

PD-ABE-182
1989

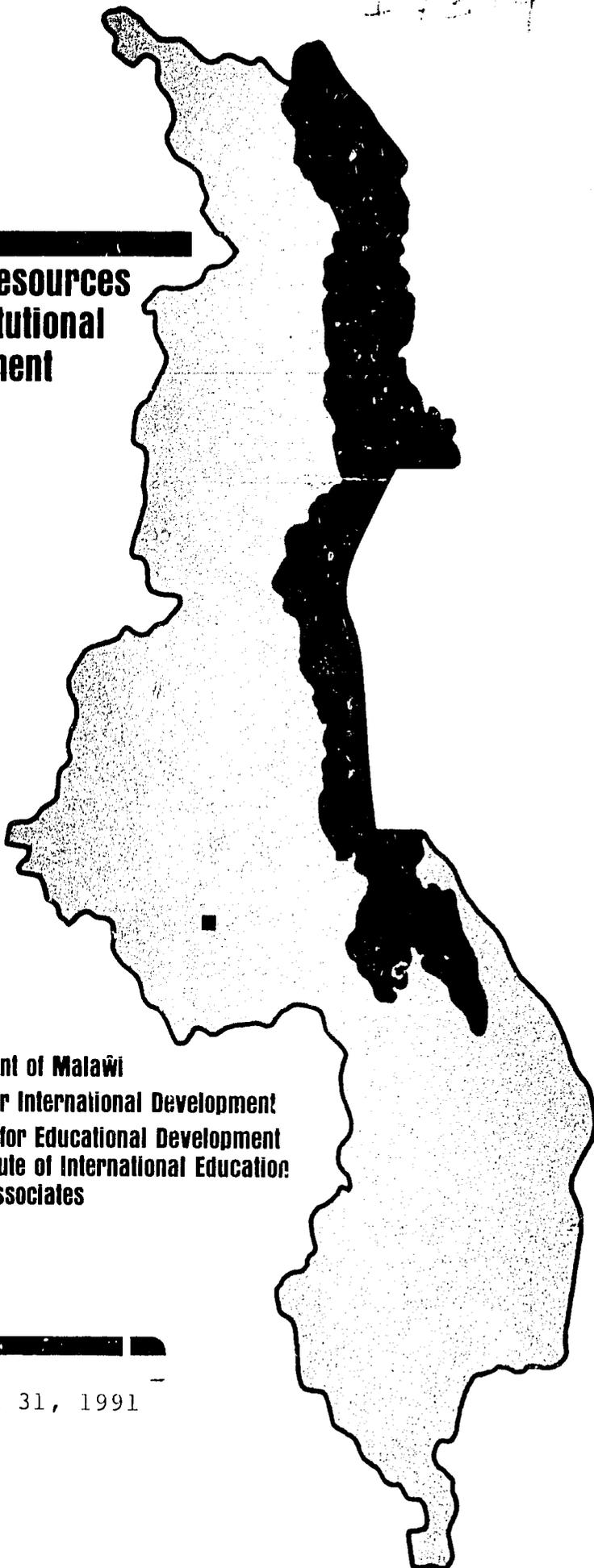
Malawi

Human Resources and Institutional Development Project

Semi-annual Report

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

March 1, 1991 - August 31, 1991



SEVENTH SEMI-ANNUAL REPORT

MARCH 1, 1991 - AUGUST 31, 1991

MALAWI HUMAN RESOURCES AND INSTITUTIONAL DEVELOPMENT

ACADEMY FOR EDUCATIONAL DEVELOPMENT

A.I.D. CONTRACT NUMBER: 612-0230-C-00-8009-00

TABLE OF CONTENTS

I.	Background	2
II.	Status of Work and Progress to Date	5
	A. Assist the Government of Malaŵi and USAID/Malaŵi Plan for Project Implementation	6
	B. Recruit and Provide Administrative and Financial Backstopping Support Services for Short- and Long-term Technical Assistance	9
	C. Place, Manage, and Support All Overseas Participant Training in the U.S. and Third Countries	13
	D. Assist In-country Institutions to Organize and Conduct In-Country Training Activities	16
	E. Prepare Detailed Specifications For and Procure Commodities	18
	F. Report to the GOM and USAID/Malaŵi on Project Implementation	19
	G. Report on the Goals of the Previous Six Months	21
	H. Delivery Orders Received, Active, or Completed	23
III.	Goals for the Next Six Months	34
IV.	Administrative Reports	35
	A. Quarterly Status Report 3/91-5/91	36
	B. Quarterly Status Report 6/91-8/91	43
	C. Core Contract Budget Expenditures	50
	D. Delivery Orders Expenditures	52
V.	Appendices	125
	A. Core Travel	126
	B. Home Office Monthly Progress Reports	128
	C. Field Office Monthly Progress Reports	143
	D. HRID Working Group Meeting	167
	E. Trip Reports	189
	F. Consultant Reports	203

I. BACKGROUND

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

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

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

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

approaches and methodologies. Third, because existing policies and procedures for human resources development in Malawi result in serious inefficiencies in the utilization of personnel, the Project provides assistance to the GOM and the private sector to strengthen their human resources planning and development capacities.

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

Promoting Health Interventions for Child Survival (PHICS)

After much discussion and planning, the HRID Project's contract was assigned the responsibility in 1989 for managing a portion of the PHICS funds allocated to technical assistance and participant training. These funds are in addition to the HRID funds specifically set aside for strengthening the Ministry of Health's training capacity. Specifically, the PHICS project addresses the need to increase the institutional capacity of the Ministry of Health (MOH) and the Ministry of Works (MOW) to deliver child survival services on a sustained basis and to increase the supply and utilization of these services at the community and family level. This is accomplished through activities implemented under the project's two main objectives--institutional strengthening and service delivery.

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

- Expansion of the MOH Health Education Unit (H.E.U.) and strengthening and institutionalization of the unit's capacity to develop and disseminate messages leading to the adoption of behaviors and the use of services which improve child survival;
- Improvement of the capacity of the MOH to plan, implement, monitor, and evaluate child survival services through the strengthening of key MOH operational units--Research, Epidemiology, Health Education, Health Information, Control of Diarrheal Diseases (CDD) and Malaria, and Environmental Health (Sanitation and Hygiene Education);
- Assistance to the MOH in designing, implementing, evaluating, and replicating a community-based child survival program which has measurable impact on child

morbidity and mortality and which can be sustained over the long term with resources available to the GOM;

- Assistance to the MOW and rural communities in increasing access to safe water through an extension of the gravity-fed piped water system and, in so doing, contribution to the key MOH child survival goal of preventing water-borne diseases, particularly diarrheal diseases among children; and
- Strengthening of the capacity of the MOH Planning Section and Project Implementation Unit to plan and manage MOH programs, including the PHICS project.

II. STATUS OF WORK AND PROGRESS TO DATE

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

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

The report addresses each of the first five responsibilities directly; the report in total is in support of the sixth responsibility. Comments on goals set for this period are in Section G. A synopsis of Delivery Orders received, active, or completed during this reporting period is found in Section H. PHICS funded activities are so noted under each Section.

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

The basic planning mechanism for the HRID Project is the HRID Working Group, a select group of the Project Coordinating Committee (PCC), the parent body which sets direction, assigns funding priorities, and oversees activities of the Working Group. The Working Group consists of representatives from the Department of Personnel, Management, and Training (DPM&T), the HRID Project Office, and USAID/MalaWi. The HRID Project Office serves as the secretariat for both the Working Group and the PCC and is responsible for setting up meetings, writing minutes, producing Project reports, and working with clients to develop and implement approved Project activities. During this period, the Working Group met in April, May, July, and August; the Project Coordinating Committee met once, on August 2, 1991.

A major part of the Working Group's responsibility and activity during this period was the development and implementation of a monitoring and evaluation system. A report on the system's design and implementation was completed in June for the PCC Project activity reviews were carried out on the basis of this monitoring and evaluation system during the period April through June, and involved visits to all Project activities to learn what they were achieving.

Project activities at the following organizations were reviewed during this period: the Electricity Supply Commission of MalaWi (ESCOM), the Ministry of Local Government (MOLG), and the Ministry of Works (MOW). The ESCOM activity (D.O. #21) has involved one technical assistant or Operational Expert (OPEXer) helping to develop a switchgear training program for the company which will serve not only MalaWi, but also the southeastern region of the continent. The OPEXer, Tod Smith, had previously been extended from his initial one-year contract for eight months, and at the review meeting in August, ESCOM asked for an additional four months of his time plus a few basic pieces of equipment. Unlike the ESCOM activity which was ending, the MOLG program (D.O.

#15) was only about six months old when the review visit was held in April. The visit focused on the implementation plan developed for the activity and especially on the initial set of workshops. The MOW (D.O. #19) review meeting, also in April, focused more on what had been accomplished in the previous year, but also included future planning and needs assessment.

This monitoring and evaluation effort resulted in several amendments to current Delivery Orders. These included extending OPEXer contracts, purchasing additional commodities, and modifying training plans in response to evolving needs and requirements. During this period, eighteen amendments and four new Delivery Orders were prepared, signed, and received by AED. A few additional amendments are in the process of being prepared for approval. The number of Delivery Orders now totals forty-seven and is worth \$11,650,696.60.

Major implementation assistance was given in two areas: to Bunda College and to the Department of Personnel Management and Training. Assistance was provided to Bunda College, first, in the recruitment and selection of OPEXers, but then, more intensively, in developing the bidding documents for the purchase of computer equipment for the College's new computer laboratory. The release date for the request for proposals was August 8, 1991, and bidding will close on September 23, 1991. Additional assistance was provided to help the College rework and update its initial request to HRID, so that the request would reflect Bunda's evolving needs. During this period, two Bunda staff members were sponsored by the Project for a two-week visit to Lesotho and Swaziland to look at student farm-projects programs at agricultural training facilities.

