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AUDIT OF
ZIMBABWE BASIC EDUCATION
AND SKILLS TRAINING
PROGRAM NO. 613-K-606

AUDIT REPORT NO. 3-613-90-08
April 6, 1990

UNITED STATES OF AMERICA
AGENCY FOR INTERNATIONAL DEVELOPMENT
REGIONAL INSPECTOR GENERAL/AUDIT

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April 6, 1990

MEMORANDUM FOR DIRECTOR, USAID/Zimbabwe, Allison B. Herrick

FROM: RIG/A/Nairobi, Toby L. Jarman



SUBJECT: Audit of Zimbabwe Basic Education and Skills
Training Program

The office of the Regional Inspector General for Audit/Nairobi has completed its audit of the Zimbabwe Basic Education and Skills Training Program. Five copies of the audit report are enclosed for your action.

The draft audit report was submitted to you for comment and your comments are attached to the report. The report contains two recommendations which are resolved but will not be closed until completion of planned or promised actions. Please advise me within 30 days of any additional actions taken to implement the recommendations.

I appreciate the cooperation and courtesy extended to my staff during the audit.

EXECUTIVE SUMMARY

The goal of the Zimbabwe Basic Education and Skills Training Program was to assist the Government of Zimbabwe to expand its education and skills training system by providing funds to construct facilities, purchase equipment and train personnel. The Program was administered by USAID/Zimbabwe and implemented by the Government's Ministry of Finance Economic Planning and Development. As of September 30, 1989, about \$45 million had been obligated, \$29 million for a Commodity Import Program and about \$16 million for a technical assistance component.

Under the commodity import component, A.I.D. paid U.S. suppliers for commodities and upon receipt of these commodities, Zimbabwean importers paid the local currency equivalents into the program's special account in the Reserve Bank of Zimbabwe. As of September 30, 1989 about 45 million Zimbabwe dollars (\$28.4 million) was paid into the program's special account for these commodities; about 31 million Zimbabwe dollars (\$19.6 million) of this amount was used to construct educational facilities and purchase locally available equipment.

On the technical assistance side, equipment was purchased from the United States, technical assistance personnel were brought to Zimbabwe to teach in colleges and to work in education ministries, and Zimbabweans were trained abroad so they could return to Zimbabwe to work with and take over from the technical assistance personnel. As of September 30, 1989, about \$10.6 million was spent on these activities.

The Office of the Regional Inspector General for Audit, Nairobi conducted a performance audit of the program to determine whether:

- the program was making progress in assisting the Government of Zimbabwe to expand its educational and skills training system;
- program-financed facilities and equipment were being effectively used; and
- local Zimbabwean counterparts were trained and returned in time to work with the technical assistance personnel before their departure.

The audit found that the Program was assisting the Government to expand its education and skills training system. For

example, it had financed the construction of educational facilities in three colleges and the National Education Service Center and the purchase of locally available equipment to be used in these institutions.

Also, 19 technical assistance personnel were brought to Zimbabwe to teach in colleges and provide on-the-job training to Zimbabweans that were to work with the technical assistance personnel after returning from training abroad.

While these activities contributed to the expansion of Zimbabwe's education and skills system, the audit disclosed that corrective action was needed to ensure: (1) more effective utilization of program-funded facilities and equipment and (2) better coordination of technical assistance personnel with Zimbabwean counterparts in future programs. Specifically, facilities and equipment valued at about \$6 million were under-utilized and, secondly, only 11 Zimbabweans were trained abroad to replace 19 technical assistance personnel -- none of whom returned to Zimbabwe in time to work with the technical assistance personnel.

Regarding the under-used facilities and equipment, A.I.D. regulations state that the grantee should ensure that A.I.D.-financed facilities and equipment are effectively used for the purposes for which assistance was made available. However, our audit disclosed that facilities and equipment were under-utilized -- some were not used at all. Further, there was no assurance that additional equipment budgeted for would be effectively used. This occurred because there were no detailed plans established by the Mission and the Government to fully use facilities for their intended purposes. Furthermore, equipment was not fully used due to a lack of trained staff and spare parts. As a result, facilities and equipment valued at about \$6 million were under-used, and recent orders of \$1.55 million in similar equipment would also likely be under-used -- a total of \$7.55 million. Therefore, the report recommends establishing plans to fully use facilities and equipment. Mission Management agreed with this recommendation.

Regarding the lack of trained counterparts and overlap with technical assistance personnel, A.I.D. policy requires participant training to be coordinated with the schedule for the arrival and departure of technical assistance personnel. Under the Basic Education and Skills Training Program, 19 technical assistance personnel were brought to Zimbabwe between 1985 and 1988. However, only 11 local counterparts were trained in the United States and none returned in time to work with the technical assistance personnel. This occurred because the Mission brought the technical assistance personnel into the

country before the Government of Zimbabwe had identified, cleared and scheduled the counterparts for training. This would have enabled them to complete their training and return to Zimbabwe in time to work with the technical assistance personnel before their departure. As a result, the benefit derived from the \$2.7 million investment in technical assistance was significantly reduced. Furthermore, \$73,454 earmarked for long term training would not be used before the program was completed. To avoid this problem in the future, the report recommends including a requirement in all future program agreements for counterparts to be identified and placed in training before technical assistance personnel are contracted. Mission Management agreed with this recommendation.

Office of the Inspector General

AUDIT OF
ZIMBABWE BASIC EDUCATION AND
SKILLS TRAINING PROGRAM

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PART I - INTRODUCTION

A. Background

Shortly after gaining independence in 1980, the Government of Zimbabwe initiated a major expansion in education which brought about the need to construct new facilities, purchase equipment and train teachers and instructors. To contribute to these efforts, A.I.D. authorized the Zimbabwe Basic Education and Skills Training (BEST) Program on July 27, 1983. The goal of the BEST program was to assist the Government of Zimbabwe to expand its education and skills training system by providing additional funds to construct facilities, purchase equipment and train personnel.

The program was administered by USAID/Zimbabwe and implemented by the Government's Ministry of Finance Economic Planning and Development. As of September 30, 1989, about \$45 million had been obligated, \$29 million was for a Commodity Import Program (CIP) and about \$16 million for a technical assistance component.

Under the CIP component, AID/W paid the U.S. suppliers for commodities on behalf of the Zimbabwean importers, who, on receipt of the goods, then paid the local currency equivalents to their local commercial banks. The banks then paid these amounts into the BEST program special account in the Reserve Bank of Zimbabwe. As of September 30, 1989, about \$28.4 million in CIP commodities had been ordered and received by the Government and private importers. A total of about Z\$45 million (\$28.4 million^{1/}) was paid into the BEST special account for these commodities; about Z\$31 million (\$19.6 million) of this amount was used to construct educational facilities and purchase locally available equipment.

Under the technical assistance component, equipment was purchased from the U.S. for use in schools and education ministries. Secondly, this component paid for (1) technical assistance personnel (TAPs) who were brought to Zimbabwe to teach in technical colleges and universities and to work in education ministries and (2) Zimbabwean counterparts who were to be trained in the U.S. and other countries and take over from the TAPs. As of September 30, 1989, \$10.6 million of the \$16 million for technical assistance was spent on technical assistance personnel, purchases of U.S. equipment, training and contractor assistance to implement this component.

