUNDS REMAINING
US ANNUAL BASE SALARY, YEAR 1	701	\$144,280.00	\$0.00	\$0.00	\$0.00	\$144,280.00
5% INCENTIVE, YEAR 1	710	9,000.00	0.00	0.00	0.00	9,000.00
7% RETIREMENT	703	12,600.00	0.00	0.00	0.00	12,600.00
TOTAL: YEAR 1 SALARY PAYMENTS		165,880.00	0.00	0.00	0.00	165,880.00
US ANNUAL BASE SALARY, YEAR 2	701	153,280.00	0.00	0.00	0.00	153,280.00
5% INCENTIVE, YEAR 2	710	9,452.00	0.00	0.00	0.00	9,452.00
7% RETIREMENT, YEAR 2	703	13,228.00	0.00	0.00	0.00	13,228.00
TOTAL: YEAR 2 SALARY PAYMENTS		175,960.00	0.00	0.00	0.00	175,960.00
TRAVEL	712	53,760.00	0.00	0.00	0.00	53,760.00
TRAVEL PER DIEM	712	3,600.00	0.00	0.00	0.00	3,600.00
SUBTOTAL: TRAVEL AND PER DIEM		57,360.00	0.00	0.00	0.00	57,360.00
PREDEPARTURE EXPENSES	727	1,600.00	0.00	0.00	0.00	1,600.00
SETTLING-IN ALLOWANCE	726	33,600.00	0.00	0.00	0.00	33,600.00
AIR FREIGHT	722	24,600.00	0.00	0.00	0.00	24,600.00
EDUCATIONAL EXPENSES	707	4,000.00	0.00	0.00	0.00	4,000.00
STORAGE	713	24,600.00	0.00	0.00	0.00	24,600.00
SUBTOTAL		487,600.00	0.00	0.00	0.00	487,600.00
2% ADMINISTRATIVE COSTS	799	9,752.00	0.00	0.00	0.00	9,752.00
TOTAL		\$497,352.00	\$0.00	\$0.00	\$0.00	\$497,352.00

March 13, 1986

**D. Delivery Order Expenditures
March 1986**

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

D. DELIVERY ORDER #1 EXPENDITURES

Signed 8/5/84, Completed 3/31/85

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

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	ADJUSTED BUDGET 1/85	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 1/86-3/86	EXPENDITURES TO DATE 3/86	FUNDS REMAINING
Short-Term Costs:							
SALARIES AND WAGES							
Moses 32 days @ 211/day	702	6,752.00	6,752.00	6,752.00	0.00	6,752.00	0.00
Secretarial 28 days @ 67/day	702	1,876.00	1,876.00	1,897.13	40.64	1,937.77	(61.77)
Employee Benefits @ 26%	704	2,243.28	2,243.28	2,243.28	0.00	2,243.28	0.00
Bay Consultant Fee 10 days @ 250/day	706	2,500.00	4,000.00	4,000.00	0.00	4,000.00	0.00
TRAVEL AND PER DIEM							
Moses 2 RT Wash/Harare @ 2,300	711	4,600.00	3,100.00	2,772.00	0.00	2,772.00	328.00
Bay 1 RT Boston/Harare @ 2,300	711	2,300.00	2,300.00	1,734.00	0.00	1,734.00	566.00
Per Diem Moses 17 days @ 80	711	1,360.00	1,060.00	829.00	0.00	829.00	231.00
Per Diem Bay 10 days @ 80	711	800.00	1,100.00	1,092.00	0.00	1,092.00	8.00
TOTAL TRAVEL & PER DIEM		9,060.00	7,560.00	6,427.00	0.00	6,427.00	1,133.00
OTHER DIRECT COSTS	714	4,750.00	4,750.00	2,643.08	0.00	2,643.08	2,106.92
Communications, Xerox, Postage, Etc.							
SUBTOTAL OF SHORT-TERM		36,241.28	34,741.28	30,389.49	40.64	30,430.13	4,311.15
INDIRECT COST	798	9,785.15	9,380.15	8,205.37	11.38	8,216.75	1,163.39
Long-term Costs:							
SALARIES AND WAGES							
Enc 153 days @ 200	708	34,540.00	30,600.00	30,600.00	0.00	30,600.00	0.00
TRAVEL AND PER DIEM							
3 RT Greensboro/Harare @ 2,300	712	6,900.00	10,840.00	10,781.00	0.00	10,781.00	59.00
Per Diem 143 days @ 80	712	11,440.00	11,440.00	9,730.00	0.00	9,730.00	1,710.00
Incountry Travel (Zimbabwe)	712	2,000.00	2,000.00	0.00	0.00	0.00	2,000.00
TOTAL TRAVEL & PER DIEM - LT		20,340.00	24,280.00	20,511.00	0.00	20,511.00	3,769.00
OTHER LONG-TERM DIRECT COSTS	716	1,000.00	1,000.00	710.72	0.00	710.72	289.28
SUBTOTAL OF LONG-TERM		55,880.00	55,880.00	51,821.72	0.00	51,821.72	4,058.28
INDIRECT COST @ 2%	799	1,117.60	1,117.60	1,036.43	0.00	1,036.43	81.17
TOTAL OF SHORT- AND LONG-TERM COSTS		103,024.03	101,119.03	91,453.02	52.02	91,505.04	9,613.98

June 12, 1986

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D. DELIVERY ORDER #2 EXPENDITURES

Signed 9/6/84, Completed 11/30/84

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

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE 3/86 *	FUNDS REMAINING
IBM PC - 256 ram, 2 disk drive With monochrome display card, monitor	750	\$3,500.00	\$2,415.00	\$1,085.00
DOT MATRIX PRINTER, 132 column carriage Graphics capability, tractor feed	750	2,000.00	1,145.00	855.00
2 GRAPHICS DISPLAY CARDS	750	1,000.00	828.00	172.00
KNOWLEDGE MAN DATA BASE MGMT K Print and K Graphic Utilities	750	750.00	1,652.00	(902.00)
150 DISKETTES	750	450.00	622.00	(172.00)
2 SETS OF 64K RAM CHIPS	750	150.00	78.00	72.00
24,000 ADHESIVE LABELS 3 OR 4 ACROSS	750	200.00	133.00	67.00
TRANSFORMER	750	0.00	214.00	(214.00)
SHIPPING/HANDLING/INSURANCE		0.00	1,106.00	(1,106.00)
MISCELLANEOUS EXPENSES		950.00	0.00	950.00
TOTAL OF LINE ITEMS IN BUDGET		\$9,000.00	\$8,193.00	\$807.00

* No change in expenditures since 3/85.

June 12, 1986

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D. DELIVERY ORDER #3 EXPENDITURES

Signed 1/2/85

MARCH 1986 QUARTERLY REPORT
 BUDGET: DELIVERY ORDER #3
 ZIMBABWE/BEST PROJECT
 USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES	EXPENDITURES	EXPENDITURES	FUNDS REMAINING
			TO DATE LAST QUARTER	THIS QUARTER 1/86-3/86	TO DATE 3/86	
US ANNUAL BASE SALARY	701	\$937,300.00	\$139,377.56	\$88,782.67	\$228,160.23	\$709,139.77
5% INCENTIVE	710	55,965.00	8,518.91	5,357.20	13,876.11	42,088.89
7% RETIREMENT	703	78,351.00	11,934.65	7,502.19	19,436.84	58,914.16
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TOTAL: SALARY PAYMENTS		1,071,616.00	159,831.12	101,642.06	261,473.18	810,142.82
TRAVEL AND PER DIEM	712	126,100.00	45,653.31	13,026.58	58,679.89	67,420.11
SETTLING IN ALLOWANCE	726	109,200.00	84,000.00	16,800.00	100,800.00	8,400.00
AIR FREIGHT	722	61,750.00	24,856.48	6,031.80	30,888.28	30,861.72
STORAGE	713	71,240.00	16,049.75	1,650.50	17,700.25	53,539.75
D.B.A. INSURANCE	717	0.00	0.00	0.00	0.00	0.00
PREDEPARTURE EXPENSES	727	0.00	1,521.34	603.00	2,124.34	(2,124.34)
OTHER COSTS LONG-TERM	716	0.00	157.09	0.00	157.09	(157.09)
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SUBTOTAL, LONG-TERM COSTS		1,439,906.00	332,069.09	139,753.94	471,823.03	968,082.97
2% ADMINISTRATIVE COST	799	28,798.12	6,641.38	2,795.08	9,436.46	19,361.66
RECRUITMENT COSTS	751	28,000.00	9,351.01	377.18	9,728.19	18,271.81
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TOTAL		\$1,496,704.12	\$348,061.48	\$142,926.20	\$490,987.68	\$1,005,716.44
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June 5, 1986		-----	-----	-----	-----	-----

D. DELIVERY ORDER #4 EXPENDITURES

Signed 1/4/85

QUARTERLY REPORT - MARCH 1986
 BUDGET: DELIVERY ORDER #4
 ZIMBABWE/BEST PROJECT
 USAID CONTRACT NO. 613-K-606-C-00-4010

LINE ITEM	ACCOUNT NUMBER	THIRD AMENDED BUDGET	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 1/86-3/86	EXPENDITURES TO DATE 3/86	FUNDS REMAINING
SOFTWARE DEVELOPMENT SUPPORT						
30 days @ \$225	706	\$6,750.00	\$6,800.00	\$0.00	\$6,800.00	(\$50.00)
Travel: 2 rt US-Zimbabwe	711	6,000.00	5,816.00	0.00	5,816.00	184.00
Per Diem: 42 days @ \$66	711	2,772.00	2,940.58	0.00	2,940.58	(168.58)
SYSTEMS DEVELOPMENT SUPPORT						
40 days @ \$225	706	9,000.00	6,000.00	400.00	6,400.00	2,600.00
Travel: 2 rt US-Zimbabwe	711	6,000.00	5,935.28	0.00	5,935.28	64.72
Per Diem: 56 days @ \$66	711	3,696.00	2,148.15	0.00	2,148.15	1,547.85
HARDWARE EVALUATION						
10 days @ \$250	706	0.00	0.00	0.00	0.00	0.00
Travel: 1 rt US-Zimbabwe	711	0.00	0.00	0.00	0.00	0.00
Per Diem: 14 days @ \$66	711	0.00	0.00	0.00	0.00	0.00
OMR TRAINING AND SUPPORT						
10 days @ \$250	706	2,500.00	0.00	2,500.00	2,500.00	0.00
Travel: 1 rt US-Zimbabwe	711	3,000.00	0.00	1,973.00	1,973.00	1,027.00
Per Diem: 14 days @ \$66	711	924.00	0.00	615.45	615.45	308.55
TRAVEL PREPARATION COSTS	714	400.00	39.37	0.00	39.37	360.63
SUBTOTAL		41,042.00	29,679.38	5,488.45	35,167.83	5,874.17
INDIRECT COSTS @ 28%	798	11,491.76	8,310.23	1,536.77	9,846.99	1,644.77
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SUBCONTRACT: LITTLE COMPUTER THAT COULD Examinations Software Development	750	92,748.00	67,159.80	25,023.50	92,183.30	564.70
VIDEO RECORDING EQUIPMENT	750	0.00	0.00	0.00	0.00	0.00
SUPPLIES, COMMUNICATIONS	750	7,060.00	2,670.46	55.88	2,726.34	4,333.66
PAPER FOR TRIAL LOCAL PRINTING	750	3,100.00	0.00	0.00	0.00	3,100.00
ANSWER SHEETS FOR 1985 EXAMINATIONS	750	83,305.00	59,963.84	0.00	59,963.84	23,341.16
AMENDMENT #2 - EQUIPMENT						
Hercules Graphics Card	750	500.00	499.00	0.00	499.00	1.00
2 x IBM PC Power Supplies	750	500.00	0.00	0.00	0.00	500.00
2 x R.A.M. chips - 256K	750	150.00	15.00	0.00	15.00	135.00
Quadram Memory Board	750	325.00	295.00	0.00	295.00	30.00
Label Feeder	750	325.00	0.00	0.00	0.00	325.00
2 Disk Conversion Kits NCS Model 7018 Optical Mark	750	5,000.00	0.00	5,764.00	5,764.00	(764.00)
AMENDMENT #2 - SOFTWARE						
Project Management Software	750	500.00	401.00	0.00	401.00	99.00
NCS ITS Item Analysis Software for Optical Mark Reader	750	750.00	0.00	0.00	0.00	750.00
SHIPPING AND INSURANCE	750	3,000.00	2,152.98	21.33	2,174.31	825.69
SUBTOTAL WITHOUT OVERHEAD CHARGE		197,263.00	133,157.08	30,864.71	164,021.79	33,241.21

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D. DELIVERY ORDER #5 EXPENDITURES

Signed 1/4/85

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

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS PERIOD 1/86-3/86	EXPENDITURES TO DATE 3/86	FUNDS REMAINING
TECHNICAL ASSISTANCE PERSONNEL						
Library Specialist (Sharon Feen) (1 person x 4 wks x 5 days @ \$200)	706	4,000.00	0.00	0.00	0.00	4,000.00
Voc-Tech Equipment Specialist (Reynolds, Lewis) (2 persons x 8 wks x 5 days @ \$200)	706	16,000.00	7,064.53	0.00	7,064.53	8,935.47
Computer Studies Expert (1 person x 1 wk x 5 days @ \$250)	706	15,000.00	0.00	0.00	0.00	15,000.00
Competency-based Education Expert (Redfield) (1 person x 1 wk x 5 days @ \$250)	706	0.00	1,800.00	0.00	1,800.00	(1,800.00)
SUBTOTAL TECHNICAL ASSISTANCE PERSONNEL	706	35,000.00	8,864.53	0.00	8,864.53	26,135.47
TRAVEL						
Airfare (4 rt US-Zimbabwe)	711	12,000.00	5,509.44	0.00	5,509.44	6,490.56
Per Diem (224 days @ \$66)	711	14,784.00	2,480.75	0.00	2,480.75	12,303.25
2 Rental Cars	711	3,000.00	459.82	0.00	459.82	2,540.18
Airfare: CBE Expert (1 rt US-Zimbabwe)	711	0.00	3,588.96	0.00	3,588.96	(3,588.96)
Per Diem: CBE Expert (5 days @ \$66)	711	0.00	560.58	0.00	560.58	(560.58)
SUBTOTAL TRAVEL	711	29,784.00	12,599.55	0.00	12,599.55	17,184.45
SHORT-TERM DIRECT COSTS	714	0.00	92.15	0.00	92.15	(92.15)
SHORT-TERM COST SUBTOTAL		64,784.00	21,556.23	0.00	21,556.23	43,227.77
INDIRECT COSTS @ 28%	798	17,491.68	6,035.74	0.00	6,035.74	11,455.94
TOTAL COSTS		\$82,275.68	\$27,591.97	\$0.00	\$27,591.97	\$54,683.71

June 12, 1986

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D. DELIVERY ORDER #6 EXPENDITURES

Signed 3/27/85, Completed 4/11/85

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

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES	
			TO DATE 3/86 *	FUNDS REMAINING
CONSULTANCY FEE 3 days @ 250/day	706	\$750.00	\$750.00	\$0.00
TRAVEL EXPENSES				
Full-fare Economy Air Ticket	711	3,125.00	3,109.00	16.00
Per Diem 5 days @ 60/day	711	300.00	322.00	(22.00)
MISCELLANEOUS EXPENSES/CONTINGENCY	714	100.00	52.10	47.90
SUBTOTAL		4,275.00	4,233.10	41.90
INDIRECT COSTS @ 27%	798	1,154.25	1,142.94	11.31
TOTAL COST OF CONSULTANCY		\$5,429.25	\$5,376.04	\$53.21

* No change in expenditures since 4/85.

June 12, 1986

D. DELIVERY ORDER #7 EXPENDITURES

Signed 4/29/85, Completed 5/6/85

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

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE 12/85 *	EXPENDITURES THIS PERIOD 1/86-3/86	EXPENDITURES TO DATE 3/86	FUNDS REMAINING
TRAVEL r/t Dar es Salaam-Harare	711	\$800.00	\$746.93	\$0.00	\$746.93	\$53.07
PER DIEM 6 days @ \$60	711	360.00	354.02	0.00	354.02	5.98
SUBTOTAL		1,160.00	1,100.95	0.00	1,100.95	59.05
Indirect Costs @ 27%	798	313.20	297.26	0.00	297.26	15.94
TOTAL		\$1,473.20	\$1,398.21	\$0.00	\$1,398.21	\$74.99

* No change in expenditures since 6/85.

June 12, 1986

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D. DELIVERY ORDER #8 EXPENDITURES

Signed 6/27/85

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

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS PERIOD 1/86-3/86	EXPENDITURES TO DATE 3/86	FUNDS REMAINING
US ANNUAL BASE SALARY	701	697,200.00	0.00	895.83	895.83	696,304.17
5% INCENTIVE	710	45,104.00	0.00	81.33	81.33	45,022.67
7% RETIREMENT	703	63,144.00	0.00	58.09	58.09	63,085.91
TOTAL: SALARY PAYMENTS		805,448.00	0.00	1,035.25	1,035.25	804,412.75
PREDEPARTURE EXPENSES	727	3,200.00	0.00	238.70	238.70	2,961.30
SETTLING-IN ALLOWANCE	726	67,200.00	0.00	16,800.00	16,800.00	50,400.00
EDUCATIONAL EXPENSES	707	8,000.00	0.00	0.00	0.00	8,000.00
STORAGE	713	44,800.00	0.00	2,581.04	2,581.04	42,218.96
ORIENTATION PER DIEM	712	2,400.00	0.00	0.00	0.00	2,400.00
D.B.A. INSURANCE	717	0.00	0.00	0.00	0.00	0.00
RECRUITMENT COSTS						
Panelist honoraria	728	2,400.00	1,200.00	0.00	1,200.00	1,200.00
Candidate Airfare and Per Diem	728	7,800.00	3,700.30	0.00	3,700.30	4,099.70
Miscellaneous Recruitment Costs	728	0.00	0.00	82.02	82.02	(82.02)
TOTAL: RECRUITMENT COSTS		10,200.00	4,900.30	82.02	4,982.32	5,217.68
SUBTOTAL		941,248.00	4,900.30	20,737.01	25,637.31	915,610.69
2% ADMINISTRATIVE COST	799	18,824.96	98.01	414.74	512.75	18,312.21
TOTAL		\$960,072.96	\$4,998.31	\$21,151.75	\$26,150.06	\$933,922.90
June 10, 1986						

D. DELIVERY ORDER #9 EXPENDITURES

Signed 6/27/85

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

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 1/86-3/86	EXPENDITURES TO DATE 3/86	FUNDS REMAINING
US ANNUAL BASE SALARY	701	\$999,600.00	\$8,322.50	\$52,222.57	\$60,545.07	\$939,054.93
5% INCENTIVE	710	61,500.00	393.15	1,881.02	2,274.17	59,225.83
7% RETIREMENT	703	86,100.00	550.30	2,461.65	3,011.95	83,088.05
TOTAL: SALARY PAYMENTS		1,147,200.00	9,265.95	56,565.24	65,831.19	1,081,368.81
TRAVEL AND PER DIEM	712	133,200.00	13,286.19	21,337.97	34,624.16	98,575.84
SETTLING-IN ALLOWANCE	726	100,800.00	43,600.00	25,200.00	68,800.00	32,000.00
AIR FREIGHT	722	57,000.00	5,113.02	10,937.85	16,050.87	40,949.13
STORAGE	713	67,200.00	0.00	3,314.05	3,314.05	63,885.95
D.B.A. INSURANCE	717	0.00	0.00	0.00	0.00	0.00
PREDEPARTURE EXPENSES	727	4,800.00	250.00	73.25	323.25	4,476.75
EDUCATIONAL EXPENSES	707	12,000.00	0.00	96.05	96.05	11,903.95
OTHER COSTS LONG-TERM	716	0.00	0.00	75.00	75.00	(75.00)
RECRUITMENT	728	31,200.00	32,600.27	(6,766.53)	25,833.74	5,366.26
SUBTOTAL, LONG-TERM COSTS:		1,553,400.00	104,115.43	110,832.88	214,948.31	1,338,451.69
2% ADMINISTRATIVE COSTS	799	31,068.00	2,082.30	2,216.66	4,298.96	26,769.04
TOTAL		\$1,584,468.00	\$106,197.73	\$113,049.54	\$219,247.27	\$1,365,220.73
June 5, 1986						