DPM&T was the recipient of major planning and implementation assistance during this period. The MIS project planner and software development manager, Mr. Eric Eno, and consultant, Ms. Barbara Brown, went to Lilongwe twice during this period. Their activities included not only the installation of Version 1.0 and 1.1 of the software and some staff training, but also assistance to the DPM&T MIS team to plan for the

implementation and expansion of the MIS system within DPM&T and to other ministries. Between visits, both the Field Office staff and Mr. Kurt Moses, AED's Systems Service Director, were kept busy providing coordination between the MIS team's needs and plans and the consultants' efforts. In addition, Field Office staff worked closely with the MIS team and USAID/Lilongwe to assure that the efforts supported by the HRID Project would have a chance of being fully realized by the Government of Malaŵi. To that end, USAID's Director, Ms. Carol Peasley, requested and received assurances from the Government that sufficient support would continue to be provided to assure the success of the MIS effort.

Other planning assistance was provided to the Ministry of Health and USAID during this period, including the recruitment and selection of long-term technical assistance personnel and the placement of participants under the PHICS project. The effort included the preparation for a visit by consultant Dr. William Reinke to assist the Ministry in planning for future technical assistance and to meet other requirements that might be funded through HRID and PHICS, and the preparation for and support of a visit by Dr. Michael Olivar, who was the prime candidate for the Epidemiologist position under PHICS.

Ms. Andrea Okwesa was recruited to work with Ms. Catherine Kainja in May and June to develop a five-year plan and goals for the National Commission on Women in Development. Their report will assist with the planning of additional HRID support to the Commission's activities. With the approval of the Commission, some of the Project's funds to support the Commission's goals and objectives were released to the National Association of Business Women to help it move forward with its program to assist women to start small businesses. Ms. Dorothy Anderson's trip, also in May and June, was primarily to work on planning for participant placements and the issues involving research conducted in Malaŵi by the participants.

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

The usual backstopping of OPEXers in three sites in Malaŵi continued. Backstopping included such personal support services as paying housing-related bills, approving R&R leaves, arranging for children to visit during their Easter and summer holidays. It also included any program support needed to facilitate their technical services to their employers. At the beginning of this period, the Project was especially busy with the recruitment of eleven OPEXers, six of them supported by the HRID Project.

Three finalist candidates were identified in July for the position of Medical/Surgical Nursing Instructor (D.O. #45). Interviews, from which one candidate withdrew, were held on August 1st. This gave the candidates the opportunity to visit with returned Peace Corps Volunteers from Malaŵi. Ms. Kristine deQueiroz was the selected finalist, and at the end of this period, was only awaiting final clearance before proceeding to Washington, D.C., for orientation and departure to Malaŵi.

Also pending at the end of August were interviews of the four candidates selected as finalists for the one-year position of Curriculum Development Specialist in the Ministry of Works (MOW). The recruitment process could not be completed until Delivery Order #19 was amended to provide the necessary funding. This is expected to be in October.

Three candidates were interviewed in February for the position of Research Associate, Women in Development (D.O. #42) at the Center for Social Research, University of Malaŵi. Dr. Karin Hyde was selected; she received her orientation in Washington, D.C., on June 20th, and began work in Malaŵi on July 2nd.

The remaining recruitment to be done was for Instructors at Bunda College under D.O. #39. Because Dr. Robert Edwards was known from a recent chemistry teaching assignment at Chancellor College, he was the candidate selected, without the formal interview, for the position in Agricultural Chemistry. Interviews were held for the Agricultural Mechanics position, for which Dr. Vu Nguyen was finally selected in May. Both OPEXers were given the name and address of their counterparts, who were studying for advanced degrees in the U.S., and each other's names so that they could learn from

each other prior to their joint orientation on August 26th and 27th and departure to Malaŵi. They took up their positions on August 29th, but were unable to move onto the campus until a few weeks later.

Recruitment for two more Bunda College positions, Soil and Irrigation and Home Economics and Human Development were put on hold. Candidates were put forward pending the outcome of the College's reassessment of its needs. That recruitment process is not expected to be completed until 1992.

The new HRID OPEXers are:

<u>D.O.</u>	<u>OPEXER</u>	<u>POSITION</u>
39	Dr. Robert Edwards	Agricultural Chemistry Instructor-Bunda College
39	Dr. Vu Nguyen	Agricultural Mechanics Instructor-Bunda College
42	Dr. Karin Hyde	Research Associate-WID-Center for Social Research, University of Malaŵi

One OPEXer, Mr. Ken Allen (D.O. #8), who serves DEMATT as their Agro-Industrial Advisor, was approved for a one-year extension. Mr. Jack Farmer (D.O. #25), Dr. Aaron Adiv (D.O. #20), and Mr. James Hellerman (D.O. #32) each completed a year and went on R&R leave during this period. Dr. Jean Davison (D.O. #8), whose contract is being extended for ten months in October, also took leave during this period.

Five of the recruitments were for PHICS-funded positions: a Manpower Planner, Health Curriculum Developer, Medical Assistants Trainer, Documentation and Library Specialist, and an Epidemiological Training Advisor. While the search for a Medical Assistants Trainer was suspended pending further review of manpower needs, the other positions were filled by:

<u>D.O.</u>	<u>OPEXER</u>	<u>POSITION</u>
29	Dr. Michael Olivar	Epidemiological Training Advisor
44	Dr. Mary Stephano	Manpower Planning Advisor
44	Dr. Annabel Bauer	Health Curriculum Developer
48	Mr. Marc Lippman	Documentation and Library Specialist

Recruitment for these various positions involved considerable time and special coordination as the PHICS recruitment overlapped with the recruitment for the HRID Project. The PHICS recruitment required:

- phone calls to professional associations,
- development and placement of suitable advertisements for specific professional journals and newspapers,
- personal contact with over 35 consultants listed in AED's

- database,
- outreach to professional organizations, colleges, and universities, and
- dialogue with staff at the Center for Disease Control.

Potential candidates were identified and personally contacted to discuss their appropriateness for and interest in the positions. Each candidate had questions not only about the position but also about the goals of the project and of living and working in Malaŵi. Personal contact was also made with references to verify the candidates' professional background.

With the exception of the Documentation and Library Specialist position, each position took an average of forty-five hours of time from the initiation of recruitment through selection. An additional eight to ten hours were spent on each individual's contracting and transit arrangements.

Dr. Michael Olivar, Epidemiological Training Advisor, was the first identified. He was brought to Malaŵi in May to better convince him to accept the PHICS-funded position over other options he had. The effort was successful, and he is due to arrive for work in early September.

On May 29th, interviews were held with finalist candidates for the Manpower Planning Advisor and Health Curriculum Developer positions. Drs. Stephano and Bauer were selected for the respective positions and invited to orientation in Washington, D.C., on August 2nd. As that was the same weekend as the Peace Corps' Thirtieth Anniversary celebrations, arrangements were made for them to meet returned Malaŵi Peace Corps Volunteers, Malaŵians, and GOM Officials. That was particularly helpful to Dr. Bauer for whom Africa was to be a new experience. Because of GOM clearance requirements, Dr. Bauer did not leave until August 12th. Dr. Stephano was additionally delayed by personal needs until August 20th.

Marc Lippman, Documentation and Library Specialist, was more easily selected. He was holding the position as a Peace Corps Volunteer at the time the position was announced as a PHICS-funded position. Because he was doing an excellent job and was professionally well qualified, he was selected for the position. He will receive his orientation to the PHICS program and to life as a USAID-sponsored contractor on September 24th and will begin work the first of October, after a brief visit to the WHO Documentation Center in Geneva.

Short-term technical assistance did not involve as much new recruitment as did continued support to established consultants. Dr. William Reinke (D.O. #44) returned to

Malaŵi in March to assist USAID and the Ministry of Health with planning for the use of PHICS funds for participant training and manpower development needs. A plan to enlist Dr. Reinke's assistance a second time for health planning was not realized. A new consultant, Ms. Anúrea Okwesa, was selected to work with the National Commission on Women in Development (NCWID). In May and June, Ms. Okwesa worked with Ms. Catherine Kainja, of the University of Malaŵi, to design a five-year development plan for the Commission. In the process they also helped the Commission to better define its goals. With the plan, the NCWID has a basis from which to relate its requests for support from the HRID Project. The consultants' work was funded under D.O. #33.

The major short-term technical assistance effort was provided through Delivery Order #9, assisting DPM&T with the development of a management information system for the civil service needs of the Government of Malaŵi. The task during this period was to establish a working version (Version 1.0) of the software needed by the MIS and to get it up and running. In April, Mr. Eric Eno, software development consultant, installed Version 1.0 with the help of Ms. Barbara Brown, who had been hired because of her technical expertise with Informix. While the system was operational at that time, the software needed to be revised and to be customized to incorporate changes made by the MIS team at DPM&T. This was partially during May and preliminary software documentation was completed. Discussions were then held by USAID and DPM&T regarding future efforts. The Project was assured that DPM&T would continue to support further developments. In August, Mr. Eno and Ms. Brown returned to install Version 1.1 of the program. They and the DPM&T team began efforts to encourage the use of the program and to develop procedures to expand its use to other ministries, most notably the Ministry of Education and Culture. During this entire period, Mr. Kurt Moses provided coordination and technical advice to the consultants and provided assistance with the procurement of the patchpanel and an Informix service contract for DPM&T.