^{1/} An average rate of exchange during the period July 1983 to September 1989, Zimbabwe dollars (Z\$) 1.58=\$1.00, is used throughout the report.

B. Audit Objectives and Scope

The Office of the Regional Inspector General for Audit, Nairobi conducted a performance audit of the BEST program to determine whether:

- the program was making progress in assisting the Government of Zimbabwe to expand its educational and skills training system;
- program financed facilities and equipment were being effectively used; and
- local Zimbabwean counterparts were trained, and returned in time to work with the technical assistance personnel before their departure.

To accomplish these objectives, the audit covered the period July 1983 through September 1989. The audit was made at USAID/Zimbabwe, government offices in Harare, and educational facilities throughout Zimbabwe in September and November 1989. The auditors reviewed the grant agreement and its amendments, evaluation reports, implementation letters, minutes of the BEST working committee meetings and other pertinent documentation. The auditors interviewed responsible officials within USAID/Zimbabwe, the Ministry of Finance Economic Planning and Development, and two education ministries.

The heads of six technical colleges and contractor officials were also interviewed. In addition, the auditors made site visits to 20 locations in Zimbabwe to physically inspect facilities and equipment and to discuss their utilization and overall program progress with officials of the institutions visited. These 20 locations were selected from a total of 22 institutions of higher education and related Government ministries and organizations. The selection was made on the basis of both proximity and dollar coverage.

Of the Z\$45 million (\$28.4 million) generated under the CIP component as of September 30, 1989, about Z\$31 million (\$19.6 million) had been spent on the construction of facilities and locally available equipment. We audited about Z\$21 million (\$13.3 million) used to construct facilities at five locations throughout Zimbabwe. On the technical assistance side, we audited about \$9.0 million out of \$10.6 million which was spent on technical assistance personnel, the purchase of U.S. equipment and training. Exhibit 3 provides a breakdown of the locations, activities and dollar amounts audited under both components.

The review of internal controls and compliance was limited to the issues discussed in the report. The audit was made in accordance with generally accepted government auditing standards.

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PART II - RESULTS OF AUDIT

The audit found that the program was assisting the Government to expand its education and skills training system. For example, at September 30, 1989, commodities worth about \$28.4 million had been imported from the U.S. for which local importers deposited about Z\$45 million (\$28.4 million) into the program's special account. About Z\$31 million (\$19.6 million) of this was used to construct educational facilities -- workshops, classrooms and dormitories -- in three colleges and the National Education Service Center and to purchase locally available equipment. Also, 19 technical assistance personnel (TAPs) were brought to Zimbabwe to teach in colleges and provide on-the-job training to Zimbabwean counterparts that were to work with the TAPs after returning from training abroad.

While these activities contributed to the expansion of Zimbabwe's education and skills system, corrective action was needed to ensure: (1) more effective utilization of program-funded facilities and equipment totalling \$7.55 million and (2) better coordination of technical assistance personnel with Zimbabwean counterparts in future programs. The audit disclosed that facilities valued at about Z\$7.6 million (\$4.8 million) and equipment costing about \$1.2 million financed under the program were either under-utilized or not used at all. Further, recent orders of \$1.55 million in similar equipment would also likely be under-used. Finally, only 11 Zimbabwean counterparts were trained abroad to replace 19 TAPs, and none of them returned to Zimbabwe in time to work with the TAPs.

To correct the above problems, the report recommends: (1) establishing plans to fully use facilities and equipment, and (2) including a requirement in all future program agreements for counterparts to be identified and placed in training before TAPs are contracted.

A. Findings and Recommendations

1. Facilities and Equipment Were Not Effectively Used

A.I.D. regulations state that the grantee should ensure that A.I.D.-financed facilities and equipment are effectively used for the purposes for which assistance was made available. However, our audit disclosed that facilities and equipment were under-utilized -- some were not used at all. Further, there was no assurance that additional equipment budgeted for would be effectively used. This occurred because there were no detailed plans established by the Mission and the Government to fully use facilities for their intended purposes. Furthermore, equipment was not fully used due to a lack of trained staff and spare parts. As a result, facilities and equipment valued at about \$6 million were under-used, and recent orders of \$1.55 million in similar equipment would also likely be under-used -- a total of \$7.55 million.

Recommendation No. 1

We recommend that the Director, USAID/Zimbabwe:

- (a) obtain the Government of Zimbabwe's plans to fully utilize \$4.8 million in A.I.D.-funded facilities for their intended purposes;
- (b) establish a plan, in consultation with the Government of Zimbabwe, to redistribute \$1.2 million in existing equipment to areas where such equipment can be more effectively utilized, including the means to obtain spare parts needed to maintain this equipment and trained staff needed to operate them; and
- (c) require the Government of Zimbabwe to establish a plan acceptable to the Mission which will ensure better use of the \$1.55 million in additional equipment that has been ordered for the Program.

Discussion

A.I.D. Handbook 15 Chapter 10 requires the grantee to ensure that A.I.D.-financed commodities are effectively used for the purpose for which assistance was made available. The Handbook states that USAID Missions should verify whether commodities are being effectively used for their intended purposes, and if not, transfer them to other projects or otherwise arrange for their disposal.

Our physical inspection of program-financed facilities and discussions with Mission and Government of Zimbabwe officials

indicated a general under-use in three of the five facilities we visited. We inspected facilities costing about Z\$21 million (\$13.3 million) in five locations and found that about Z\$7.6 million (\$4.8 million), or 36 percent, in three locations were under-used or not used at all:

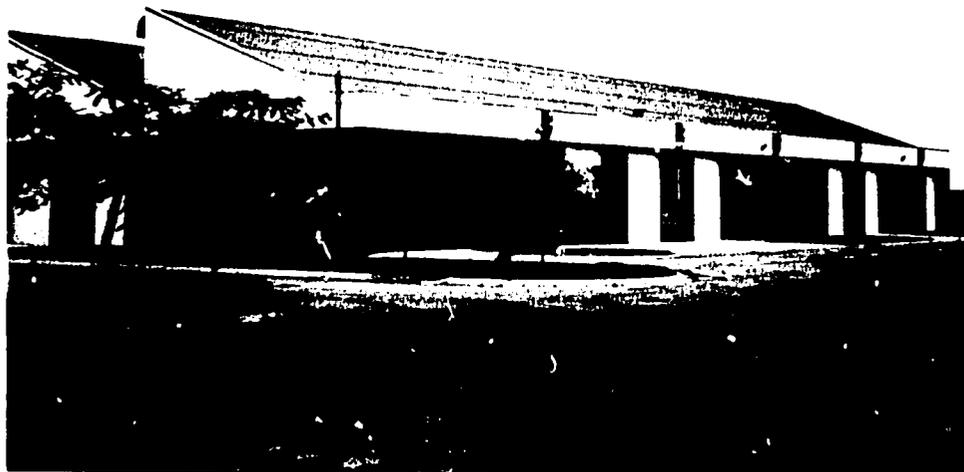
- Three student workshops and two hostels at Masvingo Technical College, constructed at a total cost of about Z\$5.4 million (\$3.4 million), in late 1986 and mid 1988, respectively, were not being effectively used. One workshop was used as storage by the construction company employed by the college. The other two workshops were being used as classrooms by 245 business and secretarial students out of a total school capacity of 1,700. More importantly, these were not being used as mechanical and wood workshops -- the purposes for which they were built. The hostels were not used at all because the government had not installed electricity.