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D. DELIVERY ORDER #10 EXPENDITURES

Signed 7/15/85

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

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES AS OF LAST QUARTER	EXPENDITURES THIS QUARTER 1/86-3/86	EXPENDITURES AS OF 3/86	FUNDS REMAINING
1. SALARY:						
Program Specialist (KDM/AED)	702	58,571.43	10,042.96	8,834.49	18,877.45	39,693.98
Project/Automation Specialist (AED)	702	142,857.14	0.00	0.00	0.00	142,857.14
Secretary (AED)	702	19,047.62	0.00	355.60	355.60	18,692.02
Software Specialist (ST)	702	28,571.43	0.00	754.95	754.95	27,816.48
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Total Salary:		249,047.62	10,042.96	9,945.04	19,988.00	229,059.62
2. BENEFITS:						
	704	64,752.38	2,611.17	2,585.71	5,196.88	59,555.50
3. CONSULTANTS (Hardware & Training):						
	706	60,000.00	5,640.00	1,762.50	7,402.50	52,597.50
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Total Salary, Benefits, & Consultants:		373,800.00	18,294.13	14,293.25	32,587.38	341,212.62
4. TRAVEL AND TRANSPORTATION:						
International Travel						
10 RT Wash/Harare @2,500	711	25,000.00	5,824.48	7,209.32	13,033.80	11,966.20
Per Diem @66/day	711	11,000.00	3,157.87	2,497.59	5,655.46	5,344.54
In-country Travel						
30 RT/Yr. Harare/Bul @ \$100/trip	711	3,000.00	141.83	93.18	235.01	2,764.99
Per Diem @ \$66	711	4,000.00	0.00	0.00	0.00	4,000.00
U.S. Domestic Travel						
Airfare	711	0.00	0.00	658.00	658.00	(658.00)
Per Diem	711	0.00	0.00	906.25	906.25	(906.25)
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Total Travel:		43,000.00	9,124.18	11,364.34	20,488.52	22,511.48
6. OTHER DIRECT COSTS:						
Office Supplies	714	3,000.00	72.50	237.65	310.15	2,689.85
DBA Ins. @2.67 of overseas salaries	714	6,700.00	0.00	0.00	0.00	6,700.00
Communications	714	5,000.00	56.89	568.50	625.39	4,374.61
Printing & Reproduction	714	2,500.00	85.95	0.00	85.95	2,414.05
Postage & Delivery	714	4,500.00	46.00	50.06	96.06	4,403.94
Visa and Medical	714	300.00	0.00	112.00	112.00	188.00
Temporary Clerical	714	0.00	4,978.67	2,970.57	7,949.24	(7,949.24)
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Total Other Direct Costs:		22,000.00	5,240.01	3,938.78	9,178.79	12,821.21
Subtotal Costs Subject to Overhead:						
		438,800.00	32,658.32	29,596.37	62,254.69	376,545.31
7. OVERHEAD						
	798	30,000.00	9,144.33	8,286.98	17,431.31	12,568.69
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Subtotal Direct Costs Plus Overhead:		468,800.00	41,802.65	37,883.35	79,686.00	389,114.00

DELIVERY ORDER #10 (cont)

8. EQUIPMENT & SOFTWARE:						
Computer Hardware	750	384,000.00	0.00	0.00	0.00	384,000.00
Off-the-Shelf Software	750	54,000.00	0.00	0.00	0.00	54,000.00
Custom Software Core	750	50,000.00	0.00	0.00	0.00	50,000.00
Communications Equipment	750	9,000.00	0.00	0.00	0.00	9,000.00
Spare Parts	750	96,000.00	0.00	0.00	0.00	96,000.00
Forms Paper for redesign	750	12,000.00	0.00	0.00	0.00	12,000.00
Training materials	750	6,000.00	0.00	0.00	0.00	6,000.00
		-----	-----	-----	-----	-----
Total Equipment and Software:		611,000.00	0.00	0.00	0.00	611,000.00
9. EQUIPMENT SHIPPING:						
	750	57,000.00	0.00	0.00	0.00	57,000.00
10. SHORT-COURSE SCHOLARSHIP:						
	752	90,000.00	0.00	0.00	0.00	90,000.00
11. ALLOWANCES:						
Housing Allowance - Auto Specialist	753	10,500.00	0.00	0.00	0.00	10,500.00
Settling In Allowance @\$8,500	754	8,500.00	0.00	0.00	0.00	8,500.00
Educational Allowance @\$1,500/child	755	0.00	0.00	0.00	0.00	0.00
Guard Service @\$250/mo.	756	0.00	0.00	0.00	0.00	0.00
Storage @\$100/mo. + \$1,500 transfer	757	2,000.00	0.00	0.00	0.00	2,000.00
Post Differential @ 10% of Salary	758	0.00	0.00	0.00	0.00	0.00
Air Freight Shipping	759	0.00	0.00	0.00	0.00	0.00
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Total Allowances:		21,000.00	0.00	0.00	0.00	21,000.00
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Subtotal Other Costs:		779,000.00	0.00	0.00	0.00	779,000.00
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GRAND TOTAL:		1,247,800.00	41,802.65	37,883.35	79,686.00	1,168,114.00
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June 6, 1986		-----	-----	-----	-----	-----

D. DELIVERY ORDER #11 EXPENDITURES

Signed 9/26/85

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

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 1/86-3/86	EXPENDITURES TO DATE 3/86	FUNDS REMAINING
TECHNICAL ASSISTANCE PERSONNEL						
2 ST Consultants (2 x \$240 x 60 days)	706	\$28,800.00	\$0.00	\$5,760.00	\$5,760.00	\$23,040.00
TRAVEL						
International						
2 RT Wash-Harare @ \$3,000	711	6,000.00	0.00	2,530.00	2,530.00	3,470.00
Per Diem (2 x 70 x \$62)	711	8,680.00	0.00	0.00	0.00	8,680.00
In-country	711	500.00	0.00	0.00	0.00	500.00
Total Travel:		15,180.00	0.00	2,530.00	2,530.00	12,650.00
OTHER DIRECT COSTS						
Travel Preparation	714	200.00	0.00	0.00	0.00	200.00
DBA Insurance @ 2.67	714	0.00	0.00	0.00	0.00	0.00
Subtotal Other Direct Costs:		200.00	0.00	0.00	0.00	200.00
SUBTOTAL:		44,180.00	0.00	8,290.00	8,290.00	35,890.00
INDIRECT COSTS @ 28%	798	11,928.60	0.00	2,321.20	2,321.20	9,607.40
SUBTOTAL DIRECT COSTS PLUS OVERHEAD:		56,108.60	0.00	10,611.20	10,611.20	45,497.40
EQUIPMENT						
2 Microcomputers @ \$3,500	750	7,000.00	0.00	0.00	0.00	7,000.00
2 Printers @ \$1,500	750	3,000.00	0.00	0.00	0.00	3,000.00
2 Graphics Cards @ \$800	750	1,600.00	0.00	0.00	0.00	1,600.00
Software Packages	750	4,000.00	0.00	0.00	0.00	4,000.00
Diskettes	750	750.00	0.00	0.00	0.00	750.00
Printer Ribbons, Reinker	750	500.00	0.00	0.00	0.00	500.00
Transformers, Power Strips	750	500.00	0.00	0.00	0.00	500.00
Air Freight	750	3,000.00	0.00	0.00	0.00	3,000.00
Publications, AVA Fee	750	2,000.00	0.00	1,246.00	1,246.00	754.00
Total Equipment:		22,350.00	0.00	1,246.00	1,246.00	21,104.00
TOTAL COSTS:		\$78,458.60	\$0.00	\$11,857.20	\$11,857.20	\$66,601.40
June 9, 1986						

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D. DELIVERY ORDER #12 EXPENDITURES

Signed 9/25/85

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

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 1/86-3/86	EXPENDITURES TO DATE 3/86	FUNDS REMAINING
US ANNUAL BASE SALARY:	701	\$15,602.00	\$3,900.51	\$3,900.51	\$7,801.02	\$7,800.98
5% INCENTIVE:	710	900.00	225.00	225.00	450.00	450.00
7% RETIREMENT:	703	1,260.00	315.00	315.00	630.00	630.00
TOTAL SALARY PAYMENTS:		17,762.00	4,440.51	4,440.51	8,881.02	8,880.98
2% ADMINISTRATIVE COSTS:	799	355.24	88.81	88.81	177.62	177.62
TOTAL:		\$18,117.24	\$4,529.32	\$4,529.32	\$9,058.64	\$9,058.60
June 6, 1986		-----	-----	-----	-----	-----

D. DELIVERY ORDER #13 EXPENDITURES

Signed 9/25/85

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

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 1/86-3/86	EXPENDITURES TO DATE 3/86	FUNDS REMAINING
TECHNICAL ASSISTANCE PERSONNEL (1 x \$235 x 16 days)	706	\$3,760.00	\$0.00	\$1,753.40	\$1,753.40	\$2,006.60
TRAVEL						
Air Fare (1 RT Wash-Harare)	711	2,450.00	2,635.00	(358.62)	2,276.38	173.62
Per Diem (14 days @ \$66)	711	924.00	123.71	590.58	714.29	209.71
Total Travel:		3,374.00	2,758.71	231.96	2,990.67	383.33
COMMUNICATIONS & ODC:	714	600.00	0.00	0.00	0.00	600.00
Subtotal Direct Costs:		7,734.00	2,758.71	1,985.36	4,744.07	2,989.93
INDIRECT COSTS @ 28%	798	2,088.18	772.44	555.90	1,328.34	759.84
TOTAL:		\$9,822.18	\$3,531.15	\$2,541.26	\$6,072.41	\$3,749.77
June 10, 1986						

D. DELIVERY ORDER #14 EXPENDITURES

Signed 11/1/85

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

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS QUARTER 1/86-3/86	EXPENDITURES TO DATE 3/86	FUNDS REMAINING
US ANNUAL BASE SALARY	701	\$1,069,731.00	\$0.00	\$5,344.90	\$5,344.90	\$1,064,386.10
5% INCENTIVE	710	66,625.00	0.00	320.66	320.66	66,304.34
7% RETIREMENT	703	93,275.00	0.00	448.91	448.91	92,826.09
TOTAL: SALARY PAYMENTS		1,229,631.00	0.00	6,114.47	6,114.47	1,223,516.53
TRAVEL AND PER DIEM	712	186,420.00	0.00	15,449.79	15,449.79	170,970.21
SETTLING-IN ALLOWANCE	726	109,200.00	0.00	47,000.00	47,000.00	62,200.00
AIR FREIGHT	722	79,950.00	0.00	12,250.76	12,250.76	67,699.24
BOOK/MATERIALS SHIPPING	722	0.00	0.00	3,406.31	3,406.31	(3,406.31)
STORAGE	713	79,950.00	0.00	4,237.57	4,237.57	75,712.43
D.B.A. INSURANCE	717	0.00	0.00	0.00	0.00	0.00
PREDEPARTURE EXPENSES	727	5,200.00	0.00	891.00	891.00	4,309.00
EDUCATIONAL EXPENSES	707	13,000.00	0.00	0.00	0.00	13,000.00
OTHER COSTS - LONG TERM	716	0.00	0.00	0.00	0.00	0.00
RECRUITMENT						
Interviewee Travel (Airfare, per diem, and misc. costs; 60 people @ \$700)	728	42,000.00	24,621.35	(4,864.90)	19,756.45	22,243.55
GOZ Team Travel Costs:						
Airfare (3 x \$1800)	728	5,400.00	1,717.98	1,708.08	3,426.06	1,973.94
Per Diem	728	2,347.50	1,609.78	614.29	2,224.07	123.43
Housing/Interviewing Space	728	4,550.00	0.00	0.00	0.00	4,550.00
U.S. Vocational Expert:						
Airfare	728	800.00	1,992.00	(969.00)	1,023.00	(223.00)
Per Diem (13 x \$75)	728	975.00	968.97	0.00	968.97	6.03
Consultancy Fee (13 X 250)	728	3,250.00	2,194.00	0.00	2,194.00	1,056.00
Newspaper, Professional Journal Ads	728	18,000.00	4,927.34	8,185.13	13,112.47	4,887.53
AVA Recruitment Team Costs:						
Booth Rental	728	1,100.00	130.00	966.25	1,096.25	3.75
Airfare (3 x \$1800)	728	5,400.00	0.00	0.00	0.00	5,400.00
Per Diem	728	1,785.00	0.00	0.00	0.00	1,785.00
AVA Registration (3 x \$60)	728	180.00	0.00	0.00	0.00	180.00
Hatch/Reynolds Airfare/per diem	728	1,700.00	357.28	536.00	893.28	806.72
Incidental Recruitment Costs	728	1,250.00	3,055.37	248.75	3,304.12	(2,054.12)
SUBTOTAL RECRUITMENT COSTS:		88,737.50	41,574.07	6,424.60	47,998.67	40,738.83
SUBTOTAL		1,792,088.50	41,574.07	95,774.50	137,348.57	1,654,739.93
2% ADMINISTRATIVE COSTS	799	34,067.02	831.48	1,915.49	2,746.97	31,320.05
TOTAL		\$1,826,155.52	\$42,405.55	\$97,689.99	\$140,095.54	\$1,686,059.98
June 6, 1986						

D. DELIVERY ORDER #15 EXPENDITURES

Signed 10/17/85

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

LINE ITEM	ACCOUNT NUMBER	BUDGET ALLOCATION	EXPENDITURES TO DATE LAST QUARTER	EXPENDITURES THIS PERIOD 1/86-3/86	EXPENDITURES TO DATE 3/86	FUNDS REMAINING
US ANNUAL BASE SALARY	701	\$297,560.00	\$0.00	\$2,373.57	\$2,373.57	\$295,186.43
5% INCENTIVE	710	18,452.00	0.00	162.42	162.42	18,289.58
7% RETIREMENT	703	25,828.00	0.00	227.36	227.36	25,600.64
TOTAL: SALARY PAYMENTS		341,840.00	0.00	2,763.35	2,763.35	339,076.65
TRAVEL	712	53,760.00	0.00	5,274.78	5,274.78	48,485.22
TRAVEL PER DIEM	712	3,600.00	0.00	0.00	0.00	3,600.00
SUBTOTAL: TRAVEL AND PER DIEM		57,360.00	0.00	5,274.78	5,274.78	52,085.22
PREDEPARTURE EXPENSES	727	1,600.00	0.00	20.00	20.00	1,580.00
SETTLING-IN ALLOWANCE	726	33,600.00	0.00	21,800.00	21,800.00	11,800.00
AIR FREIGHT	722	24,600.00	0.00	5,200.97	5,200.97	19,399.03
EDUCATIONAL EXPENSES	707	4,000.00	0.00	0.00	0.00	4,000.00
STORAGE	713	24,600.00	0.00	560.00	560.00	24,040.00
D.B.A. INSURANCE		0.00	0.00	0.00	0.00	0.00
SUBTOTAL		487,600.00	0.00	35,619.10	35,619.10	451,980.90
2% ADMINISTRATIVE COSTS	799	9,752.00	0.00	712.38	712.38	9,039.62
TOTAL		\$497,352.00	\$0.00	\$36,331.48	\$36,331.48	\$461,020.52
June 10, 1986						

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APPENDIX A
TRAVEL OF CORE CONTRACT PERSONNEL

APPENDIX A

TRAVEL OF CORE CONTRACT PERSONNEL

October 1, 1985 - March 30, 1986

<u>DATE</u>	<u>TRAVELER</u>	<u>DESTINATION</u>	<u>PURPOSE</u>
October 2 - 4	R. Klauss	Bulawayo KweKwe Francistown	To meet with OPEXers, and local car dealer in Francistown, Botswana to discuss the process of purchasing cars.
October 23	R. Klauss	Bulawayo	To visit the Regional Education Office and discuss with staff members the implementation of the computerization effort being carried out under D.O. #10.
October 24 - 25	R. Klauss	Mutare	Participated in a site meeting at Mutare Technical College, and met with various persons involved in the planning and construction of this new facility.
December 7 - 9	J. Hatch	Atlanta, GA	To attend the American Vocational Association Convention for recruitment purposes.
December 16 - 22	J. Hatch	Phoenix, AZ San Jose, CA San Francisco, CA	To escort Zimbabwe's Minister of Education, Dr. D. Mutumbuka on visits to various schools and campus'.
March 30 - April 4	S. Moseley	Harare	To visit OPEXers and meet with Government officials.
April 4 - May 7	J. Hatch	Harare	To cover field office while R. Klauss was on home leave.

APPENDIX B
HOME OFFICE MONTHLY REPORTS

ZIMBABWE BASIC EDUCATION AND SKILLS TRAINING PROJECT

Monthly Progress Report No. 17

October 1, 1985 - October 31, 1985

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

Delivery Order #3

Preparations were made for early November departure of the Scott family; Mr. Scott was selected during the D.O. #9 recruitment process. Mr. Brittingham, also from the same recruitment drive, was unable to come to a satisfactory salary agreement and withdrew from consideration. Dr. White, replacement for Dr. Phares as a curriculum specialist, completed most of his application material with the hopes of being in Zimbabwe in January.

Delivery Order #4

Mr. Eric Eno returned to Zimbabwe on October 20 to oversee the installation and testing of specially designed software for the Examinations Branch. He returned at the end of the month; his report is attached. Equipment requested under this delivery order has been ordered with the exception of a video system to be used in training. Mr. Eno will take information about possible equipment with him on his November trip to see which will be the most appropriate.

Delivery Order #5

It was learned that the request for the Vocational/Technical Librarian has been postponed from early January to nearer May. Ms. Feen, the candidate to fill that position, has been notified.

Delivery Order #8

Offers of appointment to Dr. Katzenstein (Microbiology), Mr. Howell (Mechanical Engineering) and Mr. King (Electrical Engineering) were received this month from the University and forwarded to the appointees. Interviews were held October 19 for positions in Business, Accounting and Ophthalmology. The committee consisted of Prof. Derek Bardo (Shippensburg State University of Pennsylvania), Prof. Dennis Patz (Boston University) and John Hatch (AED) as Recorder. Four candidates in total were interviewed and reports on their interviews sent to Harare.

Delivery Order #9

Four candidates: Wilson, Cavaliere, Sutton and Seeger were notified of their acceptance as Lecturers on the new Bachelor of Applied Technology Program. Mr. Seeger eventually withdrew because of a change in his status and role at his institution, but preparations went forward for departures in mid-November of Scott and Cavaliere and in December of Wilson. Dr. Hosny was informed directly of his appointment as Lecturer and salary discussions were begun with him.