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

As with the fielding of technical assistants, there was a large increase in the number of people being processed for participant training placement during the period. Twelve participants were placed in Ph.D., M.A., and B.S. degree programs in as many colleges and universities in the U.S., and one in Malaŵi. They brought the total numbers of people in degree programs in the U.S. at the end of this period to twenty-nine. Degree students placed this period under HRID funding include:

<u>D.O.</u>	<u>PERSON</u>	<u>ORGANIZATION</u>	<u>INSTITUTION</u>	<u>STUDIES</u>
5	Olive T. Kakhome	U. of Malaŵi	Catholic Univ.	M.S. Med. Surg. Nurs
22	Robert Salama	Malaŵi E.P.Co.	Okla. City Univ.	M.A. Business Admin
39	Patricia Mkandawire	U. of Malaŵi	Va. Polytechnic	Ph.D. Home Econ.
39	Wellam Kamthunzi	U. of Malaŵi	U. of California	M.S. Agric. Engin.
39	Andrew Safalaoh	U. of Malaŵi	Okla. St. Univ.	M.S. An. Husbandry
45	Mary Chimwele	Min. of Health	W. Mich. Univ.	M.S. Health Admin.
46	Joseph Chikagwa	M.B.C.	N. Carolina A&T	M.S. Electron. Engin.
46	Molland Nkhata	M.B.C.	U. of Iowa	M.A. Journalism
46	Sam Gunde	M.B.C.	U. of Pittsburgh	M.A. Public Admin.

Six additional HRID sponsored participants have been indentified and are in the process of being placed.

Mr. Anthony Masanza (D.O. #7) was the first participant to request an extension of his or her degree program to receive practical training. Mr. Masanza, who is from DEMATT and completed his M.A. Degree in Public Administration, was approved to work for 1.5 months at Canadian Valley Vocational Technical School in Oklahoma.

The need to develop guidelines for the first participants to return to Malaŵi to carry out research related to their studies also came up during this period. The processes of developing guidelines for research approval and for handling research funding were developed after much discussion and were based on previous USAID funded projects in Malaŵi. At the end of this period the Field Office felt that the process needed to be revised to better meet Malaŵi's research requirements, insure that the research proposed is feasible and appropriate within the Malaŵian context, and to place some of the responsibility for administration of funds on the participant's sponsoring organizations. The three participants who returned to Malaŵi to complete research were:

<u>D.O.</u>	<u>PERSON</u>	<u>RESEARCH</u>
20	Flora Sambakunsi	To study the cost and efficiency of rail vs. road transportation of tobacco. (Penn. St.--M.A. Transportation Economics)
38	Charles Chirwa	To study fluoride compounds and fly ash as additives for Portland cement to reduce costs. (Iowa St. U.--M.E. Civil Eng.)
38	Clement Thindwa	To study the feasibility of a tropical fruit dehydration plant for export development. (Monterey Inst. of Int'l. Studies--M.B.A.)

The following three candidates completed their degree programs and returned to Malaŵi during this period.

<u>D.O.</u>	<u>PERSON</u>	<u>ORGANIZATION</u>	<u>DEGREE</u>
7	Anthony Masanza	DEMATT	M.A. Personnel Administration
7	Linda Semu	Chancellor College	M.A. Sociology
22	Charles Msosa	DPM&T	M.A. Public Administration

In addition, Mildred Kenala (D.O. #37) terminated her studies to return home for personal reasons.

Three of the participants are funded by the PHICS Project and are from the Ministry of Health:

<u>D.O.</u>	<u>PERSON</u>	<u>INSTITUTION</u>	<u>STUDIES</u>
47	Andrew Dimba	Wichita State U.	B.S. Med Ed/Physicians Ass't.
47	Tannach Masache	U. of North Iowa	B.S. Community Health
47	Amose Kudzala	U. MD Eastern Shore	B.S. Environmental Health

Ms. Catherine Chiphazi has been placed at the Kamuzu College of Nursing and will begin her B.A. program in October. In addition, there are at least ten more who have been identified for training under PHICS and are awaiting placements. Five have been nominated for placement in West Africa, but the period ended without the Project being able to get any response from the institutions to which they had been nominated.

There was much less short-term placement activity this period than in previous periods. Only two people placed in the U.S. and three who went for studies in Africa. The first to go to the U.S. was Justice Richard Banda (D.O. #16) of the Supreme Court, who came for an individually tailored study of constitutional law. He arrived March 14th and spent most of his time before his departure on April 18th under the auspices of Northern Illinois University. Metheun Kandulu Banda of the Ministry of Works attended a six-week program on the uses of micro-computers for project management conducted by

the Academy for Educational Development. He returned home in late August and was sponsored under D.O. #19. From Bunda College (D.O. #39) Dr. Kasomekera and Mr. Makhambera went in July on a two-week study tour to Swaziland and Lesotho to look at student-farming projects. Ms. Jean Njoloma was placed in a certificate program in Project Management which will begin in September. She will be funded under PHICS D.O. #47.

Other activities in support of participant training included Placement Coordinator Dorothy Anderson's visit to Malaŵi May 27th - June 4th. She reviewed pending participant placements and met with DPM&T and USAID/Lilongwe officials to discuss participant training activities, including the plans for the second annual Participant Conference scheduled for October. Practice GRE and TOEFL testing sessions were run in Blantyre for nominated participants to familiarize them with the exams. In late July there was a five day pre-departure training and orientation session in Blantyre. Twelve participants attended and learned about wordprocessing, data management on computers, program expectations and regulations, and about Malaŵian student experiences in the U.S. The Project also worked with one participant, Mr. Luke Banda (D.O. #24), to meet the USAID requirements so that his wife could visit him for two months; a similar request is under consideration for another participant who is hoping that his wife will visit him in October.

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

The major activity supported by the Project and assisted by the Field Office during this period was a series of four training seminars run by the Ministry of Local Government (MOLG) (D.O. #15). The first of the one-week training sessions was held in Lilongwe beginning on April 21; others were held shortly thereafter in Mzuzu and Zomba. They were designed by OPEXer Peter Efange and were envisioned as the starting point for improving Local Government staff training at the district level.

Continued Project support to DEMATT (D.O.s #8, #32) included provision of three OPEXers, participant training, and training commodities. This continuing support has strengthened that organization's ability to provide training to its members. During this period, the work spearheaded by both OPEXer Ken Allen, in agro-industrial development, and by OPEXer Jim Hellerman, in helping businesses move from small to medium-scale enterprises, became established as a major part of DEMATT's training outreach.

The Project's assistance to the University of Malaŵi, which included provision of OPEXers, staff training, and books, continued to support the development of degree programs in Personnel Management, Transportation Economics, and the Sociology of Women in Development. Similar new inputs to Bunda College will strengthen degree programs in crop production and Agricultural Engineering. The University has also benefitted from local currency support to women's study of non-traditional subjects and for support to the Registrar's office in the hiring and support of the Assistant Registrar for Women, Olivia Liwewe. Local currency inputs have also made it possible for the Polytechnic and the Malaŵi College of Accountancy to offer to Liberal Arts graduates a conversion program in Marketing and Accounting. The provision of technical assistance, participant training, and supporting commodities to the Center for Social Research will allow that institution to provide supportive services to the University and the GOM to enhance the important role that women play in the development of Malaŵi. Finally, the Project provided additional support to the University for the Tracer Study, which was completed by August, so that this document could form a part of a review and revision of current curricula offerings.

New assistance to the Ministry of Health through the PHICS project (D.O. #44) will greatly strengthen that ministry's ability to organize and provide training. The recently arrived Manpower Planner will assist with reorganizing and developing plans for

manpower needs in the MOH. The Curriculum Developer will help turn those needs into curriculum for staff development, and will train staff in the art of curriculum development at the Lilongwe School for Health Sciences. The assistance of these two will greatly enhance the Ministry's training capacity. The addition of an Epidemiologist to help establish an Epidemiological Training Unit, and of a Documentation and Library Specialist to develop a resource base for all training offered by the Ministry, will further add to the Ministry's capacity to provide training within the country.

E. PREPARE DETAILED SPECIFICATIONS FOR AND PROCURE COMMODITIES

During this period there was a fair amount of procurement activity as shipments delayed by the Gulf War began to arrive in May. In addition, another large and mixed order of supplies was placed and readied for a September shipment date. A great deal of time was spent on the issue of where to buy 220V copiers, as they are no longer produced in the U.S. Buying electronic office and training equipment manufactured in the U.S. which meets the requirement of 220V capacity (as well as standard U.S. Government source/origin requirements) is very difficult.

The Associated Chambers of Commerce and Industries of Malaŵi (ACCIM) (D.O. #31) received a computer, typewriter, and other supplies to support the working of its Secretariat's office. DEMATT (D.O. #32) also received office equipment to support the small to medium-scale enterprise development activity. The Ministry of Local Government (D.O. #15) placed a large order for training supplies, computers, and typewriters. The typewriters were received before the period ended. Books and journals were ordered and received in support of the Public Administration project (D.O. #41) and Women in Development (D.O. #12) project at Chancellor College. An order for instructional equipment and materials was also placed for the Kamuzu College of Nursing.

Local procurement options were explored in order to save time because of the lack of availability of 220V machines in the U.S., as well as for servicing contract reasons. A computer was purchased for the Ministry of Works under D.O. #19. Local currencies were used to purchase a vehicle for the Bachelor's of Public Administration in Human Resources Program and a typewriter for DPM&T.

The development of specifications for bids for the planned computer laboratory at Bunda College (D.O. #39), including the requirement of having a local support organization to install and support the equipment, took considerable time. The request for bids was let out in Malaŵi and the U.S. on August 8th; the closing date is September 23, 1991. It is expected that an award will be made before the end of the calendar year.

The MIS development at DPM&T continued to be a major focus of activities throughout this period. Eric Eno and Barbara Brown arrived in April to install and train staff on the use of Version 1.0 of the Informix-based software that both the MIS team at DPM&T and Mr. Eno had been developing cooperatively. In August they returned to present the first revision of the software, Version 1.1. In support of the system, a patchpanel was ordered and received for the computer installations, and a contract signed with Infoware to provide backup service and upgrades to the Informix software.