Figure 1: Example of facilities which were not being effectively used



The above picture shows the mechanical workshops at Masvingo Technical College. They were completed in 1986 but have never been used as workshops.

Figure 2: Example of program-funded facilities which were not being used for their intended purposes



The above picture shows the electrical workshop at Masvingo Technical College that was being used as storage by the construction company.

- The BEST program contributed about about Z\$2.0 million (\$1.3 million) to construct four workshops and two classroom blocks at Belvedere National Vocational Training Center (BNVTC). These facilities were completed in 1986 but were not being used for their intended purposes. For example, two workshops were not being used at all and the two classroom blocks were used as offices for the two education ministries instead of being used as classrooms as intended.

- At Mutare Technical College, the BEST program financed the construction of three lecture halls at a cost of Z\$191,700 (\$120,984). These lecture halls had never been used since being built in 1985. At the time of our physical inspection in November 1989, one lecture hall was being used to discard trash and the other two were empty.

Figure 3: Example of program-funded facilities which were not used for the intended purposes



The above picture shows the inside of an electrical lecture hall at Mutare Technical College which was being used for trash instead of being used as a classroom as intended.

We also inspected equipment costing about \$2.0 million and found that \$1.2 million worth of this equipment was again either under-used or not used at all. The results of our inspections were discussed with responsible officials of the Government of Zimbabwe, and the Technical Assistance Contractor who agreed with our findings during the audit. The following are examples of equipment which was not being effectively used:

- Microcomputers, workstations and related equipment at a cost of \$839,138 were installed at the nine regional education centers throughout Zimbabwe and the centers' headquarters in Harare. We found that even though the computers were installed as early as 1986, none of the systems were fully operational. The Deputy Chief Education Officer, Ministry of Primary and Secondary Education -- a senior Government official in-charge of this project -- stated on November 23, 1989 that the intended data systems (for example, the personnel, budget and expenditure systems) were not fully operational. Three other senior Ministry officials present -- the Chiefs of Expenditure, Supply, and Audit/Computers --

agreed. In addition, the staff at two Regional Education Centers, which the auditors visited in November 1989, expressed concerns about the limited use of the computers. For example, the Acting Regional Director for Education at Mashonaland West and a computer operator at Mashonaland Central stated that the computers in their regions were under-used. Also, a January 1988 meeting of regional computer systems administrators concluded that computers were not being effectively used.

- Equipment costing \$695,422 was on hand at the Belvedere Teachers Training College. The auditors physically inspected \$589,146 worth of this equipment on September 22, 1989 and again on November 21, 1989 and found that \$315,766 or about 54 percent was under-used. During the September inspection the auditors were accompanied by the USAID/Zimbabwe program officer and representatives of both the Ministry of Construction and the college. We also discussed the under-used equipment with the Deputy Principal and various department heads of the college. During the November inspection, the auditors, accompanied by the USAID/Zimbabwe program officer again met and discussed the under-utilization problem -- this time with the college principal and 11 department heads. The above individuals agreed with the under-use of equipment during these inspections. Exhibit 1 lists all the Belvedere equipment that was under-used.

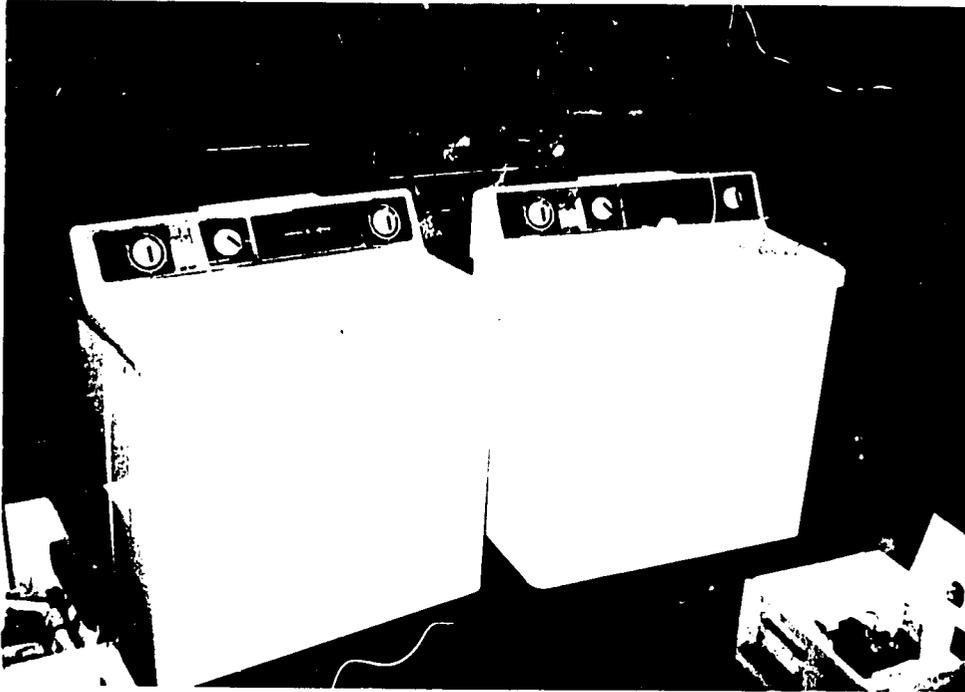
Examples of unused equipment at Belvedere Teachers Training College

Figure 4: Minolta photocopiers



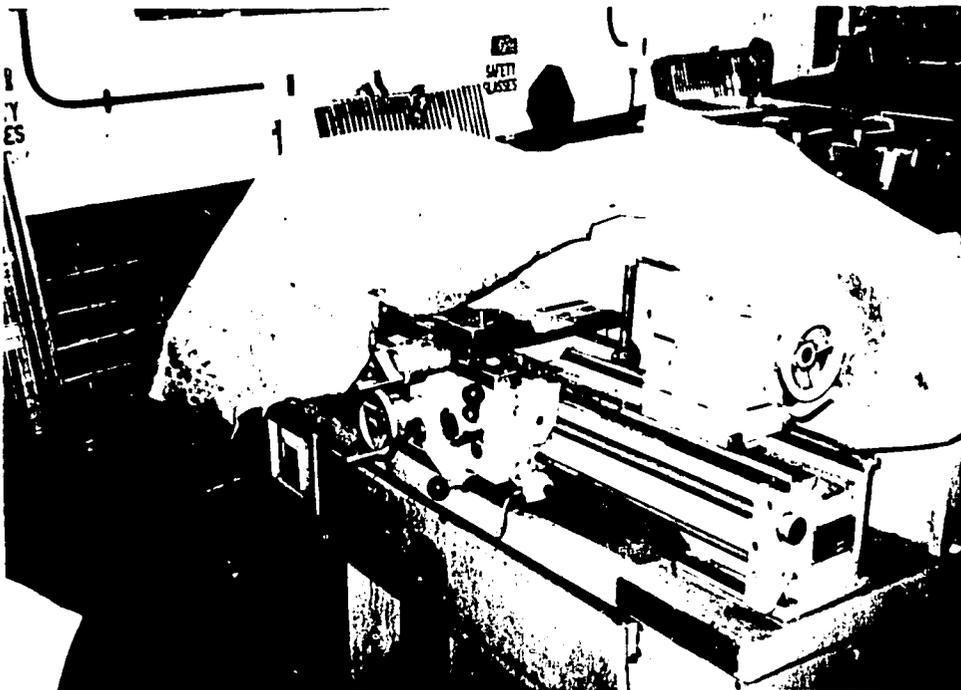
The above three photocopiers were not used because of lack of transformers.