Delivery Order # 10

On October 15, Mr. Kurt Moses (Program Specialist) and Mr. Randy Kurkjian (Project Automation Specialist designee) departed for Harare to begin the first steps towards the Ministry of Education's regional computerization plan. Mr. Kurkjian was selected from a slate of candidates and went to Harare to assess the needs, begin the work on the project and to be confirmed in the position for which he was chosen. He will remain there through mid-November and return permanently with his family in mid-December. Mr. Moses returned at the end of the month; his report is attached.

Delivery Order #11 and #13

On his trip to Harare, Mr. Moses bought along resumes of candidates for the two computer oriented positions under these delivery orders. It is expected that selected candidates will begin working in late November or early December.

Delivery Order #12

Mrs. Esi Honono was formally hired as a librarian to assist the Ministry of Labor, Manpower Planning and Social Welfare during this month. Her contract was back dated to September 1 in recognition of the fact that she had been on the job since that time. Formal contracts and pay roll adjustments will reflect this fact.

Delivery Order #15

This delivery order, to pay the support and "topping up" costs of four apprentice and technical training instructors, was signed and received this month. Their recruitment costs will be covered under D.O. #14 which is expected to be signed in early November.

Administrative

The majority of the time and effort this month was spent in reviewing and responding to the applicants for positions on D.O.s #14 and 15. After initial review the resumes were sent to Harare, resumes arriving after the middle of the month were held for the expected immediate arrival of the selection committee.

The work was greatly assisted by the arrival of Ms. Almena Ryans as Administrative Secretary at the end of the month, as Ms. Ryans is familiar both with the Academy and its equipment and with the recruitment processes of the Zimbabwe/BEST Project. Mrs. Anne Beeson Royalty began work in mid-month as Logistics Coordinator. She was selected from seven candidates interviewed and brings both familiarity with the Academy and experience with computers and budgetting to the position. She will be cutting her teeth on the preparation of the budgets for the Third Semi-Annual Report. She has received assistance in the transition from Ms. Joan Parker who has moved to another Academy project.

Future

Basic efforts through January will involve the selection and preparation for departure of OPEXer's from D.O.s #3, #9, #14, #15 plus one to the University from D.O. #8. Selection of OPEXer's from D.O.s #14 and #15 will take place in mid to late November in Washington, D.C. and San Francisco.

In early December members of the MOE and M/LMPSW will be arriving to attend the American Vocational Association's (AVA) Annual Convention in Atlanta. Some interviewing of OPEXer candidates may be done then. A study tour of vocational and technical education institutes and decision making bodies will also have to be planned for after the Convention.

Mr. Kurkjian's departure and orientation will take place in early December as well. Mr. Eno will again visit the Examination Branch in late November to assist with the processing of the ZJC and Grade 7 exams. He should be there until mid-December.

Quarterly review of the program will coincide with the preparation of an estimated projection of 1986 program expenses, and follow up on the completion of the Third Semi-Annual Report. With people coming and going, with budgets to prepare and revise and two major U.S. holidays, it will be a busy final quarter of 1985.

Attachements

12-2-85

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ZIMBABWE BASIC EDUCATION AND SKILLS TRAINING PROJECT

Monthly Progress Report No. 18

November 1, 1985 - December 31, 1985

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

This report covers the two months mentioned above because of the overwhelming amount of work generated during both months as indicated below.

Delivery Order #3

The Scott family passed through pre-departure orientation and reported to work in Harare on November 14. Mr. Scott will be working with the Industrial Training Section of the Ministry of Labour, Manpower Planning and Social Welfare. Dr. White is expected to depart in early 1986. From those chosen in November, Gerald Mattison and Daniel Powell will be added in 1986 to complete the delivery order's complement.

Delivery Order #4

Mr. Eric Eno completed the testing of software in early November and returned later in the month to oversee the processing of the Grade 7 examinations. He returned home in mid-December. Equipment specified under Amendment 2 has been ordered and some was hand carried by Mr. Eno to Zimbabwe.

Delivery Order #8

In early December Dr. Peter Young was offered an appointment to the University of Zimbabwe as a Senior Lecturer in Ophthalmology with the hopes that he could report by March, 1986. Word on three other candidates interviewed in October is expected in early January.

Time was spent in assisting Dr. Katzenstein (Microbiology) with completing his application forms. Misunderstandings were resolved allowing Mr. Howell (Mechanical Engineering) and Mr. King (Electrical Engineering) to begin work on their forms. Both men will be reporting in June, 1986.

Delivery Order #9

Three additional candidates: Amoapim, Brooks and Mapp were notified of their acceptance as Lecturers with the Bachelor of Applied Technology (B. Tech) Program. It is expected that they will report in early 1986. Mr. Cavaliere arrived in Harare in mid-November to begin work on the program. He was followed in early December by Dr. Wilson. Salary negotiations and papers preparation assistance was given to all of the candidates. From those chosen in November, three more were assigned to this Delivery Order: Bart Parker-Ross, William Sheehan and Charles Wright.

Delivery Order #10

Mr. Randy Kurkjian (Project Automation Specialist) completed his month long trip in mid-November. During that time he began the initial work on the MOE computer regionalization plans. On November 22, Mr. Kurkjian decided not to accept the Computer Specialist position and to work elsewhere. Work was begun to find a replacement candidate for him right after the Thanksgiving holidays. Mr. Issac Menashe and Sam Gumbo arrived on December 8 for two weeks to assist in drafting specifications for computer software needs under the supervision of Mr. Moses (Program Specialist). As no replacement could be found for Mr. Kurkjian in such a short period - the backup candidate refused further consideration - Mr. Kurkjian's offer to assist Menashe and Gumbo with their work was accepted. Because of the year end holidays time, no suitable candidate for the Computer Specialist position had been identified by the end of the month.

Delivery Order #11

None of the candidates who's resumes Mr. Moses brought to Zimbabwe proved to be available. The period ended with a continued search for two candidates.

Delivery Order #13

Of the proposed candidates suggested by Mr. Moses during his visit, Dr. Vijay Kumar was selected to assist the Ministry of Labour, Manpower Planning and Social Welfare with reviewing needs for a scholarship tracking computer-based program and will plan for the operationalization of the tracking program. It is expected that Dr. Kumar will be in Harare for two weeks in early January.

Delivery Order #14

This delivery order, signed November 1, called for 13 OPEXers to be selected for the B. Tech Program as well as for the visit of a selection team to the American Vocational Associations (AVA) annual convention, December 6-9 in Atlanta, Georgia. Coupled with D.O. #15, 17 new OPEXers were to be selected plus five to fill vacancies in D.O.s #3 and #9. It had been expected that interviews would begin on November 4 but the starting date was moved to November 11 and then to the 16th, necessitating a rescheduling of appointments and transportation arrangements. About twenty candidates initially selected for interviews were replaced by twenty new ones of a different kind of expertise and the schedule reshuffled on the 16th and days following.

Eighty candidates were interviewed in Washington, D.C., San Francisco and New York City by a team lead by Deputy Secretary R. Muringi (Labour), and including Deputy Secretary E. Mufuka (P.S.C.), Dr. David Oscarson (University of Houston, Nov. 16-23), and Dr. Myron Lewis (SUNY - Buffalo, Nov. 24-27). John Hatch accompanied the team as a logistics coordinator. Twenty-five candidates were offered contracts, three more than necessary so as to have replacements should the offers be declined. Some candidates were assigned to vacancies remaining in D.O.s #3 and #9, and four were selected for D.O. #15.

A booth was rented at the AVA convention as planned in early December but none of the expected representatives from the Ministries of Education or Labour, Manpower Planning and Social Welfare could attend. John Hatch manned the booth, telling people the needs of Zimbabwe and recruiting applicants for future positions. Mr. Mike Mambo, Principal of KweKwe Technical College, presented a paper on the development of technical education in Zimbabwe which had been written by Dr. Manyuchi.

Delivery Order #15

Four candidates were selected in late November for positions as instructors in the technical colleges. The four: Calvin Hooks (Electronics/Curriculum Development), Christian Rutkowski (Electrical/Physics), Linda Salas (Architecture), and Charlie Ukutt (Technologist) are expected to begin work as soon as possible in 1986.

Administrative

The two month period was primarily focused on the recruitment and selection processes involving the Ministry of Labour, Manpower Planning and Social Welfare. A strong secondary focus of time and energy involved support to the Ministry of Education through D.O.s #4 and #10, as outlined above, and the visit of the Minister of Education. Word was received of the Minister's proposed trip the week of November 20th and the Minister arrived December 8. In that span of time arrangements were made for him to observe community colleges, teacher education programs, the use of computers in higher education, school systems and to meet with those involved in using or administering those programs.

Dr. Mutumbuka began his trip in Washington, D.C. where he was escorted by either Dr Hatch or Mr. Moses and continued to Florida with Mr. Moses for visits to Florida State University, Miami-Dade Junior College and the Epcot Center. Dr. Hatch met him in Phoenix for visits to various branches of Maricopa Community College and they continued on to California for visits to San Jose State University, the University of California - Santa Cruz, Cabrillo Community College and the Santa Cruz school system. On December 22, Dr. Mutumbuka flew to Houston, Texas where he was the guest of Dr. Cynthia Perry, Director of the Department of Education and Human Resources, Office of Technical Resources of the Africa Bureau of A.I.D. He completed his visit December 26 and 27 in New York City.

End of the year accounting and the preparation of budgets for 1986 also demanded time during this period. Reports that were to be written were in some cases postponed until January because of the above mentioned work load. Both Ms. Ryans and Mrs. Beeson Royalty, new to their positions at the beginning of this period, became experienced veterans by the end of 1985.

Future

Assisting selected OPEXers and their families complete forms and prepare for departure to Zimbabwe will be a prominent part of the first three months of the new year. Thirty OPEXers have been selected, with one or two more offers expected soon, and most of them are expected to be working in Zimbabwe by the end of March.

The Fourth Semi-Annual report will have to be drafted during this period, as well as the two quarterly financial statements that go with it. The quarterly statement ending December 1985 will also have to be prepared.

Selection of candidates with differing computer studies backgrounds will be needed for both Ministries, and, most importantly, to replace Mr. Kurkjian. Work on the M.O.E. regional computerization project should be in full swing, including the drafting of a request for proposals for equipment and software and the awarding of those contracts. A new delivery order is also expected that will reinforce the work that has been carried out by Mr. Eno under D.O. #4.

Attachment

2-5-86

ZIMBABWE BASIC EDUCATION AND SKILLS TRAINING PROJECT

Monthly Progress Report No. 19

January 1, 1986 - January 31, 1986

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

Delivery Order #3

Mr. Gerald Mattison (Electrical) and his wife departed on the last day of the month for assignment in Zimbabwe. Remaining are Mr. Powell (Mechanical), whose departure is expected at the end of next month, and Dr. White (Curriculum Development), whose final papers were submitted in mid-month and should therefore be on his way by the end of March.

Delivery Order #4

Under amendments to the subcontract with The Little Computer That Could, Mr. Ken Cornwall arrived in Harare on January 10 to provide two weeks of assistance to the MOE Examinations Branch with examinations processing support, and Mr. Eric Eno arrived January 15 to assist with the ZJC examinations processing. Mr. Cornwall was to provide general advice as needed; rewrite computer programs where necessary; provide training assistance when asked, and if time permitted, write test modifications for the evaluation of proposals for software modifications.

Mr. Eno's trip was necessitated by delays in processing the ZJC examinations and the transfer of responsibility for processing from the Treasury Bureau to C.F. Tulley Associates. Mr. Eno will assist in the coordination of the transfer, analysis of the current processing problems so as to prevent future problems and with the development of a comprehensive time table for data processing events for the 1986 examinations. Mr. Eno is expected to depart Harare on February 8.

Delivery Order #8

Dr. Billie Ann Brotman was offered a position with the University while Drs. Kleespie and Hassler's candidacies were not approved. Dr. Brotman is expected at the University in January 1987. Dr. Katzenstein (Microbiology) awaits clearance to depart and Dr. Young (Ophthalmology) completed and submitted all of his papers and hopes for an early March arrival.

A draft of a planned part-time MBA program was received. It was sent as a precursor to a D.O requesting assistance for short-term faculty assistance in that area.

Delivery Order #9

Three OPEXers departed this month for Harare and work on the Bachelor of Technology Program. Arthur Sutton (Electrical) and his son (family to go later) departed from Washington on January 3. Johnnie Mapp (Business) and Jonas Amoapim (Computer Science) and the Mapp family were in Washington for orientation January 30 and 31. The two men left on the 31 for Harare, the Mapp family will follow later. Three OPEXers assigned to this D.O. remain to go to the field.

Delivery Order #10

Because the recruitment for a Project Automation Specialist had not yet produced a viable candidate, and because he was needed in Harare to finish the request for computer hard and software proposals and to attend the bidders conference February 7, Kurt Moses (Program Specialist) left for Harare on January 23 for three weeks of work. Throughout the month potential Specialist candidates were contacted and interviewed, candidates being generated from Academy files and advertisements. Nasser Abdelilah, Team Leader for SAUDOS Project at King Saud University, also assisted with screening and interviewing candidates.

Delivery Order #11

Mr. Louis Simmons was selected to begin a two month tour, as part of a four month process to assist the Ministry of Labour, Manpower Planning and Social Welfare develop a microcomputer based administrative and budgetary capabilities. Mr. Simmons arrived in Harare January 28. Within a month he will develop specifications for tendering an RFP for equipment and software. At the end of his tour he will propose a plan for an integrated management information system.

Delivery Order #13

Dr. Vijay Kumar arrived in Harare on January 6 to assist the Ministry of Labour, Manpower Planning and Social Welfare with the development of a computer based scholarship tracking system. Dr. Kumar returned after a week, (his report is attached) and Mr. Moses will complete work during his trip which began at the end of the month.

Delivery Order #14

The first of the newly recruited candidates assigned to this D.O. departed for Harare on January 31 after two days of orientation in Washington. Mr. Hugh Gibson will serve as a Lecturer of Computer Science in the Bachelor of Technology Program. During this month the alternate candidates selected in December became active candidates as some who were initially offered positions withdrew for various reasons.

Delivery Order #15

Mr. Christian Rutkowski and his wife completed orientation on January 31 and Mr. Rutkowski departed for Harare to teach Electronics and Physics in the technical colleges. His wife will follow late in the year.

Administrative

Work continued on assisting newly recruited OPEXers to complete forms, make travel plans and other preparations for departure. Because of poor telephone connections, heavy use has been made of AED's telex to communicate with automotive dealers in Francistown, Botswana on behalf of those wishing to purchase a new vehicle prior to entry to Zimbabwe.

Most reports have been written and are now up to date, and nearly all budgetary breakdowns have been developed and entered on the microcomputer. This latter exercise included accounting reports necessary to stay abreast of D.O. expenditures and commitments. Rectifying various salary inaccuracies, due to incomplete information and confusion about raises instituted in July, have also required a lot of the accounting efforts spent this month. Once up to date in all departments, the computer will allow accurate accounting and expenditure projections for all D.O.s, individual OPEXers and for the core contract's budget.

John Hatch also managed to find time for meetings with Earle Brown, Director of Programs of the African Development Foundation and Meryl Zeidenberg, Manager of Equator Advisory Services Ltd. of the Equator Bank. Both meetings were to explore ways we might be able to work together in assisting the Government of Zimbabwe. Dr. Hatch also met with Dr. Cynthia Perry, Director of AID's Division of Education and Human Resources in the Office of Technical Resources of the African Bureau.

Future

Besides sending about a dozen or so OPEXers to the field, the office will also be involved in seeing the MOE regional computerization project get underway. That will include the selection of hard and software vendors and the selection and placement of the Project Automation Specialist. In-office computerization should be completed in the next month as well. Preparations will also begin for Dr. Klauss' contract renewal and home leave, John Hatch's annual trip to Harare in April and the trip of Mr. Stephen Moseley, AED's Executive Vice President, in April.

Attachment

2-10-86

ZIMBABWE BASIC EDUCATION AND SKILLS TRAINING PROJECT

Monthly Progress Report No. 20

February 1, 1986 - February 28, 1986

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

Delivery Order #3

Mr. Louis Brittingham, originally a candidate under this D.O., has been hired under D.O. #15. Arrangements were completed for the departure of Mr. Powell and his family in early March and preliminary arrangements made for Dr. White and family to leave in June.

Delivery Order #4

Mr. Eric Eno returned from Harare on February 9 where he had been assisting in the process of transferring the ZJC Examinations processing to C.F. Tulley Associates. While there he assisted with the development of a comprehensive time table for data processing events for the 1986 examinations. It is expected that Mr. Eno's next visit will not be until late April or early May.

Delivery Order #8

Dr. David Katzenstein and his wife completed orientation and departed for Harare and posting at the University of Zimbabwe in Microbiology. As the first of the University placements under the ZIMMAN Program, much had to be learned about how the placement process would work and what time lines would exist. It is hoped that experience from their placement will assist with smoother placements of subsequent University appointments.

The next placement is expected to be Dr. Peter Young, in Ophthalmology, probably in late April.

Delivery Order #10

Program Specialist, Kurt Moses, went to Harare in late January and returned February 16. The purpose of his trip was to see through the final form of the RFP for hard- and software for the computer regionalization project. He then participated in the bidders conference and sent back both the RFP and notes from the conference for those who had requested the RFP in this country. Six were received by November 26.

Ms Valerie Jackson joined the project to provide administrative assistance support for one-third of her time and was put right to work providing follow up to Mr. Moses' trip and preparation for his departure again February 28. This next trip will be for a week to review the bids submitted for the RFP. Kurt will return again late March to continue procurement follow up and presentation of a candidate for Project Automation Specialist.

Delivery Order #11

Mr. Louis Simmons has been assisting the Ministry of Labour, Manpower Planning and Social Welfare with the development of a microcomputer based administrative and budgetary planning capacity. Specifications for microcomputers to be acquired for the project are expected soon. Mr. Simmons will be there through March developing the system for the capacity.

Delivery Order #13

While in Harare, Mr. Moses completed the work begun by Dr. Vijay Kumar last month at the Ministry of Labour, Manpower Planning and Social Welfare with the development of a computer based scholarship tracking system.

Delivery Order #14

Three OPEXers passed through Washington for orientation prior to departure this month for Harare and work as Lecturers in the new B. Tech. Program. Mr. Marlin Sheridan (Civil) and his wife and Mr. Hiro Chiba (Computer Science), wife and children were here around the 19th. Dr. Osama Mostafa (Electrical) followed on the 25th. At least two more will be sent by next month, leaving five to go in late May to early June.

Delivery Order #15

On February 6, Ms. Linda Salas (Architecture) was in Washington for orientation prior to departure that day for Harare. Mr. Louis Brittingham, an earlier candidate for D.O. #3, was accepted as a candidate under this D.O. Mr. Brittingham will depart for Harare on March 18. The two remaining candidates under this D.O. will depart in July.

Administrative

Most of the activities of this month was spent in support of the long- and short-term personnel going to Zimbabwe. Forms completion, orientations for departure to Harare, and telexes about automotive purchases was the bulk of the efforts. These activities should slow down until early May and the preparations for a large number of departures at the end of May and early June.

Planning for staff travel formed another core of activities - plans were made for Dr. John Hatch's trip to Harare April 4 for a month. Dr. Rudi Klauss' contract was renewed for a year and he will be on home leave and vacation during Dr. Hatch's visit. Mr. Steve Moseley's visit has been tentatively scheduled for March 30 to April 3.