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

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

The HRID Working Group is the major forum for planning, monitoring, and reporting on Project Activities. It consists of HRID Project staff and the HRID Project monitors: representatives of DPM&T and of USAID/Lilongwe. The Working Group met regularly throughout this period, reviewing Project implementation, funding, and monitoring. (Minutes can be found in the Appendices.) The Project Coordination Committee met in August to review and ratify the activities of the Working Group and to develop and approve plans for the Project for the next six to eight months.

During this period, Project funding was a major area of focus in three areas: Vouchers, replenishment of Core funding, and local currency expenditures. With a full review of the local currency budget, questions regarding amounts spent and what activities on which to spend local currencies were resolved in June. While the local currency component of the HRID Project is managed by USAID and DPM&T, the Project Field Office is involved because it serves as the secretariat of the Project, and because local currencies augment activities supported through HRID Delivery Orders.

A change in the Voucher production system at AED resulted in some unintended errors in Voucher presentation. Once the problem was uncovered and unraveled, the Vouchers were corrected. In the process of reviewing the Voucher system, it became clear that it did not provide information now requested by the USAID Mission, so a new Fiscal Data Sheet was added to the reports. The Fiscal Data Sheet tracks expenditures against individual PIOs, which can range in number from one to thirteen. The Fiscal Data Sheets, plus amendments that sometimes contain PIOs with different numbers, make up the Delivery Orders. Fine tuning of the new reporting system continued throughout the period as the new D.O. amendments and Delivery Orders were received, and their various numbers properly recorded and assigned.

Two aspects of Core funding required action. The first was the replenishment of the Core contract in early June, to replace almost all of the funds borrowed (\$967,235)

earlier to fund Delivery Order activities. The second was the presentation of a delayed request for a review of Core funding against Core activities and level of effort, which also began in June. By the end of the period, an agreement had been reached as to the numbers of participant and technical assistant person months supplied to date, and on the numbers that were projected to be needed through the remainder of the Project. A new request, based on those numbers plus other expenses generated in the management of the Project, is expected to be presented in early November to the Mission and USAID Contract's Office in Nairobi.

Formal reporting this period included the completion of the Sixth Semi-Annual Report, two Quarterly Reports on Project finances and personnel, the annual inventory of equipment, and the informal monthly reports prepared by the Field and Home Offices. In addition, the Home Office hosted newly appointed Ambassador Pistor for an orientation to the HRID, PHICS, and HEALTHCOM Projects' activities. Project Coordinator Rudi Klauss spent a few days in early June at the Home Office meeting with Project and AED support staff on Project implementation activities and needs in Malaŵi. Participant Placement Coordinator, Dorothy Anderson of IIE, had visited Malaŵi just prior to Dr. Klauss' departure to discuss participant placement needs and plans for the second annual Participant Conference and for the first group of students to do research for their theses in Malaŵi. Ron Baumgartner was hired as a Summer Intern to assist the Project's Home Office with a variety of activities. His final project was the production of a newsletter highlighting the participants and OPEXers.

While not directly an activity of the Project, it should be reported that Dr. Klauss continues to provide support to the National Technical Cooperation and Assessment Program (NATCAP) exercise being conducted in Malaŵi. In addition, a paper he wrote on managing development has been used in two international workshops. Staff evaluations in both offices provided an opportunity to review performances and expectations.

G. REPORT ON THE GOALS OF THE PREVIOUS SIX MONTHS

- 1. Complete commodity procurements where funds have been appropriated.** A major shipment arrived in May for a variety of projects and another large shipment was sent at the end of September. With the exception of the computer system yet to be decided upon for Bunda College, procurements requested are all complete, or near completion.
- 2. Complete the recruitment and selection of a variety of long-term technical assistance personnel.** This period was a major recruitment time with two candidates selected for Bunda College, four for the Ministry of Health, and one each for the Center for Social Research and the Kamuzu College of Nursing. With the exception of the Kamuzu College candidate, all the rest are either in place or enroute. In addition, finalist candidates have been chosen by the Ministry of Works for their Curriculum Development and Training Advisor.
- 3. Complete participant placements for 1991-1992 academic year.** Fifteen participants, including one in Malaŵi, were placed for the 1991-1992 academic year. There are still others who were identified too late to be placed in September. It is hoped that a few of them will be able to begin their studies in January, and that the five PHICS candidates will eventually hear about placement opportunities in West Africa.
- 4. Close out Delivery Orders and PIOs where activities have been completed.** Work began on this activity but was deferred by other Contract and financial matters. It will continue to be a goal for the next six month period.
- 5. Amend Delivery Orders where the monitoring and evaluation system has produced clear and approved rationales for additional funding or time.** During this period, eighteen amendments and four new Delivery Orders were received, bringing the total committed to Project-funded activities under Delivery Orders to \$11,650,696.60.
- 6. Move the DPM&T's MIS along so that it is able to provide the information the Department can use.** Additional technical assistance resources were provided to this effort and resulted in the delivery and acceptance of Version 1.0 of the software.

Version 1.1 was also delivered. USAID/Lilongwe requested and received assurances from DPM&T that the Government would continue to supply the MIS Team with both the personnel and the support needed to ensure that the effort remained viable. An agreement for Informix support and a patchpanel to allow for better terminal interconnections were also supplied.

H. DELIVERY ORDERS RECEIVED, ACTIVE, OR COMPLETED DURING THIS PERIOD

Delivery Order #1 Active

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

Delivery Order #2 Completed

Delivery Order #2, signed June 2, 1988, and amended on May 1, 1989, provided funds for a period of nine (9) months for a Master's Degree in Public Policy Administration at Harvard University for Mr. Mpata, the Principal Secretary, Ministry of Labor. This Delivery Order has been completed, and Mr. Mpata has returned to Malaŵi.

Delivery Order #3 Completed

Delivery Order #3, signed September 26, 1989, and amended September 14, 1990, provided funds for Deputy Secretaries Bright Mangulama, Ephron Ng'oma and Elywin Nkhoma to pursue a Public Management Diploma at the Institute for Policy Studies, University of Connecticut. This program has enabled them to develop leadership and problem solving capabilities, and use modern management technologies and advanced skills in management specialization. It has been completed, and the Deputy Secretaries have returned to Malaŵi.

Delivery Order #4 Completed

Delivery Order #4, the Polytechnic Engineering Expansion Project, signed on November 16, 1988, provided funds to strengthen the capability of the Polytechnic in the fields of engineering, business, and vocational education through a study tour by the Polytechnic's Principal to various technical-education institutes in the U.S.

Delivery Order #5 Active

Delivery Order #5, signed May 17, 1989, and amended on September 5, 1990, provides funds for participant training services for two persons in the area of health

services: Mrs. Ida Mtimaukanena, Master's Degree in Community Health Nursing, and Ms. Olive Kakhome, Master's Degree in Nursing Science.

Delivery Order #6 **Active**

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

Delivery Order #7 **Active**

Delivery Order #7, signed on May 17, 1989, and amended on July 18, 1990 and November 29, 1990, provides funding for training seven participants in the United States and third Countries.

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

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

Delivery Order #8 Active

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

Delivery Order #9 Active

Delivery Order #9, signed on May 17, 1989, funds short-term technical assistant services provided by Mr. Eric Eno and others to develop MIS software and manage the MIS training program for the participants of Delivery Order #6.

Delivery Order #10 Completed

Delivery Order #10, signed on May 17, 1989, provided funds for short-term technical assistance to DEMATT (Ms. Kristina Engstrom) to design a course in the areas of needs-assessment techniques, participatory-training techniques, adult-education theory and evaluation of the impact of training.

Delivery Order #11 Active

Delivery Order #11, signed on May 17, 1989, and amended (for an additional \$50,000) on July 18, 1990, provided for commodity procurement services. The funding has been used for the purchases of microcomputers, printers and accessories, software programs, diskettes, supplies, books, and other computer accessories for the Malaŵi College of Accountancy and the Department of Personnel and Management Training (DPM&T).

Delivery Order #12 Completed

Delivery Order #12, signed on May 17, 1989 and amended on July 18, 1990, provided funds for commodities procurement services to Centre for Social Research (University of Malaŵi), Chancellor College (University of Malaŵi), and DEMATT.

Delivery Order #13 Completed

Delivery Order #13, signed on June 14, 1989, provided funding for Mr. Gilbert G. Lengu, the Assistant General Manager in the Reserve Bank of Malaŵi, to obtain a Master's Degree in Public Policy from the Edward S. Mason Public Policy and Management Program at Harvard.

Delivery Order #14 Completed

Delivery Order #14, signed on June 14, 1989, and amended September 10, 1990, provided funds for Mr. Zanazana D. Chikhosi of the Ministry of Finance to participate from June 26 - August 5, 1989, in a workshop on Budgeting in Public Finance, at the Harvard Institute for International Development.

Delivery Order #15 Active

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

Delivery Order #16 Completed

Delivery Order #16, signed on August 11, 1989, provided \$15,000 to enable Justice Richard Banda, Judge of the High Court and Supreme Court of Malaŵi, to attend a study program in the administration of justice and constitutional rights.

Delivery Order #17 Completed

Delivery Order #17, signed on October 11, 1989, and amended on September 10, 1990, provided funds for Miss Jean Phiri to participate from October 2 - December 8, 1989, in the Human Resources and Personnel Management Program at the University of Pittsburgh.

Delivery Order #18 Completed

Delivery Order #18, signed on October 11, 1989, and amended September 10, 1990, provided funds for Mr. Symphorian Liwimbi to attend a seminar of the International Management Group on Privatization Strategies. The conference was held at George Washington University, Washington, D.C.