Figure 5: Electric washing machines



These washing machines had never been used because water hoses had not been connected to the drain system.

Figure 6: Metal lathe



The above metal lathe was not being used because it had broken down and the spare parts were not available.

- At the Audio Visual Service Center, a film inspection machine valued at \$11,102 had been sidelined with a broken logic circuit board for about 18 months due to a lack of spare parts.

Figure 7: Film inspection machine at Audio Visual Service Center



A film inspection machine, being inspected by an auditor (standing), was sidelined because the logic circuit board was broken.

- A photocopier valued at \$13,000 and two micro-computers valued at \$9,677 were not being used at Bulawayo Polytechnic .
- At Harare Polytechnic, a crucible refoundry purchased in November 1988 at \$3,985 had never been used.
- An Examinations Branch printer valued at about \$3,000 was inoperable.

In spite of the above, the Government of Zimbabwe recently ordered \$1.55 million -- \$1.2 million for a National Education Service Center and \$350,000 for the Examinations Branch -- in similar additional equipment such as computerized sewing machines, advanced microscopes, crucibles, optical mark readers and electric overlocking sewing machines.

The under-use of facilities and equipment was due to several reasons. Regarding the facilities, there was no detailed plan to assure their full use by providing all the necessary equipment and trained staff. For example, our physical inspections and discussions with the college principals disclosed that the workshops at Masvingo Technical College and Belvedere National Vocational Training Center were not being used because of lack of both equipment and trained staff. The principal of Masvingo Technical College stated that the administration was hoping that a donor would provide the needed electrical, wood and mechanical equipment. In addition, the principal of Belvedere National Vocational Training Center stated that the classrooms were not being used because of lack of trained teaching staff.

The under-use of equipment was caused by two factors -- a lack of trained staff and a lack of spare parts. To illustrate the under-use of equipment due to lack of trained staff, the Government's education officer for planning (the only remaining official of four who were to "spearhead" the computerization project) stated to the auditors at a September 22, 1989 meeting in his office that the regional computerization project lacked computer experts such as trained programmers and systems specialists.

Also, staff at the regional educational centers whom the auditors met in November 1989 expressed concerns over the ineffective use of the computers. For example, on November 21, 1989 the computer operator at Mashonaland Central who considered himself the region's most knowledgeable official in the use of computers, stated that to maximize the use of computers he needed more training. Three other officers present did not dispute this statement. At Mashonaland West, visited on November 22, 1989, the Acting Regional Director for Education stated that there was limited use of computers due to inadequate training. Two other senior officials were present -- the Deputy Chief Education Officer, Ministry of Primary and Secondary Education and a principal executive officer in the Ministry.

Furthermore, the problem with lack of trained staff was going on for some time. The minutes of a workshop for regional computer systems administrators in January 1988 concluded that computers were not being effectively used because "the regional staff and application supervisors seemed scared of computers and were not taking a keen interest in them". In these minutes, the systems administrators were also urged to promote usage in order for the project to be successful. Also, by letter of April 10, 1989 the Computer Processing Group which was responsible for the installation and servicing of the computers, expressed concerns that the computerization project needed to be reviewed because the group felt computers were not being optimally used due to lack of trained staff.

Secondly, the under-use of equipment due to lack of spare parts, verified by our physical inspections and discussions, is illustrated by the following:

- Most of the equipment at Belvedere Teachers Training College, such as lathes, shapers, grinders, saws and electric typewriters, were under-used because of lack of spares and supplies;
- A film inspection machine at the Audio Visual Service Center could not be used because of lack of spares - specifically a logic circuit board;
- The micro-computers and photocopier at Bulawayo Polytechnic were not operational because of a lack of spare parts.

As a result of the foregoing, facilities valued at about Z\$7.6 million (about \$4.8 million) and equipment costing about \$1.2 million were not being effectively used. Furthermore, based on our findings, we believe that the recently ordered \$1.55 million in similar equipment will not be effectively used. Therefore, we believe the Mission needs to develop plans, in conjunction with the Government, to better use facilities and equipment.

Management Comments

In responding to the draft report, USAID/Zimbabwe agreed with Recommendation No. 1. They stated they would issue a project implementation letter (PIL) to the host government requesting an implementation plan and time schedule for fully utilizing A.I.D. funded facilities and equipment which were identified in the audit as under-used. Regarding the recently ordered \$1.55 million in additional equipment, the Mission stated they will ensure that the Government of Zimbabwe drafts and adopts an implementation plan for the use of the equipment.

The Mission requested us to consider modifying the section on under-used computers at the Regional Education Centers in view of a letter the Mission received from Deputy Chief Education Officer in the Government of Zimbabwe (see attachment to the Mission's comments in Appendix 1).

This officer felt that the audit report did not recognize achievements realized by the Education Ministry under the computerization program. For example, he stated that the schools data base, personnel, registry, data transfer and budget system were now basically operational, and computer utilization at the majority of sites was above 75 percent. He further stated that the computerization of regions was a phased project with the various sites at different levels of

development and utilization. Sites that were computerized earlier were well advanced, while the later sites were a little behind.

The Deputy Chief Education Officer further stated that the person responsible for the computerization program was the Education Officer, who was the only one who could speak about it with any informed authority. He recognized that the auditors met with the Education Officer on September 22, 1989 but that this individual was not in due to illness during the auditor's second visit in November 1989. The Deputy Chief Education Officer stated that this was unfortunate since the Education Officer could therefore not give the auditors an accurate assessment of the state of the project at that time.

However, the Deputy Chief Education Officer recognized that the system suffered from lack of trained personnel. He stated that the Ministry trained about 150 people in various aspects of computer operations since the start of the project. However, because of a shortage of skilled computer personnel in the country, some had left. In fact, during the first quarter of 1990, the Ministry planned to train an additional 64 people in various aspects of computer operations. Furthermore, the Ministry intended to subsequently continue this training program in order to be able to derive maximum benefit from the computers.

Office of Inspector General Comments

We modified the text of the report on under-used computers at the Regional Education Centers to the extent appropriate. However, it should be noted that the auditors obtained the information contained in the report from several sources. These sources included senior Government officials at Education Ministry headquarters, officials at the Regional Centers, and documents originated by the Education Ministry and the Computer Processing Group which was responsible for the installation and servicing of the computers. All of these sources expressed concern about the under-use of the computers.

Also, as recognized by the Deputy Chief Education Officer, the auditors spoke with the Education Officer he described as the one responsible for the computerization program who could speak about it with any informed authority. This individual stated on September 22, 1989 that the program lacked computer experts such as programmers and system specialists. He further stated that, of the four officers who had been sent to the U.S. to "spearhead" the computerization project, he was the only one remaining. Furthermore, documents originated by the Education Ministry as far back as January 1988 stated that the regional staff and supervisors seemed afraid of computers and were not taking a keen interest in them.