Mr. Victor Barnes, of Creative Associates is enroute to Zimbabwe for TDY/4 to USAID/Harare for BEST evaluation, spent a few hours in the Washington office learning more about the Program. He will meet again with Dr. Hatch and Mr. Moseley during his visit to Zimbabwe. On February 7, Dr. Hatch went to an all day ASTD/World Bank sponsored institutional roundtable on "International Training and Human Resource Development Practices and their Effectiveness."

The Third Semi-Annual Report for the Zimbabwe/BEST Project has been completed. Copies have been sent to Laura McGhee, Robert Wrin, Cynthia Perry and Rudi Klaus. The Zimbabwe unit is now working on producing the Fourth Semi-Annual Report.

Future

Preparations for various staff trips will intensify and work will continue on preparing and sending people to Zimbabwe to work in technical education. Ms. Ryans will receive upgrade training on the office word processing equipment in the next months. A major developmental effort will be producing reports and descriptive papers on the Program which will have passed its second "birthday" and be in full force.

3-20-86

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Academy for Educational Development

AED
International Division

Twenty-five Years of Service: 1961-1986

ZIMBABWE BASIC EDUCATION AND SKILLS TRAINING PROJECT

Monthly Progress Report No. 21

March 1, 1986 - March 31, 1986

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

Delivery Order #3

Mr. Daniel Powell and his family were in Washington March 5 and 6 for orientation prior to departure for Zimbabwe. Mr. Powell will be a Lecturer in Mechanical Engineering at Harare Polytechnic. Carol Illinik, wife of OPEXer Robert Illinik, received orientation on the 18 enroute to join her husband in Bulawayo. Dr. David White will be the last candidate to go out under this D.O. and is expected in Zimbabwe in June.

Delivery Order #9

Mr. Charles Wright (Architecture) and spouse passed through Washington on March 6 for orientation prior to departure for Harare. They were followed by Bart Parker-Ross (Computer Science) and his family on the 26. The three remaining OPEXers to go out under this D.O. will be arriving in Zimbabwe in early June.

Delivery Order #10

Mr. Kurt Moses, Program Specialist, returned to Harare March 2 to participate in the selection of the company which will provide hardware, software and training to the Ministry of Education for the computer regionalization project.

Support work was supplied to Mr. Moses in the development of contract documents for the tendered RFP. The documents were hand carried to Zimbabwe by AED's Executive Vice President Stephen F. Moseley on March 28.

Delivery Order #11

Specifications for microcomputer equipment were received and tendered for bids. Because bids came in way over budget, the equipment was reconfigured. It is expected that a successful bidder will be chosen and much of the equipment will be hand carried to Zimbabwe by John Hatch on April 4.

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Mr. Louis Simmons, who had been assisting the Ministry of Labour, Manpower Planning and Social Welfare with the development of a microcomputer based administrative and budgetary planning capacity, returned to the U.S. on March 27. A summary of his report is attached.

Delivery Order #14

Dr. Raziq Qazi received his pre-departure orientation in Washington, on March 6, and then departed for Harare where he will be a Lecturer in Civil Engineering. His family will follow later.

Delivery Order #15

Mr. Louis Brittingham (Automotive), an earlier candidate for D.O. #3, departed for Harare on March 18. His family will follow later. The last candidate to go out under this D.O. will depart in July.

Administrative

Preparation for travel seems to have been the major theme this period. Both OPEXers mentioned above and those planning on late May - early June departures had travel and orientation plans made. John Hatch's trip for April 4 - May 7 required both logistical and report preparation, including budget analysis of each D.O. Assistance was provided to Stephen F. Moseley for his trip which includes a March 30 - April 4 visit to Zimbabwe.

Major additional activities included three days of training on the NBI word processing system for Almerna Ryans, and all received brief training on the use of a new duplicating machine. On March 20, the Academy was pleased to have Dr. Dzingai Mutumbuka, Zimbabwe's Minister of Education, as a visitor for discussions on program developments in Zimbabwe.

Future

Dr. Young (Ophthalmologist) and spouse will have a pre-departure orientation on April 1 in expectation of an early April departure for Canada to the University of Zimbabwe. With one possible exception, no other departures will take place before the last week of May. Computers and support materials for D.O. #11 will be readied early in the month for shipment to Harare.

The Fourth Semi-Annual Report period is now completed and work will begin on preparing the report. Logistics Coordinator, Anne Beeson Royalty will be leaving in July; work will begin to locate a successor who can be trained in the Logistics Coordinator's role prior to her departure.

Academy for Educational Development

AED

International Division

Twenty-five Years of Service: 1961-1986

Trip Report Interviews held in San Francisco, CA November 15 - 29, 1986

Postponed from November 4 to 11, the interviewing of 80 candidates recruited and selected during the previous month and a half began with the arrival of R. Muringi, Deputy Secretary, Ministry of Labour, Manpower Planning and Social Welfare and E. Mufuka, Deputy Secretary of the Public Service Commission, on Friday, November 15. The two postponements meant that interviews scheduled for the first week had to be rescheduled into the week of Thanksgiving and on Saturday the 16th so that the week of November 18 to 23 in San Francisco didn't have to be changed.

As it was, because of changed needs for personnel, twenty interviews were cancelled and another twenty people were identified and filled in to the schedule beginning on the 16th. Full days of interviews were planned, including two Saturdays. The team was joined on the 16th by Dr. David Oscarson of the University of Houston until the 24th when Dr. Myron Lewis of Buffalo State College, SUNY joined for three days of interviews in Washington, D.C. John Hatch served as Logistics Coordinator for the team through the 24th when Almena Ryans, who had been providing scheduling and ticketing support for interviewees, took over.

Of the 80 people interviewed, 26 candidates were selected; three for Delivery Order (D.O.s) #3 and four for D.O. #9 as replacements, four for D.O. #15 and 13 for D.O. #14 plus three to serve in case any of the chosen candidates decided to drop out. Interviews that had been scheduled to take place in New York City after Thanksgiving were not needed and were cancelled, except for informational interviews with Zimbabweans studying in the U.S.A. The Deputy Secretaries proceeded to New York for Thanksgiving and two days of interviews before proceeding to London and Harare on the 29th. Given the number of applicants, over 1200, and the short time between the arrival of applications, interviews and the number interviewed, a lot of hard work and patience was needed and given on all sides to make the process work in the successful way it did.

Academy for Educational Development

AED

International Division

Twenty-five Years of Service: 1961-1986

Recruitment Trip Report American Vocational Association Convention Atlanta, Georgia December 7 - 9, 1985

Originally planned as solely a trip to attend the American Vocational Associations' annual convention for professional and contact development, it became a recruitment trip, complete with a booth, in September. Members of the Ministries of Education and of Labour, Manpower Planning and Social Welfare planned to attend, share in manning the booth, and make a joint presentation at the conference.

In November it became clear that Ministry representatives would be unable to attend the conference, leaving John Hatch to man the exhibit and recruit candidates. Dr. Manyuchi, Director of Vocational and Technical Education, did prepare a presentation outline on Vocational Education in Zimbabwe, which Mr. Mike Mambo, Principal of KweKwe Technical college and graduate student at Florida State University, was able to present on behalf of the Ministries.

The International section of the Convention had most successful and interesting meetings, most of which were attended by Mr. Mambo while John Hatch was at the booth. The booth drew both people who had heard of Zimbabwe and those that were just curious. Many stopped to ask about procedures and processes for applying for overseas positions. Mr. Mambo's presentation, and subsequent occasional presence in the booth caused others to stop by. Contacts were made with individuals and organizations interested in supporting work in Zimbabwe, including Ferris State College, Ohio State University's Competency Based Education Center and a few community technical colleges. In all, it was worthwhile for the program to have been represented, but more people, able to attend meetings as well as man the booth, would have been more effective.

Academy for Educational Development

AED

International Division

Twenty-five Years of Service: 1961-1986

**Trip Report
Escort Officer with Honorable Dr. Dzingai Mutumbuka
Phoenix, Arizona, San Jose, Santa Cruz, and San Francisco,
California
December 8 - 28, 1986**

Zimbabwe's Minister of Education, Dr. Dzingai Mutumbuka, arrived in Washington, D.C. on December 8, and was met at the airport by Kurt Moses and a representative from the Embassy of Zimbabwe. The purpose of the Minister's trip was to learn more about U.S. education, especially the Gifted and Talented, community colleges, and teacher education.

In Washington the Minister visited the Academy, the Center for Instructional Development and Evaluation at the University of Maryland with Kurt Moses, and Control Data Corporation, the University of the District of Columbia's faculty computer training center, and the Office of Science and Technology at A.I.D. with John Hatch. Dr. Mutumbuka also met with Ambassador Edmund Garwe, Luke Hingston, President of the Brothers' Brothers Foundation, Mr. Frank Wisner, Deputy Assistant Secretary for African Affairs, U.S. Department of State, Ms. Patty Mitchell Project Director for the National Association of State Boards of Education and President of the Association of the Gifted, and attended a reception in his honor at the Academy.

Mr. Moses accompanied the Minister on a trip to Florida December 12 -16, beginning with visits to various segments of the Florida State University's School of Education on a program arranged by Dr. Robert Morgan. It included dinner with the President of the University and visits to the Learning Systems Institute, Center for Educational Technology, the Tallahassee Community College, and briefings on the A.I.D. sponsored Improving the Efficiency of Educational Systems initiative.

The weekend was spent at Disney World and EPCOT Center before going on to a full day at Miami-Dade Community College, beginning with a Sunday dinner with Dr. Roy Phillips, Vice President for Public Affairs. The morning was focussed on the distance learning technology employed by the college in its multi-campus setting, including student record keeping and instructional modules. A meeting with the President was followed by discussions and demonstrations of the computerized advising system (AGIS) before departure for Phoenix where Dr. Mutumbuka was met by John Hatch.

The two days in Phoenix were spent as guests of Maricopa Community College system, starting with a meeting with Chancellor Paul Elsner. Visits were made to South Mountain, Rio Salado and other sites, including their distance learning center, with plenty of opportunity to discuss programs and practices with staff at each place.

Thursday, December 19, we departed for San Jose and a visit to San Jose State University's School of Education. Dean Barbara Loposa hosted us at a luncheon with other faculty. At both Phoenix and San Jose visits were at the end of the term so we did not get a chance to see classes in session, though most faculty and a few students were about.

Friday was spent as guests of Dr. Dale Kinsley, Superintendent of the Santa Cruz School System. Visits were made to elementary, junior high and high schools - at one the Minister was interviewed by the student newspapers and at another he addressed joint social studies classes. Sandwiched in were visits to Cabrillo College, a public community college, and to special science and farming elementary school project. Lunch was with educators from the University of Santa Cruz and was followed by a visit to the campus and more extensive talks on science education. The day ended with a drive up the coast to San Francisco, from which a sightseeing excursion to Muir Woods, Mt. Tamalpais, the Russian River vineyards, and Berkeley were staged the next day.

On Sunday, December 22, Dr. Mutumbuka departed for Houston where he was the guest of Dr. Cynthia Perry, Director of AID/AFR/TR/EHR through the 26th. On that day he flew to New York City for a day and then on to London and Zimbabwe.

APPENDIX C
FIELD OFFICE MONTHLY REPORTS

Zimbabwe BEST Monthly Activity Report

October, 1985

Rudi Klauss
Field Coordinator, Harare

General During the month of October the field office was very much involved with short-term consultants working here under Delivery Orders 4 and 10. In addition, there was continuing activity in support of long-term contractor personnel currently in Zimbabwe, and preparatory work for new arrivals under Delivery Orders 3, 9, 14, and 15.

During the period October 2-4, I made a field trip to Kwe Kwe, Bulawayo, and a brief visit to Francistown, Botswana. The purpose of the Francistown visit was to establish contact with car dealers to discuss procedures long-term contractor personnel might follow if they chose to purchase a car in Botswana before coming to Zimbabwe. The visits to Kwe Kwe and Bulawayo involved meeting with technical college staff and AED contractors assigned to each location. In Kwe Kwe, I saw James Cech who is teaching in the automotive engineering department at the technical college. He appeared to be quite satisfied with his teaching and living arrangements. He noted, however, that housing is very difficult to find in Kwe Kwe and he is now living in a converted staff quarters on the grounds of a larger house. While this arrangement appears to be quite satisfactory for him at this time (although he has no lease and is not assured for a long-term accomodation), such a situation would be much more difficult for someone with a family. Hence, if additional contractor personnel are to be assigned to Kwe Kwe at a later date, it will be important to sort out the housing question before they arrive.

In Bulawayo I met with the principal of the technical college (Graham Crutchley), Rob Wiley who is working on the AID funded computer procurement, as well as the three AED contractors (Ross Duncan, Bill Gifford, and Robert Illinik). Ross has been working closely with Rob Wiley to develop a project activity description and RFQ specifications for the computer procurement. They have been involving the rest of the college faculty as much as possible in developing a statement of the computer requirements and in the process are building a stronger understanding among the faculty as to the use to which the system can be made once installed. This has included working groups to identify software needs, classroom applications, staff training needs, and maintenance/support needs once the equipment is installed.

Bill Gifford and Bob Illinik are both fully occupied with their teaching activities and are teaching more than a regular full load because of the overall shortage of instructors. All three contractors have found suitable housing and appear to be very pleased with the situation in Bulawayo.

Delivery Order 4 AED consultant Eric Eno arrived on October 22 to continue working on the Ministry of Education computerization effort for Grade 7 and the ZJC examinations. He completed his consultancy the end of the month and will return in late November to assist in the processing of the exams.

Delivery Order 10 AED/Washington staff member Kurt Moses and consultant Randy Kurkjian arrived on October 17 to initiate activity under Delivery Order 10. Mr. Kurkjian has been nominated as the long-term advisor to the Ministry of Education to help in the implementation of this delivery order. For much of the remainder of the month we met with MOE officials to establish current and projected needs for the regional computerization effort, since the preliminary study regarding this project had been done a few years prior. Hence it is important to determine at the outset what has evolved in the interim and any new requirements that need to be factored into the system. We met with head office officials as well as key officials at the Harare, Mashonaland, and Bulawayo regional education offices. Two members of the ministry have been designated to work fulltime on the project, Isaac Menashe and Sam Gumbo.

Delivery Order 14 and 15 These two delivery orders provide the funding for 17 additional long-term contractor personnel to work in the vocational and technical education system of the Ministry of Labour, Manpower Planning, and Social Welfare. During October, over 200 resumes were received from the U.S., of which almost 80 were approved by the Ministry for interviews. Arrangements were initiated for a Ministry team to travel to the U.S. in November to conduct interviews. We also developed preliminary plans for representatives of the Ministry of Labour, Manpower Planning and Social Welfare and the Ministry of Education to attend the American Vocational Association convention in Atlanta, Georgia, from December 6-10. The two ministries were requested to provide names of representatives and proposals for additional visitations to vocational/technical education facilities they might like to see while in the U.S.

Anticipated activities in November During November we will be anticipating the arrival of two additional long-term contractor personnel for the Ministry of Labour, Manpower Planning, and Social Welfare. Preparations for the Ministry team recruiting visit to the U.S. will also take place.

Zimbabwe BEST Monthly Activity Report

November, 1985

Rudi Klauss
Field Coordinator, Harare

General During November, in addition to work connected with ongoing and new delivery orders, we were requested by USAID/Harare to arrange a program for Minister Mutumbuka (Minister of Education) to visit the United States in December. The Minister's travel costs will be covered by USAID/Harare from non BEST funds, but since the Academy has considerable expertise and long involvement in areas of interest to the Minister it seemed appropriate for AED to make program arrangements for his trip. The Minister's visit will focus on innovative approaches to teacher education, use of computers for instruction and administration in educational institutions, community colleges, programs for gifted and talented children, and other new developments in innovative learning approaches.

In the general administrative area, an amendment to the core contract was submitted for review and was approved by USAID/Harare and the Government of Zimbabwe. Included in this amendment are funds to hire a part-time liaison officer for the AED/Harare office to assist in the initial settling-in process for new AED long-term contractor personnel. The need for such a person is particularly critical in the coming several months as more than 30 additional families will be arriving in Zimbabwe under the BEST program. Many of these families will be situated in Harare where housing is becoming extremely scarce and much expensive.

Delivery Order 3 Milford Lee Scott and his wife arrived on November 14 under Delivery Order 3. Lee has been assigned to the industrial training section of the Ministry of Labour, Manpower Planning and Social Welfare since he has many years of experience working in this area. He will be working closely with the manpower development officers who liaise with apprentices and industry on matters of improving the quality of apprenticeship training within industry. His assignment is expected to involve conducting short in-service courses for manpower development officers in the Ministry and working on the larger problem of job analysis and classification.

Delivery Order 4 AED consultant Eric Eno arrived on November 26 to continue work on the examinations processing of Grade 7 and ZJC. The newly developed software package developed under this delivery order will be trial tested during this period.

Delivery Order 8 Interview reports on 4 candidates (Brontman, Hassler, Kleespie, and Young) were received from AED/Washington and were forwarded to the University of Zimbabwe for final decisions. Three of the individuals are being considered for business studies while the fourth is an ophthalmologist who would be assigned to the Faculty of Medicine.

Delivery Order 9 George Cavaliere arrived on November 14 under Delivery Order 9 and has been assigned to Harare Polytechnic to teach and assist in curriculum development in the new Bachelor of Technology program. George's expertise is in mechanical engineering and he will be working with Labib Eldoky (another recently arrived AED contractor) and the polytech staff in shaping curriculum and will teach courses in this area once classes get under way (March 1986).

Delivery Order 10 Randy Kurkjian continued to work on the implementation plan for the regional computerization effort during the first half of November with Ministry of Education officials. He completed an initial draft plan before departure which is to be reviewed by Kurt Moses in Washington in the latter part of the month.

Delivery Order 14 and 15 Arrangements were finalized for a Ministry of Labour, Manpower Planning, and Social Welfare team to travel to the U.S. to select long-term contractor personnel for the vocational/technical education system. Deputy Secretary R. Muringi and Mr. E. Mufuka (Public Service Commission) spent the last two weeks of the month in Washington D.C., California, and New York to interview candidates as arranged by John Hatch. In addition, further plans were made for a representative of the Ministry to attend the AVA convention in Atlanta. Dr. E. Manyuchi prepared a paper which was to be presented at a panel session on December 6. Unfortunately, at the last minute the Ministry was unable to release him for the trip. In light of this situation, it was decided to ask Mike Mambo (principal of KweKwe Technical College) to present the paper. (Mike is currently enrolled in a graduate program at Florida State University and was scheduled to attend the convention anyway.)

Anticipated activities in December During December we expect the arrival of one additional long-term contractor under Delivery Order 9 and will be continuing work under Delivery Orders 4 and 10.

Zimbabwe/BEST Monthly Activity Report

December, 1985

Rudi Klauss
AED/Harare Field Coordinator

I. Program Summary During December there was considerable activity on a number of delivery orders as noted below. In addition to these activities, the Harare field office was involved in several other matters. We arranged with AED/Washington to schedule a program for the Minister of Education to visit a number of educational institutions in the United States during his USAID funded trip from December 7-24.

Two formal activities were held with the longterm contractor personnel working with the Ministry of Labour, Manpower Planning, and Social Welfare. First, we had an informal session at the office for all Harare based longterm contractors to discuss administrative matters relating to AED. Items discussed included: the need to provide 6 month activity reports to the Ministry and AED (as provided for in the Letter of Agreement); quarterly reports of vacation time taken; and an update on additional longterm contractors coming to Zimbabwe in the coming few months, particularly for the new B Tech program.