Delivery Order #19**Active**

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

Delivery Order #20**Active**

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

Delivery Order #21**Active**

Delivery Order #21, signed on November 15, 1989, and amended twice for a total of \$61,180, funded commodities procurement and a one year technical assistant, Mr. Tod Smith, to provide training in Switchgear Operations for the Electricity Supply Commission of Malaŵi.

Delivery Order #22**Active**

Delivery Order #22, signed on November 15, 1989, and amended on July 18, 1991, and October 16, 1990, provides funding for 11 participant trainees to come to the United States to study. It was amended on October 16, 1990, to decrease its participant funding by \$11,419.

- Justine W. Nyondo, Department of Personnel Management and Training (DPM&T). Mr. Nyondo is working toward a Master's Degree in Personnel Management or Human Resources with an emphasis on organizational behavior and development.
- Bridget T. Chiwaula, Office of President and Cabinet. Ms. Chiwaula will study for a Master's Degree in Communication.

- Florence K. Msauka, Ministry of Justice. Ms. Msauka completed a program on Management and Personnel Development.
- George Fikilini Banda, Ministry of Forestry and Natural Resources. Mr. Banda completed courses directed toward Personnel Management.
- Alumbeni Mkoko, Department of Personnel Management and Training. Mr. Mkoko completed a program in Management Development for use at DPM&T.
- Ernest H. B. Sambo, Department of Personnel Management and Training. Mr. Sambo completed a nine-month program on Personnel and Human Resource Management.
- Tipu Isaac Mchimika Vareta, Ministry of Trade, Industry, and Tourism. Mr. Vareta completed a three-month training program covering trade policy, trade negotiations, management of trade, investment, privatization, and tourism.
- Robert D. Salama, Malaŵi Export Promotion Council. Mr. Salama is studying for a Master's Degree in International Trade and Business with an emphasis on export trade promotion strategies from a developing country perspective.
- Charles P. Msosa, Department of Personnel Management and Training. Mr. Msosa completed his Master's Degree in Personnel Management of Human Resources Management, with a special emphasis on organizational behavior and development.
- Godfrey Pida, Secretary of Public Services Commission, OPC. Mr. Pida received a diploma in Leadership and Human Resource Management from Goldey-Beacon College.

Delivery Order #23

Active

Delivery Order #23, signed on November 6, 1989, provides funds for Ms. Effie Liabunya to participate in a Master's program in Nursing in order to later assist

Kamuzu College of Nursing in the field of Midwifery. D.O. #23 was amended on July 19, 1991, to increase funds by \$26,252.

Delivery Order #24 **Active**

Delivery Order #24, signed on November 6, 1989, and amended to deobligate \$1,451 on July 19, 1991, initially funded Mr. Emmanuel Gondwe for a Master's Degree, but he was replaced by Mr. Luke Banda, who is now studying for the degree.

Delivery Order #25 **Active**

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

Delivery Order #26 **Active**

Delivery Order #26, signed on March 23, 1990, provides funding for pre-departure activities for thirty participants. Activities include: processing of files and placement of participants; computer and typewriter training in Malaŵi; pre-departure orientation; participant funding for annual conferences during study in the U.S.; post-training and follow-up activities for returned participants; and international travel expenses for GOM guest speakers. Delivery Order #26 was amended to add \$67,725 for new participant training activities on April 9, 1991.

Delivery Order #27 **Active**

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

Delivery Order #28 **Active**

Delivery Order #28, signed on March 15, 1990, covers pre-placement activities of the TOEFL, GRE, and SAT for PHICS participants scheduled for U.S. degree training.

Delivery Order #29 **Active**

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

Delivery Order #30 **Completed**

Delivery Order #30, signed on March 23, 1990, funded short-term technical assistant, Dr. William Reinke, to assist the Ministry of Health for a period of thirty days. He produced a proposal for the use of \$1,000,000 to support a set of human resource development activities for the Ministry.

Delivery Order #31 **Active**

Delivery Order #31, signed on March 27, 1990, provides funds to the Associated Chambers of Commerce and Industry of Malaŵi for a short-term technical assistance, study tours to the United States, and commodities.

Delivery Order #32 **Active**

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

Delivery Order #33 **Active**

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

Delivery Order #34 **Completed**

Delivery Order #34, signed on April 10, 1990, provided funds for six Malaŵian senior executives to attend an Advanced Executive Management program on Privatization at the International Development Training Institute. The participants were Mr. Mbekeani, Mr. Biziwick, Mr. Ndisale, Mr. Namagoa, Mr. Kalizang'oma, and Mrs. Kazembe.

Delivery Order #35 **Completed**

Delivery Order #35, signed on June 5, 1990, provided funds to support the participant training activities of Mr. Sandulizeni Situsi. Mr. Situsi, Deputy Secretary of the Ministry of Finance, attended a workshop on Budgeting in the Public Sector at the Harvard Institute for International Development.

Delivery Order #36 **Active**

Delivery Order #36, signed on June 5, 1990, provides funding for Mrs. Thokozile Matanda of the Kamuzu College of Nursing to study for an M.A. Degree in the U.S. It was later amended to deobligate \$1,451 in participant training funds.

Delivery Order #37 **Active**

Delivery Order #37, signed on July 31, 1990, provides funds for six participants to study in the United States. An amendment on May 1, 1990, added \$63,880. Participants and their fields of study are as follows:

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

Delivery Order #38 **Active**

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

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

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

Delivery Order #39 **Active**

Delivery Order #39, signed on July 31, 1990, provides funds to strengthen Bunda College of Agriculture through technical assistance, participant training, and commodities.

Delivery Order #40 **Active**

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

Delivery Order #41 **Active**

Delivery Order #41, signed September 14, 1990, provides \$275,000 for long-term Technical Assistant, Dr. Joseph Rajbansee, to help establish a degree program in Personnel Management in the Department of Public Administration at Chancellor College. In addition to the technical assistance funds provided by this Delivery Order, it will assist the Public Administration Department with the procurement of such item as books and publications. An amendment on June 17, 1991, provides \$55,082 additional funds.

Delivery Order #42 **Active**

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

Delivery Order #43 **Active**

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

Delivery Order #44 **Active**

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

Delivery Order #45 **Active**

Delivery Order #45, signed on March 26, 1991, provides \$753,000 for seven participant trainees, instructional commodities, and a Medical-Surgical Nursing Specialist for the Kamuzu College of Nursing.

Delivery Order #46 **Active**

Delivery Order #46, signed on April 10, 1991, (\$116,000), and amended August 5, 1991 (\$58,000), provides funds for Master's Degree programs in Mass Communications and in Public Administration to be attended by Sam Gunde and Molland Nkhata, respectively. The amendment supports the Master's Degree study of Joseph Chikagwa in the field of Electronics Engineering.

Delivery Order #47 **Active**

Delivery Order #47, signed on August 5, 1991, provides PHICS project funds to sponsor degree and non-degree training for fifteen Ministry of Health staff members.

Delivery Order #48 **Active**

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

III. GOALS FOR THE NEXT SIX MONTHS

A. Close out Delivery Orders and PIOs for which activities have been completed. Once there is agreement on a process for doing so, many PIOs and a few Delivery Orders can be closed out. This will free up funds for other Project activities and reduce the paperwork and reporting.

B. Review the DPM&T MIS effort, determine what options exist for continued support, amend the relevant Delivery Orders and continue work towards the completion of the MIS system. Having delivered the basic software and equipment, there is still a need to refine the system, to document it, and to assure that the system and its operators and managers can expand the system into other Ministries. This system review and direction-setting need to be completed soon so that project momentum is not lost. Amendments to the Delivery Orders supporting this effort would then follow the agreed upon plan of action.

C. Develop a handbook and process for end-of-service closing out of OPEXer assistance. The next six months will see the closing out of the first three OPEXers' contracts. This is a new experience for the Project and one that requires time of the Field and Home Offices. A developed procedure and a handbook for the OPEXers to use, which sets out all of the things with which they have to be concerned, will make closing out of service easier and less time consuming for both OPEXers and the Project staff.

D. Review and revise expenditure needs for major Project activities so that Delivery Orders can be amended to meet anticipated needs. As the Project's activities move towards their last year, it becomes important to review the role and level of expenditures to be sure that there is adequate funding to complete what has begun. Where activities are costing less than anticipated, amending Delivery Orders to reduce their funds will make the withdrawn funds available to be applied where additional funds are needed.

IV. ADMINISTRATIVE REPORTS

- A. Quarterly Status Reports 3/91-5/91**
- B. Quarterly Status Reports 6/91-8/91**
- C. Core Contract Budget Expenditures**
- D. Delivery Orders Expenditures**
 - 1. March 1991 - May 1991**
 - 2. June 1991 - August 1991**

A. QUARTERLY STATUS REPORT 3/91 - 5/91

Malaŵi HRID Quarterly Status Report
Short-Term Personnel
March 1, 1991 - May 31, 1991

Name	DO#	START DATE	END DATE	WHERE STATUS	DURATION	SERVICE TO BE PERFORMED
Eric Eno	9	07/10/90	6/30/92	U.S.A. & Malaŵi	Active	Design and implement a Management Information System training program, both in the U.S.A. and Malaŵi, for the Department of Personnel Management and Training.
Debra McCusker	9	10/10/90	12/31/90	U.S.A.	Active	Assist with DPM&T's MIS Project by writing Data Entry Programs, reviewing system designs, and assist with the design of user groups and user access schemes for the system.
William Reinke	44	03/15/91	04/12/91	Malaŵi	Complete	Assist the Ministry of Health (MOH) PHICS Project's development of a Manpower Development Unit by providing tactical support such as helping to design the the MDU, producing studies of MOH priorities, and preparing and

conducting training workshops for HSA's.

Barbara Brown	9	03/27/91	09/30/91	U.S.A & MalaWi	Active	Work with Eric Eno and the MIS team to assist DPM&T implement the MIS system by designing system enhancements, working out software and programing problems, and writing product design documentation.
Andrea Okwesa	33	05/10/91	06/15/91	MalaWi	Active	Assist the NCWID create a strategy which will be the basis for implementing various women's issues programs on a national level.