Thus the information obtained by the auditors from these multiple sources, including the comments made by the Deputy Chief Education Officer, rightly point to the lack of skilled computer personnel. This, in addition to our own physical observations support the finding that the lack of trained computer personnel resulted in equipment being under-used or not used as effectively as it could have been.

Based on the Mission's response, Recommendation No. 1 is resolved. The recommendation will be closed once we receive copies of the PILs and related implementation plans to show how facilities and equipment will be effectively utilized.

2. There Was a Lack of Trained Counterparts and Overlap With Technical Assistance Personnel

A.I.D. policy requires participant training to be coordinated with the schedule for the arrival and departure of technical assistance personnel (TAPs). Under the BEST Program, 19 TAPs were brought to Zimbabwe between 1985 and 1988. However, only 11 local counterparts were trained in the U.S. and none returned in time to work with the TAPs. This occurred because the Mission brought the TAPs into the country before the Government of Zimbabwe had identified, cleared and scheduled the counterparts for training. This would have enabled them to complete their training and return to Zimbabwe in time to work with the TAPs before their departure. As a result, the benefit derived from the \$2.7 million investment in technical assistance was significantly reduced. Furthermore, \$73,454 earmarked for long term training would not be used before the program was completed.

Recommendation No. 2

We recommend that the Director, USAID/Zimbabwe:

- (a) establish procedures to include a requirement in all future program grant agreements that the required number of local counterparts be identified, cleared, and scheduled for necessary training before technical assistance personnel are contracted for in order to enable the trainees to return and work with the technical assistance personnel before their departure; and
- (b) reprogram the \$73,454, earmarked for long-term training as of November 30, 1989, to other program elements.

Discussion

A.I.D. Policy Determination No. 8 encourages the use of participant training to improve the Government's internal training capabilities and increase the availability of key project staff and professional counterparts. This policy determination further states: "where trainees are expected to replace or to function as counterparts to TAPs (whether sponsored by A.I.D. or other donors), project design must ensure that training is phased appropriately and coordinated with the schedule for arrival and departure of such technical assistance personnel".

Nineteen TAPs were brought to Zimbabwe between 1985 and 1988 under the BEST Program to work as lecturers in various technical colleges at a cost of \$2.7 million. However, only 11 Zimbabwean counterparts -- a shortfall of 8 people -- were sent for training to the United States, and none returned to

Zimbabwe in time to work with the TAPs prior to their departure. All 19 TAPs were scheduled to leave by December 31, 1989 and the 11 counterparts were not expected to start work until early 1990.

The above situation occurred because the Mission recruited the TAPs before the Government of Zimbabwe had identified, cleared and scheduled the counterparts for training which would have enabled them to complete this training in time to return to work with the TAPs. Also, during the three years the TAPs were brought into the country, the Government had been unable to identify enough local counterparts eligible to be trained in the U.S. This was caused by a shortage of people with the required technical skills and three years Government service, which the Government considered prerequisites in order for individuals to be considered for training abroad.

Another reason for the shortfall in the number of counterparts trained and the lack of overlap with the TAPs was that until January 1987 USAID/Zimbabwe left the phasing in of counterpart personnel to the Government. It was only then that the Mission began notifying the Government of the urgency to send people abroad for training (which would normally take 2 years) so they could return in time to work with the 19 TAPs who were scheduled to leave at the end of 1989. In July 1987, the Government finally identified 22 likely candidates but only 11 subsequently qualified, and were sent for 2 year training courses to the United States between August 1987 and January 1988.

As a result of the shortfall in the number of people trained and the lack of overlap with the TAPs, \$2.7 million invested in them was not used as effectively as it could have been. The 19 TAPs had been brought to Zimbabwe between 1985 and 1988 to teach in the technical colleges and to provide on-the-job training to Zimbabwean counterparts. However, while they fulfilled their role as teachers, they could not provide on-the-job training to any of the 11 Zimbabwean counterparts that were trained, because none were available during the period the TAPs were in Zimbabwe. Also, we were told that because the Government was unable to identify enough people to be trained, certain courses in some technical colleges would have to be curtailed. Furthermore, \$550,000 of \$1.1 million initially programmed for long-term training had to be reprogrammed in June 1988 since it could not be effectively used before the end of the program. Another \$73,454 programmed for long-term training will also not be expended before completion of program and needs to be reprogrammed.

As a result of the foregoing, we believe the Mission needs to establish procedures requiring counterparts to be identified

and scheduled for necessary training before TAPs are contracted for so that these problems do not recur in the future. Also, the Mission needs to reprogram the \$73,454 earmarked for long-term training to other program elements.

Management Comments

In commenting on the draft report, Mission Management agreed with Recommendation No. 2. The Mission stated they will issue a mission order which requires counterparts to be identified, cleared, and scheduled for training before the Mission contracts for technical assistance personnel to work on projects involving participant training. The Mission also stated that during the quarterly review of the project, all unused long-term training funds will be de-earmarked and de-committed.

Office of Inspector General Comments

Based on the above comments, Recommendation No. 2 is resolved. The Recommendation will be closed after we receive from USAID/Zimbabwe: (1) a copy of the mission order requiring counterparts to be identified, cleared and scheduled for training before technical assistance personnel are contracted for and (2) evidence that unused long-term training funds totalling \$73,454 have been de-earmarked and de-committed.

B. Compliance and Internal Control

Compliance

As discussed in Finding No. 1 of the report, A.I.D.-funded facilities and equipment totalling \$6 million were not effectively used. Also, as discussed in Finding No. 2, of 11 Zimbabweans trained in the United States, none returned in time to work with nineteen technical assistance personnel before the end of their assignments. Nothing else came to the auditors' attention that would indicate untested items were not in compliance with applicable laws and regulations.

Internal Control

As discussed in the other matters section of the report, neither the Government of Zimbabwe nor USAID/Zimbabwe had developed an adequate system of accounting for commodity arrivals and their disposition, as required by A.I.D. regulations. Therefore, we suggest that the Mission establish such a system. The audit review of internal controls was limited to the audit findings presented in the report.

C. Other Pertinent Matters

A.I.D. regulations required either the host country or the A.I.D. Mission to establish and maintain an adequate system of accounting for commodity arrivals. However, neither the Government of Zimbabwe nor USAID/Zimbabwe had developed such a system. The Mission stated that their end-use checks confirmed the arrival of the commodities. However, most of the end-use checks were performed when commodities had already been put into production, consumed, or sold. As such, the Mission could not always adequately confirm the arrival of program funded commodities. Therefore, we suggest that the Mission establish a comprehensive commodity arrival and accounting system that involves verifying the receipt of commodities at the time they arrive in the country.

Second, three UBIX copiers valued at \$10,240, which were to be used at the Examinations Branch in Harare, could not be located during our audit. Although the Government of Zimbabwe had initially funded these photocopiers, the Mission had agreed to reimburse the Government for their cost based on the submission of supporting documentation for the purchase and utilization of the machines. However, in addition to reviewing this documentation we suggest that the Mission determine whether the copiers actually exist, and are being used as intended, before it reimburses the Government.