Later in the month a meeting was held with Customs to discuss a special problem one of the longterm contractor personnel (George Cavaliere) was having in clearing a car he had purchased in Botswana.

Delivery Order 4 AED consultants Eric Eno and Ken Cornwall continued working with the Examinations Branch of the Ministry of Education and the Treasury Computer Bureau in the processing of Grade 7 and ZJC exams. This period provided an opportunity to test out the new software program that has been written under this delivery order to help expedite the processing of exams. During the processing, programming debugging continued as well as an analysis of how the overall program might be further optimized to increase computer processing speed and efficiency. This phase of the delivery order was completed on December 14 and plans were made for a return in early January by both consultants to provide additional technical support to the examinations processing activity. During December, the Ministry received a new disk pack for the computer used in processing the Ministry's exams. Actual installation will occur when when Ernie Bay arrives in February 1986 for a one week consultancy.

Delivery Order 8 The University of Zimbabwe formally offered appointments to the following three individuals: Dr. F. Young (ophthalmology); Professor S. Howell (mechanical engineering); and Professor W. King (electrical engineering).

The processing of their applications through the Ministry of Labour, Manpower Planning, and Social Welfare and Immigration for Temporary Employment Permits is the next step prior to their coming to Zimbabwe.

Delivery Order 9 Professor J. Wilson arrived on December 12 to work with the Ministry of Labour, Manpower Planning and Social Welfare. His background is in marketing, accounting, and general business. In initial discussions with the Ministry it was indicated that, in addition to teaching at Harare Polytech in the Business Studies Program, Dr. Wilson will also be teaching some classes at the Management Training Bureau.

Delivery Order 10 As part of the Ministry of Education regional computerization program, MOE officials Isaac Menashe and Sam Gumbo went to AED/Washington during the period December 12-19 to work with Kurt Moses and AED consultant Randy Kurkjian in developing the tender document for procuring the hardware and software for this project. While in Washington, Isaac and Sam also met with officials at AID to discuss the computer procurement process.

II. Activities for next month

During January we expect a continuing influx of additional longterm contractor personnel to work in the technical/vocational education system under the Ministry of Labour, Manpower Planning, and Social Welfare. Work on the Ministry of Education computerization project is also expected to pick up in January in finalizing the RFP document for the procurement of the hardware and software. In addition, a study to implement a computerized scholarship tracking system for the Ministry of Labour, Manpower Planning and Social Welfare is expected to begin in early January under Delivery Order 13.

Zimbabwe BEST Monthly Activity Report

January 1986

Rudi Klauss
Field Coordinator, AED/Harare

I. Program activities During the month of January, 1986, there was considerable activity with existing delivery orders with both the Ministry of Education and the Ministry of Labour, Manpower Planning and Social Welfare.

Delivery Order 4 The final phase of this delivery order was undertaken during this period. Ken Cornwall, consultant to this delivery order, was in Harare during the period January 10-23 to provide further support and assistance to the Ministry of Education and TCB in the application of the new software for handling the computer processing of the Grade 7 and ZJC exams. Eric Eno arrived shortly after (on January 14) to provide additional support in testing and utilizing the new software which had been developed under this delivery order. Some delays in the receipt of grades from various test centers were encountered, as well as administrative and computer processing delays, but by the end of the month the major problem areas had been worked through. Nevertheless a thorough test of the capacity of the new software was not fully accomplished during this period, and will have to wait until the 1986 exam cycle.

Delivery Order 9 Two new longterm contractor personnel arrived on January 24 to work in the technical and vocational education system of the Ministry of Labour, Manpower Planning and Social Welfare. Dr. Jonas Amopim is a specialist in electronics and electrical engineering, while Dr. Johnnie Mapp has a specialty in accounting. Both have been assigned to Harare Polytechnic and will be teaching in the new Bachelor of Technology program as well as in diploma level courses.

Delivery Order 10 On January 13 the Ministry of Education called a meeting with USAID and AED to discuss the lack of progress on the part of AED in identifying a longterm project implementation advisor for this task, as well as the Ministry's concern about maintaining at timetable which would allow the hardware and some of the software applications to be operational by late June. The Ministry indicated that due to the slow progress to date, it was considering taking over the entire activity, including the handling of the procurement process for the hardware and software. Subsequent meetings were held to explore alternative ways of proceeding which would allow the project to maintain its momentum, but it became clear that alternative approaches might even further delay the implementation schedule. Thus after further review it was determined that the Academy should continue in its original role but that it would have to accelerate its efforts to enable the project to stay on schedule.

The Academy indicated that it would do everything possible to assure that the implementation of the project proceeded as quickly as possible. This included a broadened search for potential candidates for the longterm project implementation specialist position and continuing attention to the completion of the tender document so that the procurement timetable was maintained. AED/Washington computer systems expert Kurt Moses arrived on January 25 to help finalize the tender document that had been developed in collaboration with the Ministry, and on January 31 this document was released as originally scheduled to the public in Harare by the Government of Zimbabwe Tender Board and the Academy in Washington D.C. As of the end of the month the project timetable was largely back on schedule, and AED/Washington assured the Ministry that Kurt Moses would be continuously available in the ensuing months to make certain that the implementation schedule was adhered to. The possibility of recruiting a longterm project implementation specialist from within Zimbabwe was discussed and it was agreed that this option would be actively pursued while at the same time looking for someone from the U.S. to fill this role.

Delivery Order 11 Work began on this delivery order with the arrival of AED consultant Louis Simmons on January 28. Initial meetings were held with Deputy Secretary R. Muringi in the Ministry of Labour, Manpower Planning and Social Welfare to review the workplan for this task, after which Mr. Simmons began meeting with key officials in institutional and industrial training departments of the Ministry to discuss their needs and how the administrative system might be streamlined through the computerization of management information requirements.

Delivery Order 13 AED consultant S. Kumar arrived on January 5 to work with the Ministry of Labour, Manpower Planning and Social Welfare in developing plans to computerize the scholarship section. While some progress was made during the initial week of his assignment, it was decided by the Academy with the support of the Ministry to terminate the consultation after four days and to have Kurt Moses complete the study during his visit which began later in the month.

II. Administrative matters Housing for the longterm contractor personnel continues to be a problem area. The costs of rental accomodations has continued to rise and the number of houses and apartments is very small. With the assistance of a parttime person, we have been able to provide some guidance and support in finding housing, but at a considerably higher price than several months ago.

III. Anticipated activities for February During February major attention will be given to the implementation of Delivery Order 10 with the Ministry of Education. Responses to the tender document are due on February 27, at which point the evaluation of proposals will have to begin. Additional longterm contractor personnel are also expected during February, all of whom are expected to be assigned to Harare Polytechnic to assist in the implementation of the new Bachelor of Technology program.

Zimbabwe BEST Monthly Activity Report

February 1986

Rudi Klauss
Field Coordinator, AED/Harare

I. Program activities During February six new longterm contractor personnel arrived for the vocational/technical education system in the Ministry of Labour, Manpower Planning and Social Welfare. In addition, activities started during January under Delivery Orders 4, 10, 11, and 13 continued.

Delivery Order 3 One new longterm contractor arrived on February 4 with his wife (Gerald Mattison) under this delivery order. Mr. Mattison has been assigned to Harare Polytechnic and is teaching in the electrical department.

Delivery Order 4 AED consultant Eric Eno continued to work with the Ministry of Education's Exams Branch and TCB in the application of the new software to be used in processing Grade 7 and ZJC exams. He completed his assignment and departed on February 8. During February, NCS technical engineer Ernie Bay also came to Harare under this delivery order to provide additional refresher training for TCB staff in programming in Dossier. A total of 5 programmers at TCB participated in the training course. He also installed the new disk pack unit during his one week consultancy (February 17-22). This activity concludes the field work under this delivery order. Before Eric Eno's departure discussions were held with the Ministry to explore the potential need for additional assistance in assuring the full utilization of the new software and the OMR during the next exam cycle. A decision by the Ministry of Education is anticipated during March or April.

Delivery Order 8 Dr. David Katzenstein and spouse arrived on February 23. Dr. Katzenstein will be working in the Department of medical microbiology in the Faculty of Medicine at the University of Zimbabwe. The University has made available one of its furnished flats near the campus. This will facilitate the settling-in process for the Katzensteins.

Delivery Order 10 Work continued on the implementation of this delivery order. Several meetings were held by the evaluation committee to review and finalize criteria and processes to be used in deciding the winning proposal. At the time of the closing on February, six proposals were received from the following firms: NCR, C.F. Tulley, Realtime, Protea, CPG, and Xerographics. A draft contract was also prepared during the month with the assistance of a local attorney, Harry Kantor, who has been retained by the Academy to provide legal guidance in the contracting process.

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Delivery Order 11 AED consultant Louis Simmons continued to work with the Ministry of Labour, Manpower Planning and Social Welfare in the implementation of this delivery order. Meetings were held with key personnel at Harare Polytechnic as well as at Head Office. In addition, a trip was made to Bulawayo during the period February 19-21 to talk with the principal and computer staff at the Technical College, Bulawayo. Delivery Order 13 AED systems expert Kurt Moses completed the interviews with key officials at the Ministry of Labour, Manpower Planning, and Social Welfare as well as with several donor organizations involved in scholarships with the Government of Zimbabwe. Kurt had a final briefing session with Dr. Carter Njovana on February 12 and the written report with recommendations is to follow in March.

Delivery Order 14 and 15 Six new longterm contractor personnel arrived during February, all of whom have been assigned to Harare Polytechnic. They include: Dr. Hugh Gibson (accounting and computers) - arrived February 2; Klaus Rutkowski (electrical) - arrived February 9; Linda Salas (architecture) - arrived February 11; Marlin Sheridan and spouse (civil engineering) - arrived February 21; Hiro Chiba and spouse plus 2 children (computers) - arrived February 23. Initial meetings were held with Ministry and Polytechnic personnel, and as of the end of the month all had found housing.

II. Anticipated activities for March Review of proposals for the Ministry of Education computer procurement will be a major activity during March. In addition, Lou Simmons is expected to complete a draft report for Delivery Order 11, while Kurt Moses will be submitting a report to the Ministry of Labour, Manpower Planning and Social Welfare regarding the proposed computerization of scholarship activities at the Ministry. We also anticipate the arrival of several more longterm contractor personnel for the technical/vocational education system.

Zimbabwe/BEST Monthly Activity Report

March, 1986

Rudi Klauss
Field Coordinator, AED/Harare

I. Summary of Program Activities During March, the Harare office of the Academy was deeply involved in the review of bidders responses to the Ministry of Education Tender for software and hardware to support its decentralization program. Four additional longterm contractor personnel also arrived during the month to teach at Harare Polytechnic for the Ministry of Labour, Manpower Planning, and Social Welfare. In addition, a preliminary study for computerizing some of the administrative functions in the Ministry's Division of Vocational and Technical Education was completed. At the end of the month (March 30), Steve Moseley, Executive Vice President of the Academy in Washington D.C. arrived for a 5 day visit to become more familiar with the various aspects of AED's program activities in Zimbabwe under the BEST program.

Delivery Order 3 Longterm contractor Daniel Powell arrived with his wife and four children on March 8. Dan has been assigned to teach mechanical engineering courses, primarily in the technician training program, at Harare Polytechnic.

Delivery Order 9 Longterm contractor Charles Wright and his wife arrived on March 9 in Harare. Charlie is an architect and has been assigned to teach in the architectural curriculum at Harare Polytech.

Delivery Order 10 During March activity under this delivery order was very intensive. Kurt Moses arrived on March 2 and except for a brief trip elsewhere (from March 9 -15) was in Harare to assist in this effort. Six local vendors responded by the end of February to the tender which had been released on January 31, and the evaluation committee spent the month of March reviewing these proposals, doing reference checks and meeting with each vendor to discuss their proposals. After reviewing all the proposals and completing the visitations to vendors and selected current clients of these vendors, the committee arrived at a final selection through a process of careful and deliberate objective assessment of the technical strengths of each bidder, incorporating price considerations only in the final phase of rank ordering the top three technically superior proposals. While each member of the evaluation committee rated each proposal independently on the criteria which had been developed before beginning the evaluation phase, there was extensive discussion within the committee throughout the process to clarify various technical and costing matters. During the last week of the committee's work, an official from AID/Washington, Jim Bossard,

attended most committee meetings as USAID/Harare's representative so that USAID approval of the process and recommendation could be facilitated. As agreed to initially, the committee came up with its top choice as well as a second and third choice so that in the event contract negotiations broke down with the first choice the Ministry and AED could turn to the second or ultimately third choice if necessary in order to complete the procurement. The ranking of the top three proposals was unanimous and was forwarded to the Secretary of Education on March 27. That same day, the Secretary approved the committee's recommendation and forwarded it on to the Government of Zimbabwe Tender Board for final approval.

Delivery Order 11 AED consultant Louis Simmons completed a report on the potential for computerizing key administrative functions in the Head office and technical colleges in the Division of Vocational and Technical Education in the Ministry of Labour, Manpower Planning and Social Welfare. Following a review meeting with Mr. Muringi of a draft report, Mr. Simmons made additional modifications and changes which were incorporated into a final draft submitted to the Ministry at the time of his departure on March 27. A second consultant, Dr. Roy Maloy, is scheduled to arrive in early April to complete work on this delivery order.

Delivery Order 14 Longterm contractor D. Mostofa arrived on March 1 and A. R. Qazi arrived on March 14. Both are teaching primarily in the new B. Tech program. Dr. Mostofa's specialty is electrical engineering while Dr. Qazi is teaching in the area of civil engineering.

Delivery Order 15 Longterm contractor Louis (Pat) Brittingham arrived on March 20 under this delivery Order. Pat has been assigned to Harare Polytechnic in the automotive engineering department and will be teaching courses primarily at the craft and technician level.

II. Administrative Matters With the arrival of 4 new families for the Ministry of Labour, Manpower Planning and Social Welfare, the office was extremely busy helping these families to find housing and facilitating various GOZ administrative matters with the Ministry, Immigration, and Customs.

III. Anticipated Activities for April In early April we expect to finalize the contract with the winning vendor for the Ministry of Education computer procurement under Delivery Order 10. Followon work through Delivery Order 11 will take place with the arrival of Dr. Roy Maloy who will be working with the Ministry of Labour, Manpower Planning and Social Welfare to elaborate a strategy for computerizing key administrative functions in the Division of Vocational and Technical Education. At least one additional longterm contractor to teach at Harare Polytechnic is expected to arrive during April. In addition, John Hatch (AED/Washington's Zimbabwe BEST home office coordinator) will be in Zimbabwe for most of April to assume field office responsibilities while I am on leave.

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DATE: October 15, 1985

MEMO TO THE FILES

FROM: Rudi Klavss

SUBJECT: Trip report

During the period October 2-4 I made a field trip to Bulawayo and KweKwe to visit with OPEXers assigned to the technical colleges at those sites. In addition, I made a brief trip to Francistown to meet with local car dealers regarding the process newly arriving OPEXers might follow if they wanted to purchase a car before coming to Zimbabwe.

At Bulawayo I met with the Principal of the college and the three OPEX contractors. Bill Gifford and Bob Illinik, both of whom have been in Bulawayo for over three months now, are both very pleased with their situations. They are teaching well above the normal instructor load and are enjoying the challenge and opportunity to contribute to the college program. Each has a personal computer and is using it for preparing instructional materials.

Ross Duncan, who arrived in September, is working closely with Rob Wiley in developing the RFQ for the computer procurement as well as a project activity statement which develops the rationale for the equipment within the college. They hope to complete these two documents in November. Ross and his wife have found housing which will become available November 1. In the interim they have spent a few weeks at the College's guest quarters, followed by a temporary living arrangement worked out with another instructor at the College.

At KweKwe I visited with James Cech, who had arrived there in August. He has settled in quite nicely and seems to be enjoying the teaching situation. Housing is very tight in KweKwe, but he has recently found a place to stay. It is a converted staff quarters on the property of a local resident which he finds quite adequate. Though he has no lease on it, he hopes to be able to continue to reside there for the duration.

As part of this trip I made a brief visit to Francistown, Botswana, to learn about procedures OPEXers might follow if they wanted to purchase prior to entering Zimbabwe. There are two major car dealers in Francistown, both of whom do considerable export sales. We discussed procedures that should be followed by OPEXers, which are summarized briefly in a separate report.

MEMO TO THE FILES

DATE: October 25, 1985
FROM: Rudi ~~A. K.~~ Suss
SUBJECT: Field Trip to Mutare

On October 24-25 I visited Mutare to take part in a site meeting at Mutare Technical College and to meet with various persons involved in the planning and construction of this new facility. Accompanying me on this trip were Golden Chekenyere (USAID/Harare) and Earl Picard (IIE/Harare).

From discussions at the site meeting we learned that the electrical workshops should be ready for use in January. The remaining workshops will be ready soon thereafter. Other phases of the construction project seem to be progressing reasonably well. One of the problem areas, however, is that several different contractors are involved in parts of the overall construction which has complicated coordination activities.

After the site meeting a representative of the architectural firm responsible for the site gave us a walk through of the facility. This was followed by an informal lunch and later in the day an informal social gathering which the various contractor personnel and Ministry representatives attended.

Overall this trip afforded a good opportunity to learn more about the status of the new technical college, to meet Ministry personnel as well as the architects who, as it turns out will also be involved in the design and construction of Masvingo Technical College.

MEMORANDUM TO THE FILES

DATE: October 31, 1985

FROM: Rud~~A~~^{PK} Klauss

SUBJECT: Visit to Regional Education Office, Bulawayo

On October, 23, 1985, I accompanied Isaac Menashe, Kurt Moses and Randy Kurkjian on a one day trip to Bulwayo where we met with officials of the Ministry of Education's regional office. We met initially with the regional director, Mr. E.B. Kawadza, and then had more detailed discussions with various members of his staff who would be involved in the implementation of the computerization effort being carried out under Delivery Order 10.

We met with the following individuals during the morning sessions:

- E.B. Kawadza, Regional Director
- E.P. Dube, Deputy Regional Director (secondary schools)
- C.M. Dube, Deputy Regional Director (primary schools, south)
- S.N. Dabengwa A/DRD (primary schools, north)
- I.G. Tanyanyiwa, E.O. (services)
- A.D. Musvibe, Executive officer (finance)
- A.Z. Hove, E.O. (professional admin)
- N.A. Pesianai, Executive officer (Admin)
- P.F. Parsons, Registry supervisor
- A.T. Fairi, Senior executive officer
- P.E. Shamuyarira, Executive officer (government staffing)
- M. Jana, E.O. staffing (primary)
- E.G. Dhlamini, E.O. staffing (secondary)
- C.D. Ncube, Executive officer (UTS staffing)

One of the key issues raised in the discussions was the great geographic spread of Matabeleland, with one-third of Zimbabwe's land mass, and the associated problem of communication with the rural schools scattered throughout the region. The total number of schools is 1140, of which 194 are secondary and 946 are primary. There are some 11,000 UTS teachers and 3,500 government teachers.

Major problem areas which the computer implementation program should help to address is the processing of travel/subsistence claims, budget monitoring and processing of personnel actions.

During the afternoon, we visited a government B secondary and primary school, and then returned to the regional officer for further discussions with individual officers who will be involved in the computerization effort.

Overall, the visit was very helpful in getting a better understanding of how the implementation of this effort will proceed.