MalaWi HRID Quarterly Status Report
Long-Term Personnel
March 1, 1991 - May 31, 1991

Name	DO#	START DATE	END DATE	WHERE STATUS	DURATION	SERVICE TO BE PERFORMED
=====						
Ken Allen	8	06/26/89	06/25/92	Blantyre	Active	Under the Development of MalaWiian Traders and Trust (DEMATT), develop and implement a strategy to promote and enhance agro-industrial enterprises in rural areas throughout MalaWi.

Jean Davison	8	10/09/89	10/08/91	Zomba	Active	Establish a Master's program, develop workshops, and conduct research for the area of Women in Development at University of Malaŵi's Chancellor College.
Jerold Schultz	8	12/01/89	11/30/91	Blantyre	Active	Advise and assist DEMATT in all training activities and requirements as well as improve the advisory services for new business development.
Tod Smith	21	01/10/90	10/09/92	Blantyre	Active	Assist the Electricity Supply Commission of Malaŵi (ESCOM) establish a Switchgear training school in Blantyre.
Hugh Gibson	19	02/01/90	01/31/92	Lilongwe	Active	Establish and maintain a Data Processing Center within the Ministry of Works (MOW), including the development and execution of a data processing training program.

Quarterly Reports (3/91 - 5/91)

Long-term Personnel cont.

NAME	DO#	START DATE	END DATE	WHERE STATUS	DURATION	SERVICE TO BE PERFORMED
Jack Farmer	25	04/23/90	04/23/93	Lilongwe	Active	Provide on-the-job training to counterpart Malaŵian staff; survey and prepare detailed specifications, bills, drawings, etc. for various rural water supply schemes; plan, design and construct piped water supplies to rural areas.
Aaron Adiv	20	09/01/90	08/30/92	Zomba	Active	Assist the Department of Economics at Chancellor College to strengthen there overall program quality and effectiveness in instruction and research in the area of Transportation Economics.
James Hellerman	32	09/10/90	09/09/92	Blantyre	Active	Develop and implement strategies to promote DEMATT's Medium Scale Enterprise throughout Malaŵi by recruiting and training individuals to support and sustain the project. He will be responsible for monitoring all progress and projects during the program period
Peter Efange	15	10/22/90	10/21/93	Lilongwe	Active	Establish a training management program focused on upgrading skills and improving efficiency within the

Ministry of Local Government by providing on the job training to counterpart staff members.

Joe Rajbansee	41	01/05/91	01/04/93	Zomba	Active	Provide Chancellor with the technical advice to help them establish as well as teach a special degree program in Public Administration.
---------------	----	----------	----------	-------	--------	---

B. QUARTERLY STATUS REPORT 6/91 - 8/91

Malaŵi HRID Quarterly Status Report
Short-Term Personnel
June 1, 1991 - August 31, 1991

Name	DO#	START DATE	END DATE	WHERE STATUS	DURATION	SERVICE TO BE PERFORMED
Eric Eno	9	07/10/90	6/30/92	U.S.A. & Malaŵi	Active	Design and implement a Management Information System training program, both in the U.S.A. and Malaŵi, for the Department of Personnel Management and Training.
Debra McCusker	9	10/10/90	12/31/91	U.S.A.	Active	Assist with DPM&T's MIS Project by writing Data Entry Programs, reviewing system designs, and assist with the design of user groups and user access schemes for the system.
Barbara Brown	9	03/27/91	09/30/91	U.S.A & Malaŵi	Active	Work with Eric Eno and the MIS team to assist DPM&T implement the MIS system by designing system enhancements, working out software and programing problems, and writing product design documentation.

Andrea Okwesa 33 05/10/91 06/15/91 Malaŵi Complete Assist the NCWID create a strategy which will be the basis for implementing various women's issues programs on a national level.

Malaŵi HRID Quarterly Status Report
Long-Term Personnel
June 1, 1991 - August 31, 1991

Name	DO#	START DATE	END DATE	WHERE STATUS	DURATION	SERVICE TO BE PERFORMED
Ken Allen	8	06/26/89	06/25/92	Blantyre	Active	Under the Development of Malaŵian Traders and Trust (DEMATT), develop and implement a strategy to promote and enhance agro-industrial enterprises in rural areas throughout Malaŵi.
Jean Davison	8	10/09/89	10/08/91	Zomba	Active	Establish a Master's program, develop workshops, and conduct research for the area of Women in Development at University of Malaŵi's Chancellor College.
Jerold Schultz	8	12/01/89	11/30/91	Blantyre	Active	Advise and assist DEMATT in all training activities and requirements as well as improve the advisory services for new business development.
Tod Smith	21	01/10/90	10/09/92	Blantyre	Active	Assist the Electricity Supply Commission of Malaŵi (ESCOM) establish a Switchgear training school in

Blantyre.

Hugh Gibson	19	02/01/90	01/31/92	Lilongwe Active	Establish and maintain a Data Processing Center within the Ministry of Works (MOW), including the development and execution of a data processing training program.
-------------	----	----------	----------	-----------------	--

Quarterly Reports (6/91 - 9/91)

Long-term Personnel cont.

NAME	DO#	START DATE	END DATE	WHERE STATUS	DURATION	SERVICE TO BE PERFORMED
Jack Farmer	25	04/23/90	04/23/93	Lilongwe	Active	Provide on-the-job training to counterpart Malaŵian staff; survey and prepare detailed specifications, bills, drawings, etc. for various rural water supply schemes; plan, design and construct piped water supplies to rural areas.
Aaron Adiv	20	09/01/90	08/30/92	Zomba	Active	Assist the Department of Economics at Chancellor College to strengthen there overall program quality and effectiveness in instruction and research in the area of Transportation Economics.
James Hellerman	32	09/10/90	09/09/92	Blantyre	Active	Develop and implement strategies to promote DEMATT's Medium Scale Enterprise throughout Malaŵi by recruiting and training individuals to support and sustain the project. He will be responsible for monitoring all progress and projects during the program period
Peter Efangé	15	10/22/90	10/21/93	Lilongwe	Active	Establish a training management program focused on upgrading skills and improving efficiency within the

Ministry of Local Government by providing on the job training to counterpart staff members.

Joe Rajbansee 41 01/05/91 01/04/93 Zomba Active Provide Chancellor with the technical advice to help them establish as well as teach a special degree program in Public Administration.

Quarterly Reports (6/91 - 9/91)

Long-term Personnel cont.

NAME	DO#	START DATE	END DATE	WHERE STATUS	DURATION	SERVICE TO BE PERFORMED
Karin Hyde	42	07/02/91	07/01/93	Zomba	Active	Plan, organize, and undertake research in the areas of food production and nutrition, women in development, and monitor the impact of structural adjustment policies for the Center for Social Research.
Annabel Bauer	44	08/12/91	08/11/93	Lilongwe	Active	Assist the Ministry of Health and Lilongwe School of Health Sciences to review and revise the existing curriculum for health manpower development training programs and to develop new models as necessary.
Mary Stephano	44	08/22/91	08/21/93	Lilongwe	Active	Assist the Ministry of Health to design, establish and implement a new health manpower planning and

development unit (MPDU) and institutionalize the capacity with the MOH and MPDU to formulate and revise health sector manpower training programs.

Vu Nguyen	39	08/30/91	08/29/93	Bunda	Active	Assist in strengthening Bunda College's Agricultural Engineering Department by teaching a variety of classes, conduct research in small and large scale processing of tropical agriculture, and supervise degree students in related research.
Robert Edwards	39	08/30/91	08/30/93	Bunda	Active	Teach classes in Agricultural Biochemistry at the undergraduate level as well as to help improve upon the existing undergraduate degree curriculum and develop new graduate level degree curriculum.

C. CORE CONTRACT BUDGET EXPENDITURES

**FOURTEEN QUARTERLY REPORT
CORE CONTRACT EXPENDITURES
AID CONTRACT No. 612-0230-C-00-8009-06**

CATEGORY	5 YEAR ALLOCATION	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES TO DATE	BALANCE
1. SALARIES	755,256.00	468,677.10	51,557.09	520,234.19	235,021.81
Employee Benefits	169,353.00	130,097.55	12,130.89	142,228.44	27,124.56
2. CONSULTANT FEES	0.00	4,959.00	(4,130.00)	829.00	(829.00)
3. TRAVEL AND TRANSPORTATION	143,647.00	94,947.44	6,075.71	101,023.15	42,623.85
4. OTHER DIRECT COST	339,569.00	128,355.68	25,970.42	154,326.10	185,242.90
5. ITEMS 1-4	1,407,825.00	827,036.77	91,604.11	918,640.88	489,184.12
6. OVERHEAD	394,191.00	231,977.45	27,023.20	259,000.65	135,190.35
Subtotal	1,802,016.00	1,059,014.22	118,627.31	1,177,641.53	624,374.47
7. EQUIPMENT	53,482.00	76,890.43	1,017.61	77,908.04	(24,426.04)
8. ALLOWANCES	342,844.00	186,117.26	29,465.11	215,582.37	127,261.63
9. SUBCONTRACTORS	619,711.00	400,592.79	49,188.17	449,780.96	169,930.04
TOTAL ITEMS 7 - 9	1,016,037.00	663,600.48	79,670.89	743,271.37	272,765.63
10. G & A	12,394.00	10,084.62	1,475.64	11,560.26	833.74
11. FIXED FEE	43,967.00	25,546.42	3,417.22	28,963.64	15,003.36
12. GRAND TOTAL	2,874,414.00	1,758,245.74	203,191.06	1,961,436.80	912,977.20