AUDIT OF
ZIMBABWE BASIC EDUCATION AND
SKILLS TRAINING PROGRAM

PART III - EXHIBITS AND APPENDICES

BELVEDERE COLLEGE EQUIPMENT NOT EFFECTIVELY USED

<u>EQUIPMENT ITEM DESCRIPTION</u>	<u>VALUE IN DOLLARS</u>	<u>EVIDENCE TO SHOW ITEM WAS NOT BEING EFFECTIVELY USED</u>
1. 9 Apple IIe Computers, Image Writer II, and attachments output for computers 10 SD-18LRG 350 VA step down transformer 220V. input, 110V	14,563.80	During our physical inspections on Sept. 22 & Nov. 21 1989 the head of the computer department said that these computers had never been used because they did not have surge protectors. On both occasions the Mission's Program Officer was present.
2. 2 IBM Personal Computers W/Dual Disk 360KB, 256KB Memory, IBM Keyboard Monitor Operating System.	5,276.00	On Nov. 21, 1989, the head of the computer department stated that the two IBM PCs and one DOT printer were not used because of lack of spare parts.
3. 1 DOT Matrix Mode 4201001	495.00	See comments on item No. 2.
4. 2 Proctor Model I598 W Steam Spray, Self-cleaning, Heat Controlled Hand Iron 220V	83.60	The head of the Home Economics department said on Nov. 21, 1989 that these two were not used because the heating elements were broken.
5. 2 General Electric Model WWS01-33-2 Twin Tub washing machine 220V	996.40	The head of the Home Economics department said on Sept 22, 1989 and Nov. 22 1989 that these items had never been used because the Ministry of Construction had not installed them. On Sept. 22, 1989, the Mission Program Officer and an official of Ministry of Construction were present. The washing machines were in a locked storage place.
Sub-total	<u>\$21,414.80</u>	

<u>EQUIPMENT ITEM DESCRIPTION</u>	<u>VALUE IN DOLLARS</u>	<u>EVIDENCE TO SHOW ITEM WAS NOT BEING EFFECTIVELY USED</u>
6. 5 Singer Model Stylist 6233 220V.	2,600.00	The head of the Home Economics department said on Sept 22 and Nov. 21 1989 that two machines were totally unusable. On Sept. 22, the Mission Program Officer and an official of the Ministry of Construction were also present.
7. 2 394-239 Counter Scale	1,003.00	The head of the science department said on Nov. 21, 1989 that these scales could not be used because scale markings were in inches and Zimbabwe uses the metric system.
8. 10 SA 5905 Microscope	3,012.50	The head of the science department said on Nov. 21, 1989 that these had never been used because they did not have transformers. They were in a locked storage place.
9. 25 Z9299M Microscope	3,487.50	See comments on item No. 8.
10. Gestetner Model 612 Book Binding System	525.00	The head of the audio visual department said on Nov. 21, 1989 that this item could not be used because there were no rubber binding strips. This item had not been used for 3 years.
11. 3 Gestetner Model 1120 stencil scanner	4,194.00	The 3 stencil scanners were in a locked storage place. The head of audio visual department said on Nov. 21, 1989 that these had never been used because the Model 885 plate maker does the work of these scanners.
12. 1 Model 885 220V/50 HZ S/N: 601348, 601346 Plate Maker	9,995.00	The head of the audio visual department on Nov. 21, 1989 said that this had never been used because the college received two plate makers and one was enough for their needs.
Sub-total	<u>\$24,817.00</u>	

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<u>EQUIPMENT ITEM DESCRIPTION</u>	<u>VALUE IN DOLLARS</u>	<u>EVIDENCE TO SHOW ITEM WAS NOT BEING EFFECTIVELY USED</u>
13. Kalamazoo 12" saw	1,695.00	All these items were in locked storage area. The head of the building department said on Nov. 21, 1989 that this equipment could not be used because they did not have transformers.
14. Delux Motorized Saw 10"	365.00	
15. Jointer 6" (surface planner)	1,010.00	
16. 2 Cut-off Machines 2"	500.00	
17. 12" Radial saw 1 ¹ / ₂ HP, 1PH 50HZ, 230 Volt	1,095.84	The head of the wood work department said on Nov. 21, 1989 that this item was supplied without an arm extension table.
18. Invicta/Rockwell Cometa/A wood Lathe complete with 2HP motor, wired 3PH., 50HZ, 380 Volts with thermal overload protection	9,099.96	A lecturer in the wood work department said on Sept 21, 1989 that the lathes had never been used because of lack of accessories. On Nov. 21, 1989, the head of the department confirmed these had been supplied without accessories, specifically - chisels. The Mission program officer and an official of the Ministry of Construction were present on Sept. 22, 1989.
19. 12" Tilting Arbor Saw, 3PH., 50HZ, 220Volt, 5PH Motor	1,941.58	The head of the woodworking department said on Nov. 21, 1989 that this item could not be effectively used due to lack of accessories.
20. 3- ³ / ₈ " Drill Black-Decker VSR 230V	157.86	The head of the wood working department said on Nov. 21, 1989 that these items had been stolen.
21. Portable paint sprayer complete w/compressor, air hose, spray gun, air filter regulator and viscosimeter, campbellhausfel	463.72	The head of the wood working department said on Nov. 21, 1989 that this item could not be effectively used because it had no accessories.
Sub-total	<u>\$16,328.96</u>	

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<u>EQUIPMENT ITEM DESCRIPTION</u>	<u>VALUE IN DOLLARS</u>	<u>EVIDENCE TO SHOW ITEM WAS NOT BEING EFFECTIVELY USED</u>
22. 5 Model wells-Index Horizontal Vertical Mill 2HP Motor wired 3PH, 50HZ, 380V, with Power feed for table, table chip guard ward morse trade adapter	75,870.55	The head of the metal working department said on Nov. 21, 1989 that all the tools that came with these machines had been used up and were not available locally. Consequently the machines could not be effectively used.
23. 5-8" shaper wired 3PH, 50HZ 380V, Boxford S-200 3/4 HP, (made in UK)	22,033.30	The head of the metal working department said on Nov. 21, 1989 that these shapers were supplied with a H.D.6" shaper vise with a 6" jaw swival base which could not be used with the 8" shapers.
24. 8 Nardini Model TT-12305 1 1/2HP Motor, wired 3PH, 50HZ, 380V Lathe metal working machines	32,542.36	The head of the metal working department said on Nov. 21, 1989 that two of the items had been broken since May 1989 and spares (top slide parts) were not locally available. The other 6 were somehow being used. However, they could not be used effectively because they did not have taper turning attachments which were never supplied with the 8 items.
25. 2-7" Angle Grinder	484.22	The head of the metal working department said on Nov. 21, 1989 that the cutting discs were used up and not available locally.
26. 2 Baldor 10" Grinder supplied with water pot, tool tray, two grinding wheels, two lighted eyeshields	1,049.98	The head of the metal working department said on Nov. 21, 1989 that the Baldor 10" grinders were supplied w/o grinding wheels.
Sub-total	<u>\$131,980.41</u>	