Zimbabwe visitation schedule

Stephen Moseley

March 30 - April 4, 1986

March 31 - Bulawayo - informal gathering with three AED contractor families living in Bulawayo

Ross and Marilyn Duncan
Bill and Amey Gifford
Bob and Carol Illinik

April 1

10:00 AM Meeting with Scot Smith, USAID Deputy Director, Victor Barnes (contractor working on HRD portfolio), Golden Chekenyere (assistant on HRD portfolio)

11:00 AM Meeting with Roy Stacy, USAID Director

2:00 PM Meeting with Robson Muringi, Deputy Secretary, MLMPSW

4:00 PM Meeting with Minister of Education, Dzingai Mutumbuka

April 2

9:00 AM Visit to Harare Polytechnic to meet the Principal Mr. Mwadiwa) and several AED contractor personnel teaching at the Polytechnic.

2:15 PM Meeting with Sam Mumbengegwi, Deputy Secretary, MOE

Dinner in evening at R. Muringi's home

April 3

9:30 AM Meeting with Lucretia Taylor, USAID program officer, to discuss AID/Zimbabwe population program activities

10:00 AM Meeting with John Lewis and Marge Lewis, USAID/Harare, to discuss contracting and funding aspects of Delivery Order 10

11:00 AM Meeting with Vice Chancellor of University of Zimbabwe, Walter Kamba, and Mr. Makurane (Pro Vice Chancellor), and Rob Blair (Registrar)

- 12:30 PM Luncheon meeting with Minister of Education, D. Mutumbuka, Deputy Ministry, J. Culverwell, and Deputy Secretary, S. Mumbengegwi
- 2:00 PM Meeting with Harry Kantor, AED's local attorney for MOE computer procurement
- 5:00 PM Reception at Klauss' residence

APPENDIX D
CONTRACTOR REPORTS

MINISTRY OF EDUCATION ZIMBABWE TRIP REPORT
KURT D. MOSES

October 17 - October 31, 1985

INTRODUCTION:

This two week trip was designed to initiate the BEST Delivery Order 10 activities (Ministry of Education, Regional Computerization). This initiation included introduction to MOE officials of the proposed long-term Project Automation Specialist, Mr. Randy Kurkjian, beginning of a general needs assessment to update the Delivery Order specifications, familiarization with local computer hardware and software suppliers, and establishment of the core Project Management Team. In addition to these tasks, the visit focussed on any remaining work necessary for completion of DO. 4 and ___ concerned with computerization of the MOE Examinations Branch under the immediate guidance of Mr. Eric Eno.

All of these tasks were accomplished. Samples of items completed are attached to this report, along with a list of persons interviewed.

SPECIFIC PROGRESS:

Regional Computerization:

1. Appointment of core Project Management Team for DO. 10 including:

- o Project Leader - I. Menashe, MOE
- o Automation Specialist - R. Kurkjian, AED
- o Deputy Project Leader - ___ Gumbo, MOE
- o Administrative Procedures Specialist - Being Named
- o Programmer - Under Consideration

Of special importance is the fact that an Education Officer - Statistics has been seconded to relieve Mr. Menashe of his statistical duties to allow full-time attention to this project.

2. Contact with key governmental staff including the Treasury Computer Bureau, Scientific Computer Center, Salary Service Bureau, and leading personnel in MOE Head Office in Harare to alert them to the projects beginning, solicit updates on current problems, and request assistance over the next year. See Attachment A for persons interviewed.

3. On-site visits to two test regions (the project design calls for initial implementation in three regions before extension to all MOE regions)--Harare and Matabeleland. A one day visit will be scheduled with Mashonaland, East during the coming week. During a visit of one day each, four team members met the Regional Directors, Deputies, Education Officers, Executive Officers and key staffers

concerned with staffing actions--both UTS and Public Service. We obtained copies of all forms presently used for personnel and salary actions, copies of present circulars, and reviewed registry operations.

4. Reviewed with key MOE Administrative Personnel, any actions taken on the four report series completed by AED in January of 1983. The four report sequence included analysis and recommendation on MOE procedures for UTS Teachers, Public Service appointments, Registry Operations, and Personnel Actions. Overall there have been few substantive changes since that period. Only a small number of the recommended actions in these reports have been completed.

5. Confirmed that a policy decision has been made to unify the teaching service--combining UTS and PS teachers into one, Public Service, teaching core. The estimated implementation date is April, 1987. This will have substantial implications for SSB, should they be chosen as the responsible agency for the action. It also has substantial implications in the Regions, in that, whereas regions have substantial autonomy for dealing with UTS teachers in their own area, they have much less authority for PS teachers--the majority of such work being accomplished in Head Office. Effective regionalization of MOE responsibility will involve careful allocation of data capture, review, and possibly appointment authority to properly trained regional personnel.

6. Held informal conversations with key technical and managerial personnel from two of the possible eleven software and hardware vendors within Harare. Including C.F. Tulley and Realtime, Ltd. (Data General and DEC computer distributors respectively), the conversations related to current size, previous experience with distributed data processing installations, software expertise, range of installations, and general availability for the DD. 10 project.

7. Established an initial schedule for work during the next six months as follows:

- o Project Workplan Draft - Dec. 1, 1985
- o Draft Project Requirements - Jan. 13, 1985
- o Informal Sessions with Vendors (Nov. - Dec., 1985)
- o Bid Documents (For Hardware and Software Purchase)
(Feb. 28, 1986)
- o Project Review (Internal) (Mar., 1986)

At the Deputy Secretary's urging, the project will attempt to expedite specification, purchase, shipping, and installation of equipment as soon as possible, in part to expedite familiarization and first level training.

8. Three regions have been established as the test site regions and the appropriate groups notified. The three regions for test implementation are:

- o Harare

o Matabeleland North

o Mashonaland East

The regions were selected based on ease of communication with the project team headquartered in Harare, quality of communication links within the next year, quality of office personnel and commitments of the Regional Directors, and availability of physical space.

Examinations Branch Computerization:

9. Reviewed presently installed Grade 7 and ZJC examinations registration, mailing, candidate mark correction, and reporting software at Examinations Branch. Installed on the TCB Data General MV8000 computer, the software is 80-90% installed, lacking primarily the final set of analysis reports to be complete according to specification. Final delivery of this last piece of software is scheduled for the first half of January 1986.

10. Reviewed modifications to present software and enhancements which have subsequently been requested by Examinations Branch--modifications which lie outside the original scope of work. Major suggested modifications include:

o Use of a unique Student Identification Number for all students which could be used throughout their career in the education system. The number would be assigned for the Grade 7 Exam and maintained thereafter for subsequent tests. This would allow longitudinal tracking of student performance for a period of at least 10 years. This could lead to a national student ID card for all students.

This would require a fair amount of reformatting of the present program as well as additional disk storage allocation on the MV8000.

o Follow-up modifications to add additional analytical reports such as exam results by primary school, as well as providing for distribution of results to secondary schools.

o Development of a financial accounting system which links with the present exams system. This is increasingly necessary because of the much larger sums from fees--particularly for the "A" and "O" level examinations.

o Development of a Cambridge ("A" and "O" level) marker management system to control markers and scripts for nearly 2.0 million scripts. This software could be modified from U.K. software currently used.

11. Developed alternate computer requirements to accommodate the expected larger examinations load, and also in consideration of the

central computer needs with regionalization of MOE. It becomes increasingly clear that to accomodate the Examinations Branch processing during the peak months of October, November and December, a quite high capacity computer will be needed. If the possibility is opened (as the TCB director has suggested) that MOE take responsibility (with TCB guidance and staffing) of their own dedicated computer--a super minicomputer on the order of an MV 10000 or larger machine will be necessary. Attachment C provides an initial estimate on the configuration for such a machine.

CONCLUSIONS:

1. There is considerable anticipation at MOE about the computerization. It will be necessary to make measurable, rapid progress in order to maintain the recently reenergized momentum after two years of internal discussion.

2. The modification of the Exams System to include a Student ID number could have substantial beneficial impact on the monitoring, recording and subsequent evaluation of the whole school system. It is an important change and should be encouraged. Similarly, a computer system of the general capacity described will be essential in the next two years to handle the transaction volume projected.

TRIP REPORT

GOVERNMENT OF ZIMBABWE MINISTRY OF EDUCATION, EXAMINATIONS BRANCH

Submitted by Eric Eno, Academy for Educational Development
For the period 22 October - 2 November 1985

This trip was performed to deliver and assist in the installation of the marks entry and merging programmes and the results calculation segment of the generalized examinations software. In this regard all major objectives have been met. The programmes to record marks have been installed and tested, as have the programmes for error listings and marks consolidation.

Difficulties were encountered briefly in the testing and installation of this system on the TCB computer due to uncertainty over the availability of the principal project officer in TCB. As of this writing it is not clear whether the TCB staff member who has been assigned to this project since its beginning, and who attended two weeks of training on the examinations system in the US under the auspices of USAID's ZIMMAN programme, will continue to be assigned to the project. His removal from the project will cause severe disruption in the implementation, and would likely delay processing of local examinations this year.

The examinations system is currently 85% complete and installed, with the remaining modules to be delivered later in November.

Grade 7 Exams:

Processing of the Grade 7 Examination is proceeding exceptionally well. With the assistance of a project management system installed on the Exams Branch microcomputer, we discovered that additional personnel were required in the entry of corrections to the computerized entry schedules and in the verification and correction of rejected scripts. Once these corrections have been entered into the computer, we will be able to close candidate registration and merge marks into the candidate files.

Scanning of scripts has proceeded remarkably smoothly, with three complete regions scanned as at this writing. Initial software difficulties on the Optical Mark Scanner caused a short delay to the commencement of scanning, but these were quickly corrected and scanning proceeded with no further difficulty. Scanning is expected to be completed by 15 November, a full two weeks earlier than in 1984. The incorporation of an internal validation check for the correct candidate number has worked very well and its use has prevented numerous erroneously shaded scripts from being entered into the candidate files. The value of this technique will be seen in shorter error lists after marks merging has been completed.

Grade 7 examination results are expected to be available during the final week of November if the current rate of progress can be sustained.

ZJC Exam:

Delays in the production of ZJC marks lists have been experienced due to a combination of delays in entry of corrections to entry schedules into the computer, corrupted data files, software bugs, and hardware failures. Marks lists are now approximately 85% complete and all marks lists are expected to be available to the ZJC staff by 4 November. The ZJC staff are continuing to enter corrections to the Candidate Entry Schedules at the current time. This data entry is a lengthy process which should be shortened in future years with the introduction of optical mark candidate registration forms. Since marks entry (which is not expected to begin before mid-December) will probably require about 6 weeks time, the time required for entering corrections is still not expected to delay the examination results.

Optical Mark Forms:

A proof copy of the test OMR form which will be printed locally was reviewed and rejected due to misalignment of spaces for answers to questions. A new proof is being produced currently, and a test batch of forms should be available late in November.

The plan to register candidates using OMR forms in 1986 was reviewed and approved in principle. Draft forms will be designed for further review in December.

Recording of ZJC marks using OMR forms will be tested during the marking period using one subject in Harare Region. Marks for that subject will be recorded using the manual and the automated methods to determine if automated procedures are practical.

Planned Development:

To facilitate the development of a national student data base, a proposal to modify systems and software to support a unique student identification number is currently under development. The concept was reviewed in a meeting with senior officers of the ministry and was approved in principle.

Further proposals under development include creation of a financial accounting system to interface with the examinations processing system, and an interface to Cambridge examinations which would permit local capture of candidate registration and printing of results.

Distribution	No. of Copies
Ministry of Education - Secretary	1 cy
Deputy Secretary - Services	1 cy
Deputy Secretary - Planning	1 cy
Chief Education Officer - Services	1 cy
Chief Education Officer - Planning	1 cy
Exams Branch	2 cys
Treasury Computer Bureau	1 cy
USAID	1 cy

TRIP REPORT

GOVERNMENT OF ZIMBABWE MINISTRY OF EDUCATION, EXAMINATIONS BRANCH

Submitted by Eric Eno, Academy for Educational Development
For the period 26 November - 14 December 1985

The major objective of this trip was to provide oversight and assistance in the final processing of Grade 7 Examinations. In this regard, the trip was coordinated to coincide with the visit of the chief programmer of the development team that wrote the Zimbabwe Examinations System software (6-14 December).

Further objectives included planning for the processing of the ZJC examination, planning enhancements for future years' examinations processing, coordination of efforts to develop a local capacity to print Optical Mark Forms, and introduction of a micro-computer based project management system into the day-to-day planning and management of examinations administration. While some of each of these objectives was achieved, problems encountered in completing the Grade 7 Exam and subsequent investigation of strategies for optimization of system performance in future examinations preempted much of the effort planned for these subordinate objectives.

This report covers the final site visit for this series of trips (under delivery order 4). With the completion of this trip the final delivery and installation of examinations software was completed, and technical training covering software design and programming techniques was provided for five members of the TCB programming staff.

Grade 7 Exam:

Results and certificates for approximately 98% of the candidates registered for the Grade 7 Examination were completed and sent to regional offices on 9 December. The results for all regions were sampled and tested with no errors found in any results. Scripts for the remaining 2% of candidates with missing marks were still being searched and rescanned at the close of this trip, but most were expected to be corrected within two weeks.

While the scanning of scripts on the OMR machines went exceptionally well, enormous difficulties were encountered with the final processing of marks and calculation of results for this exam, most of which centered around inevitable procedural delays and computer failures. Were it not for the extraordinary assistance provided by the private firm of C.F. Tulley Associates (suppliers of the Data General computer), the results would surely have been delayed for at least an additional week. These difficulties began with the delayed production of Candidate Entry Schedules, were exacerbated by additional delays in correcting candidate registration data and subsequent closing of examination registration, and were extended further due to machine failures

when attempting to build and load candidate subject registration files. As a result of these delays, the system had to process the entire examination in a single batch (rather than incrementally over the four-week script scanning period), a task which overloaded the capabilities of both software and computer. A more detailed description of the problems encountered is contained in Attachment 1 to this report.

This being the first time that examinations were processed using the Data General MV8000 computer and the new examinations software, it was inevitable that experience would highlight improved ways of doing things. I have included a list of suggested changes in processing local examinations, as well as general suggestions for changes in operation of all systems on the Data General computer as Attachment 2 to this report.

ZJC Examination:

Due to the fact that the computer disk which held the entire ZJC examination data was rendered unusable by an unexplained computer failure (believed to be an electrical power failure), the examinations processing system was unavailable to ZJC section from 1 December. Rather than shut down the computer for the time which would have been required to repair this disk, it was decided to exert maximum effort toward completion of the Grade 7 Exam with the existing undamaged computer capacity, and defer repair of the ZJC disk for the week which was necessary to complete Grade 7.

Just as Grade 7, completion of ZJC on a timely basis will require a concerted and disciplined effort. A checklist of tasks required for completion of the JC examination is included as Attachment 3 to this report. This checklist has been distributed to all parties concerned with its accomplishment in Exams Branch and TCB. It should be noted that the schedule provides for daily updating of marks into the candidate files and periodic computation of grades. By smoothing out the work to be done by the computer system, it is hoped that the required processing time at the close of the process will be significantly reduced.

During this trip, the presence of the chief programmer from the examinations software development team proved extremely helpful in the processing of the Grade 7 Exam. Thus, Delivery Order 4 is currently being revised to permit the presence of additional technical assistance during the critical period of early-mid January. It is hoped that this on-site technical backup to TCB's technical staff will play the same role during the ZJC examination as it did during the Grade 7 Exam. Additional assistance is anticipated late in January with the implementation of a new delivery order which will enable me to be present for three weeks in January and February.

Other Activities:

1. Planning for Future Enhancements:

Detailed plans were formulated for the development of a financial accounting interface to the current examinations system, redesign of the system to incorporate a unique candidate numbering system to support consistent longitudinal research of examinations results, and minor enhancements to the examination system.

2. Local Production of OMR Forms:

A further proof of the generalized exam answer sheet was attempted during this trip, but this, like previous drafts, did not conform to the tolerances required by the OMR scanners. Further attempts will be made, and it is hoped that forms will be available for testing in January.

3. Project Management Systems:

Alternative models of the ZJC and Grade 7 Examinations have been developed using the PERT Chart method of analysis. These PERT Charts highlight the latest times activities in the examination can be started and completed without delaying the overall examination process. In subsequent visits, I hope to be able to include analysis of the uses and scheduling of staff and supernumeraries in the examinations models already developed. In addition, I plan to build additional models of Cambridge examinations and an integrated model of all examinations combined. Of course, these models will only be useful to Exams Branch if the Exams Branch staff learn how to use them, and informal training sessions have been held and are being planned for key staff members as time permits.

A sample of a current PERT chart is included as Attachment 4 to this report.

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Deputy Secretary - Planning	1 cy
Chief Education Officer - Services	1 cy
Chief Education Officer - Planning	1 cy
Exams Branch	2 cys
Treasury Computer Bureau	1 cy
USAID	1 cy

Processing Delays - 1985 Grade 7 Examination

I wish to state at the outset that no exercise of the size and scope of this one has ever been accomplished without considerable personal effort on the part of many people. This project could not have been accomplished without the dedicated professional attention of the user, the computer service bureau, the hardware supplier, and the software developers. Many people from all sides devoted long hours to the task of implementing new software on a new computer system and making it work right from the start. For this we are all appreciative. None of the discussion that follows should be taken as personal criticism of anyone involved in this implementation.

Delays experienced in processing the 1985 Grade 7 exam can be attributed to three principle causes: (1) inexperience in the use of new software; (2) computer failures; (3) delays in beginning software development. While few of the delays encountered were serious in themselves, combined they had a cumulative effect which ultimately placed the success of the 1985 processing in jeopardy.

Analysis of the examinations process utilizing a PERT chart and the Critical Path Method (CPM) reveals that printing and despatch of the Candidate Entry Schedule should be completed during the third week of July if that activity is not to delay the remainder of the examination. (See Attachment 4.) It is axiomatic in systems development and implementation to begin the initial operational utilization of new systems as early as possible to allow additional time to recover from unanticipated problems.

Since development of this software was not begun before March, it was not possible to write, test and debug the program for the Candidate Entry Schedule (along with other prerequisite programs) before July. Thus, we set a target date of July 23 for delivery of the software to produce Candidate Entry Schedules, a date which was met. However, repeated hardware failures after the software was installed delayed the completion of Candidate Entry Schedules until mid-August, which in turn delayed receipt of Entry Schedules at most examination centres until September.

This delay caused subsequent delays in the receipt of corrections at Exams Branch and entry of those corrections to candidate entry records in the computer. The result was that the entry of corrections was not completed before 18 November. Since the examinations system requires the complete entry of candidate registration corrections before it is ready to proceed with marks merging and grade calculations, we found ourselves in the position of having nearly all scripts marked before we could build the necessary files from candidate registration data to merge the marks to. Due to frequent hardware failures in this stage, we found that we needed two additional weeks to build the required files from candidate registration records.

By the time these files had finally been constructed and we were ready to begin merging marks, it was the week of 2 December. At least twice during this week the marks merging process was aborted due to computer malfunctions. By this time we were holding regular daily situation meetings with TCB, Exams Branch, and engineers of C.F. Tulley Associates and the problems were receiving considerable high level attention. The system engineers could find nothing wrong with the system that would cause the type of errors we were experiencing, although the problem was eventually suspected to arise from unreliable sources of electrical power.

On Friday, 6 December, the Tulley firm (CFT) offered to finish processing roughly 50% of the examination on two of its computers over the weekend. The offer was accepted and through the combined efforts of CFT and TCB, the examination processing was completed on Monday, 9 December.