D. DELIVERY ORDERS EXPENDITURES

DELIVERY ORDER No. 1
 AID CONTRACT No. 612-0230-C-00-8009-00
 Date Signed: August 8, 1988

LINE ITEMS	5 YEAR ALLOCATION	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	EXPENSES TO DATE	FUNDS REMAINING
Salary	120,000.00	96,705.71	0.00	96,705.71	31,294.29
Travel	111,580.00	119,546.01	(1,295.55)	118,250.46	(6,670.46)
Other Direct Cost	47,315.00	14,596.34	(831.05)	13,765.29	33,549.71
Subtotal	286,895.00	230,848.06	(2,126.60)	228,721.46	58,173.54
					0.00
Equipment	0.00	2,690.02	0.00	2,690.02	(2,690.02)
Subcontracts	0.00	27,493.79	0.00	27,493.79	(27,493.79)
Participants	0.00	34,850.31	7,786.71	42,637.02	(42,637.02)
Shipping	0.00	0.00	0.00	0.00	0.00
Subtotal	286,895.00	295,882.18	5,660.11	301,542.29	(14,647.29)
					0.00
Overhead	80,331.00	64,481.60	(627.35)	63,854.25	16,476.75
G & A	0.00	473.61	0.00	473.61	(473.61)
TOTAL	367,226.00	360,837.39	5,032.76	365,870.15	1,355.85

DELIVERY ORDER #2
 AID Contract No.612-0230-C-00-8009-00
 HRID/Malawi

Date Signed: June 1, 1988
 Amended May 1, 1989

LINE ITEMS	5 Year Allocation Includes Amend. #1	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	EXPENSES TO DATE	Funds Remaining
Maintenance	13,560.00	12,230.57	0.00	12,230.57	1,329.43
Tuition Fees	20,879.00	24,912.15	0.00	24,912.15	(4,033.15)
Ground Transportation	60.00	48.00	0.00	48.00	12.00
Travel	2,600.00	2,581.08	0.00	2,581.08	18.92
Excess Baggage	200.00	0.00	0.00	0.00	200.00
Books and Supplies	780.00	671.80	0.00	671.80	108.20
Typing or Typewriter	200.00	0.00	0.00	0.00	200.00
HAC Insurance	408.00	115.50	0.00	115.50	292.50
Shipment of Books	0.00	34.18	0.00	34.18	(34.18)
Professional Memberships	225.00	0.00	0.00	0.00	225.00
Contingency	100.00	238.00	0.00	238.00	(138.00)
Grantee Taxes	2,200.00	1,253.40	0.00	1,253.40	946.60
TOTAL	41,212.00	42,084.68	0.00	42,084.68	(872.68)

DELIVERY ORDER #3
 AID Contract No. 612-0230-C-00-8009-00
 KRID/Malawi

Date Signed: June 1, 1988
 Amended: September 1990

LINE ITEMS

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	EXPENSES TO DATE
Maintenance/advance	2,700.00	0.00	0.00	0.00
Maintenance/Tuition and Other Cost	50,900.00	52,509.70	0.00	52,509.70
Travel	7,128.00	8,218.20	0.00	8,218.20
TOTAL	60,728.00	60,727.90	0.00	60,727.90

DELIVERY ORDER #4
 AID Contract No. 612-0230-C-00-8009-00
 HRID/Malawi

Date Signed: November 16, 1988

LINE ITEMS	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	EXPENSES TO DATE	Funds Remaining
Maintenance & Per Diem	4,516.00	2,217.80	0.00	2,217.80	2,298.20
Travel	10,779.00	4,414.84	0.00	4,414.84	6,364.16
Miscellaneous	580.00	52.41	0.00	52.41	527.59
Books and Materials	125.00	0.00	0.00	0.00	125.00
Other Direct Cost		3,091.41	(36.63)	3,054.78	(3,054.78)
TOTAL	16,000.00	9,776.46	(36.63)	9,739.83	6,260.17

HIRD/MALANI
CONTRACT No. 612-0230-C00-8009-00

Date signed: May 12, 1989

D.O. 5

BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL TO DATE	REMAINING FUNDS
--------	-------------------	-----------------------------	---------------	-----------------

12-2349-05-32

ARD Funds

International Travel	4,000.00	1,291.87	0.00	1,291.87	2,708.13
Maintenance Advance	975.00	1,355.51	0.00	1,355.51	(380.51)
Annual Banquet	250.00	0.00	0.00	0.00	250.00

IIE Funds

Subcontracts	52,775.00	46,540.89	3,442.39	49,983.28	2,791.72
--------------	-----------	-----------	----------	-----------	----------

TOTAL	58,000.00	49,188.27	3,442.39	52,630.66	5,369.34
--------------	------------------	------------------	-----------------	------------------	-----------------

12-2349-05-33

PIO/P612-0230-177033

ARD Funds

International Travel	4,000.00	0.00	0.00	0.00	4,000.00
Maintenance Advance	975.00	216.46	0.00	216.46	758.54
Annual Banquet	250.00	0.00	0.00	0.00	250.00

IIE Funds

Subcontracts	52,775.00	0.00	115.00	115.00	52,660.00
--------------	-----------	------	--------	--------	-----------

TOTAL	58,000.00	216.46	115.00	331.46	57,668.54
--------------	------------------	---------------	---------------	---------------	------------------

HIRD/MALAWI
 CONTRACT No. 612-0230-C00-8009-00
 PIO/P612-0230-80014
 D.O. 6

Signed: May 1989

13-2349-06-01

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	EXPENSES TO DATE	FUNDS REMAINING
Incountry Training Cost	10,000.00	10,925.64	0.00	10,925.64	(925.64)
International Travel	17,625.00	2,985.32	0.00	2,985.32	14,639.68
Maintenance Advance	4,875.00	4,842.73	0.00	4,842.73	32.27
Annual Banquet	250.00	0.00	0.00	0.00	250.00
TOTAL	32,750.00	18,753.69	0.00	18,753.69	13,996.31

13-2349-06-02

Subcontracts	77,250.00	73,682.67	(1,521.61)	72,161.06	5,088.94
TOTAL	110,000.00	92,436.36	(1,521.61)	90,914.75	19,085.25

PREVIOUS 14th QUARTER EXPENSES
EXPENSES 06/91 - 08/91 TO DATE BALANCE

AND 07-29		PIO/P612-0230-177029 D.O. 7			
International Travel	5,000.00	1,677.60	0.00	1,677.60	3,322.40
Maintenance Advance	975.00	1,127.62	0.00	1,127.62	(152.62)
Subcontract	52,025.00	43,520.15	3,092.77	46,612.92	5,412.08
TOTAL	58,000.00	46,325.37	3,092.77	49,418.14	8,581.86

AND 07-30		PIO/P612-0230-177030 D.O. 7			
International Travel	4,000.00	1,388.12	0.00	1,388.12	2,611.88
Maintenance Advance	975.00	2,658.52	0.00	2,658.52	(1,683.52)
Subcontract	82,025.00	31,655.35	4,937.72	36,593.07	45,431.93
TOTAL	87,000.00	35,701.99	4,937.72	40,639.71	46,360.29

AND 07-31		PIO/P612-0230-177031 D.O. 7			
International Travel	4,000.00	1,553.26	0.00	1,553.26	2,446.74
Maintenance Advance	975.00	1,266.71	0.00	1,266.71	(291.71)
Subcontract	53,025.00	46,806.53	8,685.10	55,491.63	(2,466.63)
TOTAL	58,000.00	49,626.50	8,685.10	58,311.60	(311.60)

AND 07-41		PIO/P612-0230-177041 D.O. 7			
International Travel	706.00	0.00	0.00	0.00	706.00
Maintenance Advance	4,284.00	0.00	0.00	0.00	4,284.00
Subcontract	5,536.00	0.00	0.00	0.00	5,536.00
TOTAL	10,526.00	0.00	0.00	0.00	10,526.00

AND 07-42		PIO/P612-0230-177042 D.O. 7			
International Travel	600.00	0.00	0.00	0.00	600.00
Maintenance Advance	405.00	0.00	0.00	0.00	405.00
Subcontract	2,729.00	0.00	0.00	0.00	2,729.00
TOTAL	3,734.00	0.00	0.00	0.00	3,734.00

PREVIOUS 14th QUARTER EXPENSES
EXPENSES 06/91 - 08/91 TO DATE BALANCE

AND					
07-52		PIO/P612-0230-177052			
		D.O. 7			
International Travel	600.00	0.00	0.00	0.00	600.00
Maintenance Advance	1,000.00	0.00	0.00	0.00	1,000.00
Subcontract	5,900.00	0.00	0.00	0.00	5,900.00
TOTAL	7,500.00	0.00	0.00	0.00	7,500.00

AND					
07-53		PIO/P612-0230-177053			
		D.O. 7			
International Travel	600.00	0.00	0.00	0.00	600.00
Maintenance Advance	400.00	0.00	0.00	0.00	400.00
Subcontract	1,000.00	0.00	0.00	0.00	1,000.00
TOTAL	2,000.00	0.00	0.00	0.00	2,000.00

AND					
07-54		PIO/P612-0230-177054			
		D.O. 7			
International Travel	5,000.00	0.00	0.00	0.00	5,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontract	24,025.00	0.00	0.00	0.00	24,025.00
TOTAL	30,000.00	0.00	0.00	0.00	30,000.00