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<u>EQUIPMENT ITEM DESCRIPTION</u>	<u>VALUE IN DOLLARS</u>	<u>EVIDENCE TO SHOW ITEM WAS NOT BEING EFFECTIVELY USED</u>
27. Baldor 12" Grinder complete with Pedestal, Water Pot, Tool Tray, Grinding wheels and two lighted eyeshields wired through push button magnetic starter with 120X transformer 1PH, 50HZ, 230V	1,432.65	The head of the metal working department said on Nov. 21, 1989 that all the 12" Grinder wheels had been consumed.
28. 2 Kalamazoo 12" Abrasive saw complete with switch and motor wired 3PH, 50HZ, 220/440V	2,083.34	The head of the metal working department said on Nov. 21, 1989 that these items had been out of use for two years. The Abrasive blades to do the cutting were used and not available locally.
29. 4 - 15" Drill Press-Floor Model with Prod Table, 3/4HP Motor wired, 1PH, 50HZ, 230V	5,061.80	The head of the metal working department said on Nov. 21, 1989 that these items had never been effectively used because the drill presses had no holding vices.
30. 4 -15" Floor Model Drill Press 3/4HP, 1PH, 50ZH, 230V motor	5,088.00	See comments on Item No. 29.
31. 1 Grain Moisture Detector	250.00	The head of the agriculture department said on Nov. 21, 1989 that he could not locate this item. It was not in the Agriculture department, although he believed it was somewhere in the college. A representative of the college was also present.
32. 1 Greenhouse 8'x12' system	3,440.40	See comments on item No. 31
34. 1 Edwards Simplex Soil Kit C8943N	169.50	See comments on item No. 31.
33. 1 Tine Tiller Model 213 No. 576616	520.00	See comments on item No. 31.
Sub-total	<u>\$18,045.69</u>	

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<u>EQUIPMENT ITEM DESCRIPTION</u>	<u>VALUE IN DOLLARS</u>	<u>EVIDENCE TO SHOW ITEM WAS NOT BEING EFFECTIVELY USED</u>
35. 3 Spectra welding curtain	589.80	See comments on item No. 31.
36. 12 soft vinyl impact goggles No. 576616	24.00	See comments on item No. 31.
37. Overarm Router with 3HP. 3PH., 50HZ., 380V Motor	2,624.00	A lecturer at the wood working department said on Sept. 22, 1989 that this machine was too sophisticated for use by the class. The head of department confirmed this on Nov. 21, 1989. The USAID/Z program officer and a Ministry of Construction official were present on Sept. 22, 1989.
38. 10 Welders Gloves C6626N	109.50	The head of the agriculture department said on Nov. 21, 1989 that the gloves were to be used with a welding machine which had not been ordered. Therefore, the gloves were never used. However, there was a welding machine in the buildings department which was not being used.
39. Wood Steamer 1/50/240V	665.74	The head of the wood working department said on Nov. 21, 1989 that this item had never been used due to lack of accessories.
40. 1 Speed Heavy Duty Wood Shaper 3PH, 3PH, 50HZ, 380V	2,097.86	The head of the department said on Nov. 21, 1989 that this shaper could not be used because bits which do the cutting were used up.
41. Plug Mill	1,150.00	The head of the building department said on Nov. 21, 1989 that this item had never been used because the machine on which it is used is for modeling art which is not done in Belvedere Teachers College.
Sub-total	<u>\$7,260.90</u>	

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<u>EQUIPMENT ITEM DESCRIPTION</u>	<u>VALUE IN DOLLARS</u>	<u>EVIDENCE TO SHOW ITEM WAS NOT BEING EFFECTIVELY USED</u>
42. 3 DP470Z Minolta Plain Paper copiers and accessories	24,593.06	The head of the audio visual department said on Sept. 22 and Nov. 21, 1989 that the photo-copiers had never been used because they lacked transformers. On Sept. 22, 1989, the Mission's Program officer was also present.
43. 1 344-655 Spectoophometer	1,026.45	The head of the science department said on Nov. 21, 1989 that this item had never been used because the machine was too sophisticated (advanced).
44. 5 Swintec Electronic Typewriter 1146 CMA with 220V Motors	2,422.50	The college principal said on Nov. 21, 1989 that the typewriter had been supplied with ribbons which had been used up and were not available locally. Therefore the typewriters were not being used.
45. ARC Welder 250 Amps	745.00	On Nov. 21, 1989, the head of the building department said that this did not have a transformer.
46. Transport and freight charges (on items 1 through 45 above)	67,131.00	
Sub-total	<u>\$95,918.01</u>	
Total	<u>\$315,765.77</u>	

EQUIPMENT NOT EFFECTIVELY USED AT BULAWAYO POLYTECHNIC,
AUDIO VISUAL CENTER, THE EXAMINATIONS BRANCH AND HARARE POLYTECHNIC

<u>EQUIPMENT UNDER-UTILIZED OR NOT USED AT ALL</u>	<u>VALUE IN DOLLARS</u>	<u>EVIDENCE TO SHOW ITEM WAS NOT EFFECTIVELY USED</u>
(a) <u>Bulawayo Polytechnic</u>		
1. 2 Micro Computers	9,677.00	The lecturer in charge of computers said on Sept. 27, 1989 that the two PCs had been sidelined because of lack of spare parts. The Mission's program officer was present.
2. Photocopier	13,000.00	
(b) <u>Audio Visual Services Center</u>		
3. Film inspection machine	11,102.00	The Director of the audio visual Services center said on Nov. 14, 1989 that machine S/N. 7220 which had been assigned to Bulawayo had broken down 18 months ago and as a result Bulawayo was operating on a manual system because spares were not available. He also said the other machines were operating improperly because the timing of motors were off and nobody knew how to repair them. Regarding the technical lamps, which according to USAID/Z records had been bought for this center, this official said he knew nothing about them. Two other senior officials of the college were present.
4. Three technical lamps	12,500.00	

<u>EQUIPMENT UNDER-UTILIZED OR NOT USED AT ALL</u>	<u>VALUE IN DOLLARS</u>	<u>EVIDENCE TO SHOW ITEM WAS NOT EFFECTIVELY USED</u>
(c) <u>Examinations Branch</u>		
5. Printer	2,940.00	An official of the Treasury Computer Bureau (where this machine is located) said on Nov. 30, 1989 that the machine could not be used because of an electrical fault.
(d) <u>Harare Polytechnic</u>		
6. Two Projectors	500.00	The head of electrical department said on Nov. 20, 1989 that the two projectors had been out of use for four months because of a lack of bulbs. The college principal was also present.
7. Two Digital designer trainers	600.00	The head of the electrical department said on Nov. 20, 1989 that these items had spare parts problems.
8. Crucible Furnace Refoundry	3,985.30	The head of the mechanical engineering department said on Nov. 20, 1989 that this item was received in Nov. 1988 but could not be used because of a shortage of lecturers in the department. The college principal was also present.
Total	<u>\$54,304.30</u>	

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Locations and Activities Audited(a) Locations Audited

<u>Location</u>	<u>Amount</u>	
	<u>Z\$(Millions)</u>	<u>US\$(Millions)</u>
1. Mutare Technical College	9.0	5.7
2. Masvingo Technical College	5.4	3.4
3. Belvedere National Vocational Training Center	2.0	1.3
4. National Education Service Center	3.0	1.9
5. Examinations Branch	1.6	1.0
	<u>Z\$21.0</u>	<u>13.3</u>

(b) Activities Audited

<u>Activity</u>	<u>Amount Audited</u> <u>(US\$)</u>
1. Technical Assistance Personnel	5.6 million
2. Purchases of Equipment from U.S. ^{1/}	2.8 million
3. Long-term training	0.4 million
4. Short-term training	0.2 million
	<u>9.0 million</u>

Note

^{1/} This equipment was located in 16 locations in Zimbabwe namely: 9 Regional Education Centers, Bulawayo Polytechnic, Harare Polytechnic, University of Zimbabwe, Audio Visual Service Center in Harare, the Examinations Branch and Ministry of Education warehouse in Harare. The auditors made site visits to these 16 locations and the above 4 (Examinations Branch is excluded since it is already included in the 16) other locations for a total of 20 locations to physically inspect the facilities and equipment and to discuss their utilization.