Apart from the hardware problems encountered in the 1985 Grade 7 Exam, we can be reasonably certain that these problems will not recur in 1986. The 1985 ZJC exam is less certain to avoid these problems, but a schedule has been worked out that would appear realistic and attainable, but which still takes into account the lack of experience in using the new software with that exam.

The hardware problems, if they are indeed caused by power fluctuations can be corrected by the installation of power line filters and a backup power supply to provide emergency power should mains power fail. TCB is the only installation of its size and importance that I have ever seen without such emergency power supplies, and I feel that the acquisition of backup power should be a matter of extremely high priority. To ascertain for certain that power fluctuations are causing problems in the Data General computer, a power line monitor should be installed temporarily as a diagnostic tool.

Related to the computer reliability problems is the question of operational management of the computer being used for exams processing. Typically the operation of a machine serving as many diverse users as the TCB Data General computer would be under the supervision of a dedicated operator. This is not currently the case in TCB, with the system master console accessible to any staff members as may have occasion to use it. Anyone with access to the master console can set job priorities (for any users) and even block any jobs in progress. While this is a powerful tool that permits ad hoc adjustments to the work of the computer, it should not be the principle operating mode for the system. Its continued use invites undisciplined operation of the computer and potentially disastrous situations.

A second function of the operator is the performance of routine tasks associated with printing, loading and unloading tapes, and backing up data files to tape to assure the capability of restoring them to a current status should they be damaged. On two occasions, due to the unavailability of a trained operator, senior staff of TCB spend extended late-night hours in such mundane tasks as changing paper and forms in the printer. Of course, this meant that these staff members were unavailable the following day or at best their effectiveness was diminished if they were present for duty. During periods of intensive printer usage, three shifts of operators should be available for duty, including weekend duty.

An additional function that could be filled by the operator is the timely reporting of any machine failures to the maintenance organization. Currently, errors are reported to the Deputy Director by programmers as they are discovered. Since the Deputy Director's presence is sometimes required at Head Office or elsewhere, and since he has a good many responsibilities more urgent than relaying problem messages to the maintenance organization, chances are increased that necessary maintenance is delayed or even ignored under this arrangement. It is clear that TCB should improve its problem reporting procedures for the Data General computer in the future, and the operator could provide a responsible link in this task.

Finally, software redesign work is proceeding to determine methods which may be employed to improve the efficiency of the software without reducing the functions the system has been designed to perform. Software modifications will be bench mark tested to assure that they really do improve efficiency before they are introduced in the installed software.

Suggested Changes in Examinations Processing Procedures

Exams Branch:

1. Candidate Registration using Optical Mark Forms - to be tested in 1986 in a single region.
2. Corrections to Candidate Registrations using Optical Mark Forms - to be tested in 1986 in a single region.

Treasury Computer Bureau

1. Acquire Battery Backup and Line Filter for Data General MV8000 computer
2. Train and assign full-time operators to the Data General computer. During examinations processing (October-January) three operator shifts should be maintained on this machine for 7 day workweeks.
3. Restrict access to the DG system master console. Free access to this console allows anyone who knows how to change priorities of all jobs on the system. Only the operator should have access to this terminal, and the operator should be held accountable for setting job priorities.
4. Improve problem reporting procedures to assure that all problems are reported within a minimal acceptable time.

Academy for Educational Development

1. Modify examinations software wherever feasible to improve its performance at high volume processing stages.

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CHECKLIST OF TASKS - ZJC EXAMINATION

1. Reformat Examinations Disk on Computer - TCB - 13/12/85
2. Recover ZJC working files from latest backup tape - TCB - 13/12/85
3. Rebuild INFOS indexes for Candidate, Detail, and Consol files to conform to revised programme requirements - TCB - 13/12/85
4. Complete entry of corrections to Candidate Subject Files - Exams Branch with assistance from TCB - 15-20/12/85
5. Create Detail records for 2nd and 3rd subjects, Consol records for all candidate subject registrations, merge all detail records into a single file, load detail file and consol file into INFOS indexes - TCB - 21-22/12/85
6. Prepare marks lists and transmit them to TCB - Exams Branch - 95,000 marks/day, Begin date 14/12/85, Finish Date 10/1/86; with appropriate time out for Christmas and New Year Holidays
7. Enter marks to tape - TCB - 95,000 marks/day, begin date 16/12/85, finish date 11/1/86; With appropriate time out for Christmas and New Year Holidays
8. Merge Marks into candidate records - TCB - Begin date 23/12/85, Backlog of 570,000 marks expected at begin, to be run over Christmas week; 95,000 marks daily overnight after 30/12/85, Finish date, 12/1/86
9. Produce Results lists - TCB - 13-14/1/86
10. Produce Certificates - TCB - 15-24/1/86
11. Correct erroneous and missing marks - Exams Branch
12. Enter Corrections on tape - TCB
13. Merge Corrections - TCB
14. Print Certificates for corrected candidates - TCB
15. Produce Final Results List

GRADE 7

1. Remove old programmes and temporary working files from all directories other than working examinations directories.
2. Move any required programmes, macros, trail files, etc. from old directories to working examinations directories.

MEMORANDUM

TO: Mr. Kurt Moses
FROM: Randy Kurkjian
DATE: November 14, 1985
SUBJECT: Visit to Zimbabwe for the Ministry of Education Regional Computerization Project.
cc: Messers. John Hatch, Washington, and Rudi Klauss, Harare.

Mr. Kurt Moses and Mr. Kurkjian arrived in Harare on the morning of October 16, 1985. The objectives of this visit were to:

1. Get the project as defined in the above Delivery Order launched; and
2. Introduce Mr. Kurkjian to Ministry, the project and USAID as the Automation Project Specialist Candidate.

Mr. Kurt Moses left Harare on October 31. Mr. Kurkjian left Harare on November 14, 1985.

In every respect the visit accomplished these objectives successfully . The Ministry was responsive, cooperative and supportive.

Mr. Rudi Klauss participated extensively in all the visits and discussions and made this visit an enjoyable and productive experience. I hope his time will allow him to participate as extensively in future project activities.

The first two weeks were devoted to getting acquainted (especially for Kurkjian) with the environment, people, systems, etc. determining the extent of implementation of a number of recommendations made by AED in studies undertaken in mid 1982 and early 1983, and in focusing on project objectives and activities. The list of individuals and organizations met with is presented in Exhibit 1. It was found that none of the recommendations made in these studies had been implemented.

Our first meeting was with Mr. S. Mumbengegwi, Deputy Secretary for Planning on Thursday, October 16, 1985. Mr. Mumbengegwi, stated rather strongly that the Ministry had been waiting the past 2-3 years to get the project off the ground. Time has been wasted and now that we are here the Ministry expects AED to catch up and install the hardware as soon as possible.

In this and other meetings later on, Mr. Kurt Moses eloquently explained the purposes of the visit, our plan of work, and the wonderful things computers could do for the Ministry.

The Ministry provided the resources needed for us to get going. Mr. Isaac Menashe was assigned as Project Leader and very efficiently steered us through the bureaucracy and opened the necessary doors.

A large number of meetings were held. These included meetings with:

- o Ministry Head Office
 - o Staffing Division
 - o Administration
 - o Finance
 - o Planning
- o Regional Offices:
 - o Harare
 - o Matabeleland
 - o Mashonaland
- o The Treasury Computer Bureau, TCB
- o The Scientific Computer Centre. SCC
- o The Salary Service Bureau, SSB
- o Hardware vendors:
 - o C. F. Tully
 - o Realtime
- o Software Consultants:
 - o Alistair Watermeyer & Co.
- o The Ministry of National Supplies
- o USAID for introduction and later to discuss procurement procedures.

These meetings provided information which served two purposes. These were to:

1. Prepare a detailed workplan, describing the tasks to be performed, schedules, resource requirements, products to be produced and actions to be taken; and
2. Commence preparing the System Requirements Document as a basis for later work to prepare the hardware and software specifications, procedures development, training and implementation.

Prior to Mr Moses' departure another meeting was held with the Deputy Secretary for Planning on October 31. In this meeting request was made for additional resources and a project management organization was presented. An additional resource, the Deputy Project Leader, was assigned in the person of Sam Gumbo, need for resources from either TCB or SCC or both was acknowledged; need for an administrative type to be assigned to the project to assist with the Procedures Development Task was also acknowledged; and the project management organization was accepted. The urgency of getting the hardware installed as soon as possible was again stressed by the Deputy Secretary for Planning in no uncertain terms.

People Met with in Zimbabwe
During the Period of
October 16 - November 14, 1985

Sam Mumbengegwi, MOE	Under Secretary Planning
Tracy Mudzi	Admin. Officer
Neville Thomson	Chief Education Officer
Isaac Menashe	Education Officer
Alan Rope	Undersecretary Finance
R. T. Madamombe	Chief Ex. Off. Finance
J. C. Gumiro	Chief Ex. Off. Finance
Dr. Edison Zvangobani	Director SCC
Eric Drainer	Undersecretary Administration
Don Kiley	Principal Ex. Off. Admin.
Desmond Van Blerk	Director SSB
Cuerden }	
Cader }	Staff of SSB
Zifodya }	
W. Tregidgo	Chief Ex. Off. Professional Staffing
Mrs. N. Khan	Registry Supervision, Staffing
Charles Chinyanga	Director TCB

HARARE REGION

M. Hove	Regional Director
Miss Shirley Sherrif	Ex. Off. Staffing
Sidney Mazaramhanga	Senior Ex. Off. Clerical Support
John J. Jaratina	Executive officer (Accounts)

MATABELELAND REGION

E. B. Kawadza	Regional Director
E. P. Dube	Deputy Director (Secondary)
S.N. Dabangwa	Deputy Director (Primary), North
C. M. Dube	Deputy Director (Primary), South
I.G.D. Tanyanyiwa	Education Officer (Services)
A.D. Masvibe	Executive Officer (Finance)
A. Z. Hove	E. O. Professional Admin.
N.A. Pesanai	Exec. Off. (Administration)
P.F. Parsons	Registry Supervisor
A.T. Phiri	Senior Executive Officer
P.E. Shamuyarira	Exec. Off. (Govt. Staff)
M. Jawa	E. O. Staffing (Primary)
E.G. Dhiamini	E. O. Staffing (Secondary)
C.D.S. Ncube	Ex. Off. (United Teaching Service Staffing)

Mashonaland
Mazingi
Rumland
Sisimayi
Diwany
Nhandara
Tsiko
Mwanza
Chishanga
Changwaia
Sibanda
A. Rahman
Chinyinga
Ron Nyandoro
Roy Hyslop
Alistair Watermeyer

Acting Regional Director Mashonaland
Act. Dep. Reg. Dir. Secondary Schools
Act. Dep. Reg. Dir. Secondary East/Central
Act. Dep. Reg. Dir. Prim. West/Central
Education Officer
Ed. Off. Staffing Primary
Senior Ex. Officer
Acting Ex. Officer, Accounts
Ex. Officer Staffing and UTS
TCB
SCC
Minister of National Supply
Dep. Chief Educ. Officer
Real Time
Alistair Watermeyer & Co.

EXHIBIT 2
SYSTEM REQUIREMENTS DOCUMENT

Table of Contents

1. INTRODUCTION
 - objectives
2. SYSTEM PREMISES
3. SYSTEM FUNCTIONAL REQUIREMENTS DESCRIPTION
 - SYSTEM STATISTICS
 - o OVERALL
 - o REGIONAL
 - FUNCTIONAL DESCRIPTION & STATISTICS
 - PERSONNEL ACTIONS
 - o RECRUITMENT-DESCRIPTION/STATISTICS
 - o RETIREMENT/FLOWCHARTS
 - ETC.
 - OTHERS
4. ORGANIZATIONAL IMPLICATIONS OF SYSTEM DESIGN
 - HEAD OFFICE:
 - ORGANIZATION
 - FUNCTIONAL DESCRIPTION
 - JOB DESCRIPTION
5. REPORTS AND OTHER OUTPUTS
 - HEAD OFFICE
 - o REPORTS DESCRIPTIONS/CONTENT
 - o FREQUENCY
 - o RECEPIENT
6. DATA ACCESSABILITY AND SECURITY
7. SPECIAL DATA PROCESSING REQUIREMENTS
8. BACK UP SYSTEM
9. DATA AQUISION AND ENTRY

EXHIBIT 3 Part A

Tasks to be Completed by Ministry Project Staff By December 16, 1985

1. Sam Gumbo to continue to collect all forms from the Regions and analyze these suggestions prepared on a matrix as in Exhibit 3 Part B.

Fill in matrix to indicate what forms are used in what regions and for what purposes

If forms are unique to a region find out why

All forms to be analyzed to see if there are duplications, how frequently used, etc.

In the context of our system design which forms may be discarded, combined, etc.

2. Isaac Menashe - to complete flow charting and to add quantitative data where it is lacking. Play these by the Advisory Group, if time will permit for purposes of verification.
3. To get from Mr. Khan at Registry, data he has collected and analyze to see how these numbers affect data we already have and add where data is missing.
4. Where necessary add text to the flow charts, if text, in your opinion would make charts clearer.

PROCUREMENT CYCLE

(Based on Discussions with USAID)

WEEKS

EXHIBIT 5
weeks

ACTIVITY

1 2 3 4 5 6 7 8 9 10 11 12

1. Draft RFP Ready
Distribute to:
 • Ministry of National Supplies
 • ATTENY General of Zimbabwe
 • USAID to WASHINGTON
 • AED Washington

Review of Draft RFP, Return to AED Harare

2. Incorporate changes into RFP, finalise

3. Prepare announcements for local and US publication

4. Cable US AED to publish in ^{Commercial Business Daily}

5. Possible ^{two weeks} delay in getting published in CBD

6. Publish in Harare and CBD simultaneously

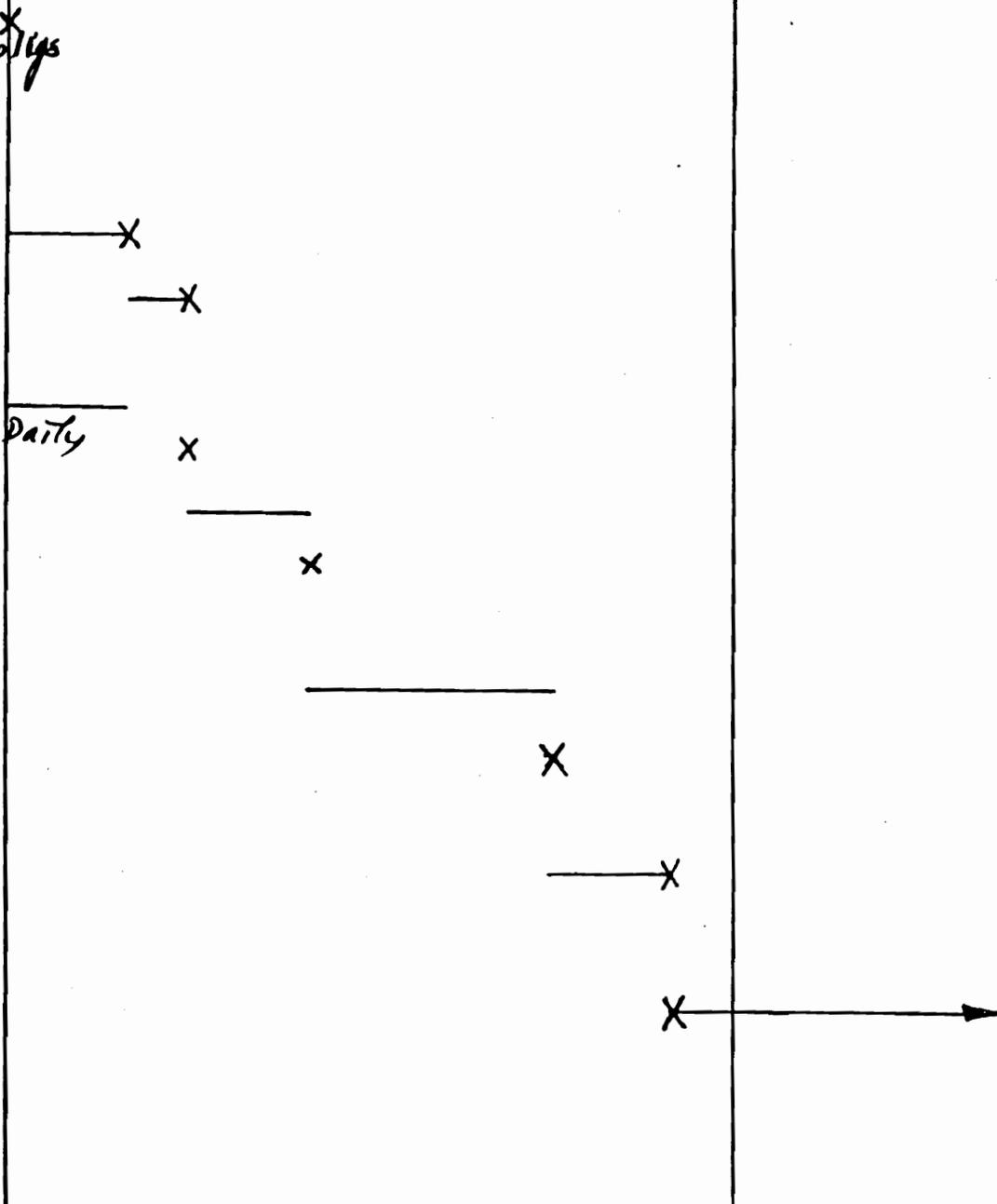
7. Oral ^{proposal} mouth response time - may be as much as 45 days

8. all proposals Received Harare

Evaluation of Proposal and selection of Vendor

10. Place Purchase order and wait for equipment delivery - may be as much as 90 days.

There may be a week delay in selecting the vendor and placing purchase order. Not reflected in schedule



FORMS ANALYSIS

REGIONS	FORMS					
	Name	Name	---	---	Name2	---
HARARE						
MATEBELELAND NORTH						
MASHONALAND WEST						
FUNCTIONAL CLASSIFICATION						
	APPOINTMENT	APPOINTMENT	LEAVE	TRANSFER	RESIGNATION	PROMOTION
						ETC
						ETC
						ETC
						ETC

Name : TITLE OF FORM. IF FORM NUMBER IS AVAILABLE, INCLUDE IT.
 Put X IN APPROPRIATE CELL where form is applicable

EXHIBIT 2 (cont.)