UNITED STATES GOVERNMENT
memorandum

DATE: March 9, 1990
REPLY TO
ATTN OF: Allison B. Herrick, Director
SUBJECT: Audit Report 3-613-90-XX
Zimbabwe Basic Education and Skills Training Program
TO: RIG/N Toby Jarman

USAID is pleased to offer its response to the subject draft audit.

In reference to the use of computers at regional education centers, we have received the attached letter from the Ministry officer in charge of the computerization program. The point of view of the supervisor differs from the points of view expressed by various other persons to the audit team. We recommend that you consider modifying your text in view of this letter. In any case, we request that you include a copy of the letter in the final audit.

We acknowledge that the recommendations of the audit are fair and, in the main, can be implemented. For your information, we set forth below the actions that will be carried out to follow the recommendations. Regarding Recommendation 1(c), unfortunately it is too late to cancel procurement of additional equipment totalling \$1.55 million in value without considerable cost to the U.S. Government. USAID will, however, ensure that the government has drafted and adopted an implementation plan for use of the equipment.

Following is USAID's response to the referenced audit report:

Recommendation No 1

- a)b) USAID will issue a project implementation letter to the host government requesting an implementation plan and time schedule for fully utilizing A.I.D. funded facilities and equipment which were identified in the audit as under-used or ineffectively utilized. The PIL will be issued by March 31.

2/....

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c) Funds programmed for equipment of \$1.55 million have already been earmarked and committed. The PIO/Cs identifying items to be procured were issued as follows:

<u>PIO/C No</u>	<u>Date issued</u>	<u>Amount</u>
60061	7/12/88	500,000.00
50571	2/23/89	140,000.00
60064	2/27/89	700,000.00
40104	10/26/89	350,000.00

The contracts for this procurement exercise were issued as follows:

<u>WO No</u>	<u>Date</u>	<u>Amount</u>	<u>Contractor</u>
1. 623-0000-I-00-9003-01	5/12/89	408,230.86	American Manufacturers Export Group
2. 623-0000-I-00-9003-02	6/28/89	120,997.68	American Manufacturers Export Group
3. 623-0000-I-00-9008-01	5/23/89	637,061.00	Chemonics International Consulting Division
4. 623-0000-I-00-9008-04	12/1/89	333,387.00	Chemonics International Consulting Division

USAID will request by PIL an implementation plan from the host government which identifies:

1. Equipment location
2. Recipient
3. Proposed users
4. Training schedule if required
5. Maintenance plan

3/...

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Recommendation No 2

- a) USAID will issue a Mission order which requires that counterparts be identified, cleared, and scheduled for training before technical assistance personnel are contracted for any projects which include participant training.
- b) USAID, during its quarterly review of the project, will de-earmark and de-commit all unused long-term training funds. The project budget will be reviewed in its entirety to ensure all project elements are fully utilized.

. 2 .

All the data capture for the schools database and personnel systems is done in the Regions and records transferred to Head Office at least twice a week. If the Regional computers were not fully utilised, Head office would not have any data on schools enrolments and personnel. As it is we have most of the information. The Budget Expenditure Control System is fully operational in Head Office and all financial transactions are processed through the computer with 7 data captors doing nothing else but punching data into the computer. Data transfer to Central Computing Services is done at least twice a week. (For your own information we regularly process ± 200 000 payments for our creditors). There are advanced plans to decentralize the BEC system to the Regions and further enhancements on the personnel system are expected to be operational by January 1990.

Let me point out that computerisation of the Regions project is a phased project with various sites at different levels of development and utilization of the computer facility. The sites which were computerised earlier are well advanced in their utilization of the computers and the later sites, although they have had their systems installed, staff trained, the various databases established, are a little behind in their operations. This is mostly due to the fact that these sites were originally in Harare and when they moved to their permanent sites outside Harare, (Bindura, Chinhoyi and Marondera) there were invariably personnel changes as some of the staff who were already trained in the use of computers were not prepared to move out of Harare.

However, through CPG training and our own in-house training we have made sure those people now operating the computers have the requisite skills.

2. Computer Utilization

Ministry has made a survey of the utilization of the computer facility and the number of personnel who work with computers at each site. The results of this survey are shown in the table below:-

<u>SITE</u>	<u>USAGE PER DAY</u> <u>IN HOURS</u>	<u>COMPUTERS</u>	<u>NO. OF PEOPLE WHO WORK WITH</u>
Harare	7	15	
Mashonaland Central		6	10
Mashonaland East	6	18	
Mashonaland West	6	12	
Manicaland	7 25		
Matabeleland North	8	24	
Matabeleland South	5	20	
Midlands	8	10	
Masvingo	8	30	

From the above figures it is evident that computer utilization in the majority of our sites is above 75%. This surely is a high utilization rate by any standards. One should therefore be wary about people who say our computers are under utilized when in fact these people are asking for information which is not on computer

3 PERSONNEL

Since the initiation of the computerisation Project, the Ministry has trained no less than 150 people in various aspects of computer management, operations and applications. However, because of shortage of skilled computer personnel in the country, we have already lost some of these people. We are very conscious of this and accordingly will continue to train more people in the use of computers.

4. TRAINING

The Ministry intends to continue to train its personnel in the use of computers through C.P.G. and in-house training so as to get maximum benefit from the computer facility. In the first quarter of 1990 it is proposed to train personnel in the following course:

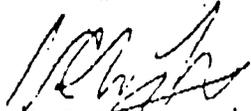
	<u>Course</u>	<u>No of Participants</u>
1.	VS Operator's Course	11
2.	VS Basic Utilities	11
3.	VS Advanced Utilities	11
4.	VS Wang Office	10
5.	VS Wang Office Administrator's Course	10
6.	PC Wang 20/20 Advanced	10
7.	VS Introductory Cobol Course	1
	TOTAL	<u>64</u>

In the second quarter of 1990 it is envisaged to train our trainers so that our in-house training remains a continuous programme.

It is most unfortunate that at the time your auditors came the officer responsible was ill and therefore would not give them an accurate assessment of the state of the project. The DCEO, not being the project manager, might have commented on aspects of the project which he is not fully versed in, though the above tabulations indicate that they are as operational as possible under the circumstances.

It is my sincere hope that this clarifies our position with regards to the implementation of this project.

Yours faithfully


I.G.D. Taryanyiwa (Deputy Chief Education Officer)
for: SECRETARY FOR PRIMARY AND SECONDARY EDUCATION

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