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Comparison of Project Proposal
and Workplan Activity Dates

Exhibit 4

<u>ACTIVITY</u>	<u>FINAL PROJECT PROPOSAL MAY 31, 1985 (START)</u>	<u>BASED ON WORKPLAN SUBMITTED NO. 8, 1985</u>
1.0 Project Initiation	June 85	Mid-October, 1985
1.1 Initiation Meeting	June 85	Mid-October, 1985
1.2 Semi Annual Review Meeting	Dec. 85	March 1986
2.0 Egin Regional Computerization	June 85	October, 1985
2.1 General design phase/scope of work	June 85	Nov. 1985
2.2 Tender Selection of Supplier	Aug. 85	Mid-June 1986
2.3 Establish service/spare contract	Nov. 85	End June 1986
2.4 Hardware configuration & purchase	Jan. 1986	End June 1986
2.5 Purchase of off-shelf software	Jan. 1986	Sept. 1986
2.6 Custom Software Development	Aug. 1985	Mid July 1986 (Start)
2.7 Test, Implementation/modif Software	April 1986 April 1986	October 1986
2.8 Data capture operations	Jan. 1987	April 1986 (Start)
2.9 Link up with TCB/SCC	Aug. 1985	
3.0 Form Design		March 1987 (estimated)
3.1 First Test production/introduction	March 1986 Sept. 1985	Nov. 1985
4.0 Introductory training sessions	Dec. 1985	Feb. 1987
4.1 Specialty training session	Aug. 1985	May 1986
4.2 Tutorial software Development	Jan. 1985	July 1986 Not planned yet
4.3 Management training	Feb. 1986	July 1986
4.4 Software Specialists visit	July 1985	Not planned
4.5 Specialist training of Project Leader	Dec. 1985 Dec. 1985	Second Quarter 86
4.6 Training Review		June 1986
5.0 Evaluation		Unplanned yet

Vijay Kumar
Trip Report to Zimbabwe
January 6 - January 9
D.O. #12

1. Introduction:

This report is in fulfillment of AED contract number 613-K-606-C-00-4010 dated December 13, 1985 to delineate the basic design, data requirements and customization necessary to adopt an existing scholarship tracking system to the special requirements of a multi-user, multi-scanner user system. Specifically this report address:

- the present requirements for identification, background documentation and selection of external scholarship recipients.
- the staffing reporting requirements within the Ministry of Labour, Manpower Planning and Social Welfare.
- staffing and training requirements, procedural record keeping and equipment needs of core operating groups within the Ministry.
- related tracking requirements within Ministry to insure smooth integration.
- general flow plan, chief characteristics major data elements and any special programming requirements.

A. Method:

This report is based on the following:

- On-site visits to the M/LMPSW by M.S. Vijay Kumar, short-term technical expert for the Systems Division of AED from period January 5 to January 9, 1986.
- Interviews with some 9 people as noted in Appendix A on the scholarship process.
- Review of background material prepared by MMPD and by Kurt Moses, Director of the Division for Management Services. (See Appendix B)
- Review of the forms used currently from the initiation to the follow up stages of the scholarship tracking system. (See Appendix C)

B. Limitations:

Given the very brief period of time for the on-site visit, it was not possible to interview representatives of the donor countries. A meeting with representative fo ICL did not materialize also for the same reason.

Consequently this report does not provide some of the specific reporting requirements of the donors involved in scholarship support. It also does not contain the current dollar amounts of the equipment and related materials (such as software packages and terminals) which would be required to support and efficient automated system.

However, these specifics, it is felt, do not affect the major observations or recommendations presented here.

Acknowledgements:

This report would not have been possible without the considerable assistance provided by Dr. Carter Njovana, Mr.s Chari, Mr. Mliza and Mrs. Chinzendwe. Their cooperation at each step is greatly appreciated. Excellent support to the effort was provided by Dr. R. Shortlidge of USAID, Dr. Rudi Klauss of AED, and the staff at AED, Harare, to whom I am very grateful. Finally and very importantly, acknowledgement is due to Dr. Kurt Moses and Dr. John Hatch for initiating and providing the relevant background for this project.

C. Organization:

The subsequent portions of this report are organized as follows:

II. Background:

- a. the organization structure of the scholarship section at the M/LMPSW.
- b. the scholarship process flow from initiation through completion with descriptions of the process.

Note: Copies of all supporting documents are provided in appendices. Preliminary back background reports on automation are also included in appendices.

II. Observations:

Both general and specific observations as they relate to the overall scholarship operations including the Registry functions and the Computer Center functions. The observations review the conditions currently existing in these units of the scholarship section in terms of the flow of imformation, reporting requirements, staffing and office automation.

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III. Recommendations:

Both general and specific with particular attention to scholarship activity as they relate to streamlining Registry operations; automation of the scholarship activity; hardware and software consideration; probable overall system configuration; reporting requirements and staffing needs.

IV. Future steps for implementation of approved recommendation.



OBSERVATIONS

The ensuing observations are categorized as general and specific observations as derived from interviews, documents and actual observations of the scholarship process. It must be stressed at this point that the cooperation and responsiveness of all concerned made it possible to identify those fine elements which could be normally overlooked in studying any system.

The specific observations are directly derived from the general observations in as much as they are details of the general observations, as they apply to the Registry's functions and to automation related to scholarships.

A. General Observations

The general observations of the scholarship operations typically fall under the following five major categories:

1. The need for standardization and formalization of policies, documents and forms, and routing.
2. The critical need to have mechanisms such as automated processes whereby enquires on scholarships which necessitates spontaneous information retrieval can be facilitated.
3. Staffing requirements, both in the registry and in the computer section, which need to be addressed in order to handle the voluminous information processing requirements, especially during the peak season May - September.
4. Office equipment needs which are critical to expediting the scholarship processing function.
5. Reports with formalized reporting requirements and formats to meet the needs of donor agencies, concerned officials in the related ministries (i.e. the MMPD, the Foreign Ministry and relatives). The implication is that Reporting Functions for purposes of internal management and external reporting have to be formalized.

The above categories of areas that seek improvement suggest a strong need for automation of the scholarship processing activities. These categories will now be exemplified in terms of specific observations vis a vis the Registry and the Computer System.

B. Specific Observations:

1. There is a lack of clearly defined policies and documents to process inquiries from potential applicants. For example the Registry receives inquiries through a variety of sources such as letters, telephones and random conversations. As a consequence, application workload is greatly increased without a guarantee that information has been provided to all possible applicants.

2. A concomitant problem in this regard is that correspondences from the Registry are made in any one of three letterheads (Ministry of Education and Culture, MMPD or Labour). This causes document tracking, routing and filing difficulties and information retrieval problems
3. Scholarship information requests and enquiries are frequently made through open letters with supporting documents such as curriculum vitae, rather than on standard request forms. The result is voluminous record maintenance.
4. More staff dedicated solely to scholarship activities are needed both at the Registry and the Computer Center. At the Registry, for example, voluminous paper handling activity and backlogs were observed both at the clerical and secretarial levels. At the Computer Center there are gaps in the staff structure which need to be filled, especially considering the fact that this section handles the computing requirements of the entire ministry.
5. There is a critical need for office equipment (telex machine, typewriters, switchboards, copiers, etc.) which are also dedicated to scholarship activities. The present situation, wherein these facilities are shared causes problems of prioritizing activities, bottlenecks and delays even to critical actions in emergency situations.
6. The current systems at the Computer Center would be inadequate in terms of the hardware and software available for meeting the information processing, report and document generating requirements of the scholarship system. The reasons specifically are:
 - a. The ME-29 does not currently have a word processor, whereas the word processing features of the Perkin-Elmer are primitive.
 - b. No database packages of the form required to generate status reports or possible on line query responses are available.
 - c. The system supports batch processing which would not be suitable for an integrated, on-line, transaction processing required for the scholarship system.
 - d. Though the current memory available could be sufficient for scholarships and the other computer requirements of the ministry using the ME-29 could pose problems in terms of processing priorities, data-security, control and retrieval speeds.

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RECOMMENDATIONS

The following recommendations have been derived from the preceding general and specific observations and describe:

1. Preconditions for effective introduction of automation for the scholarship system
2. An overview of hardware requirements
3. An overview of software requirements
4. Related general conditions, and
5. Staffing and training requirements.

Preconditions

1. Formalized all procedures involved in scholarship process with written policies. This formalization should especially focus on standard entry and routing procedures for all documents.
2. Standardize and preformat all documents, forms and reports including the following:
 - Enquiries for receiving application
 - Selection criteria
 - Acceptance letters
 - Reject letters
 - Acceptance reports
 - Reject reports
 - Individual reports on progress
 - Tracking reports
 - Status reports for institutions and countries
3. Prepare simple flow charts showing:
 - Source of documents
 - Destination points
 - Routing
 - Decision Points

Simply stated this flow chart would clarify who requires what and why.

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HARDWARE

Given the needs of the scholarship system the following hardware configuration is recommended:

1. 1 large (16 or 32 bit) microcomputer with features listed below:
 - 40 megabytes of core memory and tape back up.
 - capability to support up to 5 standalone work stations (terminals)
 - capacity of supporting data base and wordprocessing packages
 - BASIC, COBOL and PASCAL language features

*Preferred systems: IBM PC, NCR Modus, WANG.

2. Peripherals as listed below:
 - 1 Winchester Hard Disk and Drive (22mb)
 - 2 draft quality printers
 - 2 letter quality printers

The main systems and peripherals should be necessarily located at eh computer center for reasons of security and system maintenance (tape backups, etc.). The set four interconnected terminals, hardwired to the main system would be located at the Registry and the three processing areas respectively.

Supplies such as floppy diskettes, tape ribbon and stationery as well as manuals, would also be stored at the Computer Center.

February 19, 1986

To: ZIMBABWE PROJECT FILES/Delivery Order 4, 10, 11, and 13.
January 23, 1986 - February 14, 1986

From: Kurt D. Moses

Re: ZIMBABWE TRIP REPORT

This memorandum covers the results of Delivery Orders 4, 10, 11, and 13.

Delivery Order 4: Examinations Branch and Scholarships

Under subcontract to Eric Eno and the "Little Computer That Could" delivery order 4 has proceeded forward almost on schedule. That portion of the effort which is not on schedule relates to final documentation of programs, and some final adjustment of programs (software programs) which the examinations branch has requested but which technically are not funded under the current delivery order. There also developed situation which we alerted the Ministry of Education to in June that has to do with the processing of the so-called (ZJC) examinations. The original intent of delivery order 4 was to computerize the exams branch handling of the grade 7 examination in Zimbabwe which last year had approximately half a million examination tests. The second major exam given in the country is done at what is known as Form II (our ninth grade) which is called the ZJC. This examination which has now has approximately 300,000 exams scripts associated with it has been delayed this year because of processing problems. The programs which Eric Eno developed were transferred to an independent contractor (C. F. Tulley) within Zimbabwe who ran the programs on their own machines.

The programs were run on a private contractor's device instead of the central computer facility (Treasure Computer Bureau or TCB) because the central computer was suffering from power problems caused by lightning strikes on the power lines as well as by so-called dirty power in the building itself. The Academy formally recommended that the Treasury Computer Bureau upgrade its power supply and also improve the quality of power for the computer handling examinations. No direct action was taken on these suggestions. This has been the cause of the difficulties encountered. To adjust for this, certain changes were made to Eno's programs so that processing time for individual sections would be reduced. The independent contractor in Zimbabwe (C. F. Tulley) accomplished these changes.

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Under the proposed delivery order 15, copy attached to this trip report, the changes completed by Tulley as well as some modifications completed by Eno would be included in the master programs, and documented. Both the ministry and the exams branch specifically are aware of these suggested modifications. Estimated time to complete design is two weeks, sometime during March, April or May of this year.

Shortly after I arrived, the examinations branch, Eno, and I worked out an approach to merging the changes which Tulley made with the overall program proposed by Eno. In addition, we worked out a timetable for additional training for exams branch personnel with the idea that the Academy by next year would no longer be involved in this process. Rather local resources would take over responsibility for the examinations and the supporting computer programs.

Delivery Order 10: Regional Computerization

Over the period of three weeks most of my attention was focused on getting delivery order 10 back on track. This included establishing a protocol for dealing with outstanding evaluation issues, bringing USAID up to speed on the procurement process itself—John Lewis the USAID Procurement Officer apparently had heard nothing about delivery order 10 and due to Richard's absence was in charge of the procurement itself. In addition Washington IRM, the people who do the final approvals on a computer purchase, needed to be more fully involved.

We were able to distribute the final RFP document one day ahead of schedule. The only foul up was that the Ministry of National Supply, which was to place an announcement in the newspaper January 31, 1986, because of a clerk's error, did not do it. Instead we called some thirty-five potential suppliers. The bidders meeting on February 7 went according to schedule--in fact with USAID presence at the meeting went very well. Ten bidders appeared for that meeting and two subsequently arrived following it. I have brought back with me a final packet of additional items to be mailed out to potential bidders including a checklist, a set of evaluation questions which are to be submitted along with the proposal itself, and written answers to questions that were raised both before the bidders meeting and during it.

Immediately following the bidders meeting, we established a set of evaluation points and criteria which the entire evaluation committee would adhere to. In addition, before I left, we settled on the composition of the evaluation committee that is included as an attachment to this trip report.

Overall considering that we have now involved the two major computer users in the country, the Treasury Computer Bureau (TCB) and the Scientific Computer Center (SCC), they have all said that this is one of the better procurements they have ever seen. We receive no expressed concern on the part of any of the vendors over the timetable, over the comparatively short period allowed for development of the response (it meets the minimum requirement of twenty-seven days) or over the quite rigorous demands made on the bidders.

The most difficult period as I see it will occur during the final contract negotiations to commence on approximately the twenty-seventh of March. We have allowed ourselves approximately two weeks to negotiate a final contract which is acceptable to USAID, to the Academy, and to the vendors. In addition we will need to put in place some specific approval procedures to ensure that the actual acceptance of both the hardware and the software proceeds according to plan. I will do this during the next visit. I also foresee some difficulty, which a longterm, fully engaged person will help alleviate, in the lack of knowledge of the Ministry personnel about the actual process of implementing a regional computer system. The Ministry people, until they have gotten into it, don't understand what they don't understand. I think our considerable efforts to speed this process up and to be completely accommodating to the Ministry's timetable has raised once again our credibility in terms of both knowing what we are doing and knowing how to do it.

To date we're getting kudos all the way around. With the exception of the actual delays in getting the whole effort started, the Kurkjian episode is behind us. Sam Mumbengegwe has acknowledged that the Academy should have a long-term person involved in the actual contract monitoring for a portion of that persons time. In the attachments are proposed job descriptions for such a person and also statement of qualifications required. We have placed an ad in the Herald in Zimbabwe soliciting persons with appropriate qualifications for such a position period. In addition Moore in Saudi Arabia, as well as one other has expressed an interest in this long-term position. Moore is available on a monthly basis and we have maintained contact with him. I will attempt to see him in March when I visit KFU.

Delivery Order 11: Scholarships

Over the period of three weeks, I continued the work that Vėjay Kumar had begun with the Scholarship Division of the Ministry of Labor. The Ministry people, but mainly Carter Ndjovana the Undersecretary seems pleased with the progress. The Kumar

incident has been virtually forgotten. Its simply someone who showed up and did some work and there seemed to be no hard feelings. A good bit of this is the result of Rudi's quick action and diplomatic handling of the whole situation.

Substantively, very little has happened in the scholarship section since the time of my August 1983 report about the needs of the Ministry. The two significant things which have changed relate to the manner in which advertisements are placed in the newspaper (they now include the qualifications necessary for each scholarship position and thereby result in fewer applications because of self-selection) as well as a somewhat improved registry operation. The latter improvement is important because the registry was one of the major procedural problems within the Ministry.

Having interviewed all of the major donors, non-eastern Bloc, I find that the prevailing concern with the Ministry has to do with delays in processing (not all of which are the Ministry of Labor's fault) and inconsistent record keeping. Paperwork periodically gets lost, is completed poorly, or else it is simply non-existent. The most reasonable and potentially helpful group in this regard was the UNDP under the leadership of the regional representative by the name of Ambacheu. Ambacheu offered to host a joint meeting between the major western donors, the Ministry of Labor, and other government ministries who were a party to recommending candidates for scholarship positions. Carter Ndjovana in particular was very pleased with this opportunity and felt it would relieve considerable pressure on his own unit for performance when they have no control over circumstances.

It is clear that the Ministry could use an integrated, multiterminal, computer system which combined word processing with a basic record keeping system. In addition it is clear that they could use a modified version of the Tunisian scholarship tracking system. At the present time they require only about one quarter of the academic information now maintained by the Tunisian scholarship tracking system. However, they could well use all the peripheral information formatting, application tracking, and reporting routines that are a part of the scholarship tracking system. I believe a small team of programmers, mainly one systems analyst, one experienced US programmer and one contract programmer from within Zimbabwe would make an excellent group to make the necessary modifications to the scholarship program and in fact to install it. I also suspect that the best option for the Ministry of Labor would be to use a micro or mini computer system similar to the one that the Ministry of Education installs. This would have tremendous benefits in terms of staff training, in terms of experience with maintenance activities, and provide a critical mass of installations which makes it easier on a vendor to service.

There is a strong move to establish a secondary track for students at the secondary school level. This involves in effect a vocational technical track for those students who may never pass O-Levels within the Zimbabwe school system. As a result over the next two years there will be a tremendous increase in demand for vocational technical positions. In addition, I believe there will be a tremendous increase in demand for scholarships related to vocational technical training. This suggests that the Ministry of Labor will have a much greater burden placed on it and in addition will become much more publicly associated with the educational activity.

Delivery Order 13: Management Information System and Administration

Delivery Order requested two people to assist the vocational training division of the Ministry of Labor to establish an information system which allows them to access information about the operation of the vocational technical colleges throughout the country and in addition provides them with information that maybe required by Parliament during its budget negotiations. Under the leadership of Mr. Muringi this effort needs to both centralize the processing and reporting of information and decentralize in a more effective manner the capture of information about the students and programs which the Ministry supports. Muringi was uncommonly cooperative in this endeavor and seems to feel that Lou Simmons is capable of doing a good job in the effort. Simmons has grasped the essential elements of what is required and the need right now is to buttress his work with a person who is a specialist in state level management information system planning...someone who can specifically design the reports and the conceptual structure necessary to provide an integrated set of information about the college and operations. It is also clear, and Muringi has agreed to this as first priority, that we need to automate the record keeping in a majority of the vocational and technical colleges. This would involve probably mini and or micro computers in the various colleges linked on a telecommunications or mail basis to central machinery and staff in Harare to handle student registration, budget and personnel. In concept such a system is very equivalent to the sort of mechanism that many states in the U.S. have established--in particular Ohio.

Consultant Report

March 26, 1986

Louis Simmons, AED Consultant

The Consultant's objectives were to provide technical support to the Ministry of Labour, Manpower Planning and Social Welfare's Division of Vocational, Technical and Industrial Training to strengthen their administrative and planning capacities. This was to be accomplished by a requirements analysis, sample applications, reports and producing a draft project activity statement.

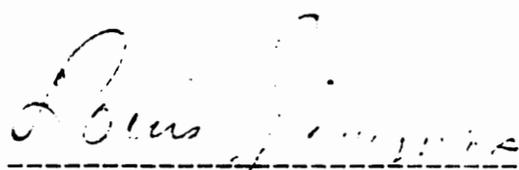
An initial meeting was held with Mr. Muringi, Deputy Secretary of Vocational and Institutional Training to clarify these objectives. A series of meetings and interviews were then held with key Ministry staff to determine the divisions requirements. A list of the persons interviewed is attached. This process included interviews at head office, Harare Polytechnic and a trip to the Technical college, Bulawayo. Other people interviewed were in related areas and divisions which either provided and/or used data relating to vocational and/or institutional training. After the interviewing process, collected data and statistics were collated providing the basis for the requirements analysis and a draft project activity statement was written.

The draft project activity statement was delivered to Mr. Muringi for his review and comments. After his review a meeting was held to discuss the draft and answer any questions that has arisen. A short live demonstration was presented during this meeting and additional time was taken to answer any questions which were generated by the demonstration. Following this meeting, a final draft project activity statement was prepared and delivered to Mr. Muringi.

In concluding my report I wish to express my appreciation to the many men and women that have been responsive, and very helpful in the analysis and interview process. The staff seemed eager to help in any way they could. This participation assisted greatly in the analysis phase of the project.

A list of attachments include:

- * draft project activity statement
- * A list of all people interviewed
- * Qualifications for personnel required for project implementation
- * Points covered in live demonstration
- * Sample Printouts from live demonstration



Louis Simmons, Consultant