Delivery Order #8 Signed: July 1989
 AID Contract No. 612-0230-C-00-8009-00

AND ID No. 12-2349-08

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	318,200.00	250,819.91	41,856.37	292,676.28	25,523.72
7% Benefits	22,274.00	17,575.47	2,840.62	20,416.09	1,857.91
5% Incentive	15,910.00	0.00	0.00	0.00	15,910.00
10% Differential	0.00	24,788.26	4,058.01	28,846.27	(28,846.27)
SUBTOTAL SALARY	356,384.00	293,183.64	48,755.00	341,938.64	14,445.36
- Local Salary	15,000.00	0.00	0.00	0.00	15,000.00
NET SALARY	341,384.00	293,183.64	48,755.00	341,938.64	(554.64)
2. TRAVEL AND PER DIEM					
Round Trips to Malawi	42,000.00	20,049.52	0.00	20,049.52	21,950.48
R & R	18,000.00	0.00	2,719.02	2,719.02	15,280.98
Excess Baggage	0.00	0.00	0.00	0.00	0.00
D.C. Orientation	0.00	0.00	0.00	0.00	0.00
3. SHIPPING COST					
	7,500.00	4,787.50	0.00	4,787.50	2,712.50
4. STORAGE					
	5,000.00	3,064.80	103.20	3,168.00	1,832.00
5. D.B.A					
	14,409.00	0.00	0.00	0.00	14,409.00
6. U.S. KMB. MEDICAL					
	3,450.00	0.00	2,022.39	2,022.39	1,427.61
7. MBDIVAC					
	1,800.00	0.00	0.00	0.00	1,800.00
8. PRE/POST MEDICAL					
	4,000.00	1,159.06	0.00	1,159.06	2,840.94
9. TEMP. CAR					
	3,000.00	2,778.92	0.00	2,778.92	221.08
10. TEMP. HOUSING					
	3,600.00	2,844.68	0.00	2,844.68	755.32
11. SETTling IN					
	37,500.00	30,500.00	0.00	30,500.00	7,000.00
12. HOUSING					
	57,000.00	13,253.65	11,382.92	24,636.57	32,363.43
13. BOOKS ALLOWANCE					
	0.00	668.44	0.00	668.44	(668.44)
14. SECURITY					
	6,000.00	1,398.41	345.68	1,744.09	4,255.91
15. INSURANCE					
	9,000.00	8,984.38	1,050.00	10,034.38	(1,034.38)
16. RECRUITMENT					
	0.00	4,258.70	0.00	4,258.70	(4,258.70)
17. SUBTOTAL 1- 15	\$553,643.00	\$386,931.70	\$66,378.21	\$453,309.91	\$100,333.09
18. G & A					
Indirect Overhead	11,072.86	10,050.64	1,991.30	12,041.94	9,081.56
Participant Expense		10,205.86	0.00	10,205.86	(10,205.86)
19. GRAND TOTAL	\$564,715.86	\$407,188.20	\$68,369.51	\$475,557.71	\$109,414.65

DELIVERY ORDER 89 AND ID 13-2349-09-00
 CONTRACT No. 612-0230-C-00-8009-00

	PREVIOUS EXPENSES	14th QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS				
A. AED home office advisor				
12 days X \$284	21,378.18	1,468.64	22,846.82	(19,438.82)
Fringe Benefits	6,008.70	425.88	6,434.58	(5,548.50)
B. AED Consultant to Project				
312 days X \$287	87,213.50	41,901.36	129,114.86	(39,570.86)
2. TRAVEL AND PER DIEM				
9 Round Trips to Malawi @ \$4,000	24,994.50	6,123.36	31,117.86	4,882.14
U.S. Travel (2 trips to Wash. D.C. ; 2 trips to training site)	1,342.94	0.00	1,342.94	(342.94)
Travel within Malawi	0.00	0.00	0.00	9,000.00
Per diem 220 days @ \$105	5,271.25	0.00	5,271.25	17,828.75
3. D.B.A.	90.00	0.00	90.00	3,718.53
4. U.S. EMB. MEDICAL	203.17	0.00	203.17	831.83
5. COMMUNICATIONS	3,874.21	595.73	4,469.94	3,530.06
6. MEDIVAC	0.00	0.00	0.00	540.00
7. SUPPLIES	3,202.55	0.00	3,202.55	(3,114.05)
8. SUBTOTAL 1 - 7	\$153,579.00	\$50,514.97	\$204,093.97	(\$27,683.86)
OVERHEAD	41,924.99	14,901.91	56,826.90	(7,751.48)
GRAND TOTAL	195,503.99	65,416.88	260,920.87	(35,435.34)

DELIVERY ORDER No. 10
 AID Contract No. 612-0230-C-00-8009-00
 13-2349-10-01

AURORA ASSOCIATES INC.
 DEMATT/ENGSTROM

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
International Travel	3,500.00	3,915.23	0.00	3,915.23	(415.23)
In-country Travel (car rental)	300.00	51.00	0.00	51.00	249.00
Per Diem	3,200.00	3,392.00	0.00	3,392.00	(192.00)
International Per Diem/ground transportation	150.00	619.00	0.00	619.00	(469.00)
Consulting Fees	7,800.00	12,162.71	0.00	12,162.71	(4,362.71)
Other Direct:					
Immunizations, passport pictures	30.00	107.47	0.00	107.47	(77.47)
Embassy health unit fees, medivac ins.	68.50	43.00	0.00	43.00	25.50
DBA insurance	331.50	424.32	0.00	424.32	(92.82)
Subtotal	15,380.00	20,714.73	0.00	20,714.73	(5,334.73)
G & A 12.16%	1,870.21	360.43	0.00	360.43	1,870.00
TOTAL	17,250.21	21,075.16	0.00	21,075.16	(3,484.73)

13-2349-10-02

AURORA ASSOCIATES INC
 DEMATT/SOKO

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
International Travel	3,500.00	0.00	0.00	0.00	3,500.00
In-country Travel (car rental)	300.00	0.00	0.00	0.00	300.00
Per Diem	3,200.00	1,090.60	0.00	1,090.60	2,109.40
International Per Diem/ground transportation	150.00	0.00	0.00	0.00	150.00
Consulting Fees	5,900.00	2,855.46	0.00	2,855.46	3,044.54
Other Direct:					
munizations, passport pictures	30.00	0.37	0.00	0.37	29.63
Embassy health unit fees, medivac ins.	68.50	0.00	0.00	0.00	68.50
DBA insurance	331.50	0.00	0.00	0.00	331.50
Subtotal	13,480.00	3,946.43	0.00	3,946.43	9,533.57
OVERHEAD	3,774.40	1,104.74	(5.66)	1,099.08	1,870.00
TOTAL	17,254.40	5,051.17	(5.66)	5,045.51	11,403.57

Delivery Order #11 Signed: May 1969
 AID Contract No. 612-0230-C-00-8009-00
 AID ID No. 13-2349-11-01

	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE	
College of Accounting Includes overhead PROCUREMENT	30,384.00	30,383.70	0.00	30,383.70	0.30
TOTAL	30,384.00	30,383.70	0.00	30,383.70	0.30

AID ID No. 13-2349-11-02

Includes overhead PROCUREMENT	285,100.00	224,438.44	32.50	224,470.94	60,629.06
TOTAL	285,100.00	224,438.44	32.50	224,470.94	60,629.06
TOTAL D.O. 11	315,484.00	254,822.14	32.50	254,854.64	60,629.36

Delivery Order #12 Signed: May 1989
 AID Contract No. 612-0230-C-00-8009-00
 AID ID No. 13-2349-12

13-2349-12-01 PROPOSED BUDGET FOR: AURORA U. of Malawi Includes overhead	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
PROCUREMENT	35,000.00	23,440.20	1,313.55	24,753.75	10,246.25
TOTAL	35,000.00	23,440.20	1,313.55	24,753.75	10,246.25

13-2349-12-02 PROPOSED BUDGET FOR: AURORA DEMATT Includes overhead	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
PROCUREMENT	22,600.00	17,387.91	0.00	17,387.91	5,212.09
TOTAL	22,600.00	17,387.91	0.00	17,387.91	5,212.09
TOTAL D.O. #12	57,600.00	40,828.11	1,313.55	42,141.66	15,458.34

Delivery Order 013 Signed: June 1989
 AID Contract No. 612-0230-C-00-8009-00
 AED ID No. 13-2349-13-00

13-2349-13-00

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 08/91 - 08/91	TOTAL EXPENSES	BALANCE
International Travel	2,900.00	2,549.65	0.00	2,549.65	350.35
Maintenance Allowance	975.00	2,167.65	0.00	2,167.65	(1,192.65)
Subcontracts	41,425.00	35,793.86	0.00	35,793.86	5,631.14
TOTAL EXPENSES	45,300.00	40,511.16	0.00	40,511.16	4,788.84

Delivery Order #14 Signed: June 1989
 AID Contract No. 612-0230-C-00-8009-00
 AID ID No. 13-2349-14-00

13-2349-14-00

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
International Travel	2,600.00	2,186.73	0.00	2,186.73	413.27
Maintenance Allowance	975.00	1,804.23	0.00	1,804.23	(829.23)
Subcontracts	9,425.00	6,469.79	0.00	8,469.79	955.21
TOTAL EXPENSES	13,000.00	12,460.75	0.00	12,460.75	539.25

Delivery Order #15 Signed: June 1989
 AID Contract No. 612-0230-C-00-8009-00
 AND ID No. 12-2349-15

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

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
Salary	129,150.00	2,197.69	17,856.21	20,053.90	109,096.10
Benefits	9,041.00	153.84	1,249.92	1,403.76	7,637.24
Differential	12,915.00	219.77	1,785.63	2,005.40	10,909.60
Airfare	15,000.00	3,612.66	4,576.13	8,188.79	6,811.21
R & R	9,000.00	0.00	0.00	0.00	9,000.00
Shipping	3,000.00	7,365.34	0.00	7,365.34	(4,365.34)
Storage	3,000.00	840.00	0.00	840.00	2,160.00
DBA Insurance	6,167.00	0.00	0.00	0.00	6,167.00
U.S. Embassy medical	1,380.00	0.00	0.00	0.00	1,380.00
MEDIVAC	720.00	575.00	0.00	575.00	145.00
Pre/post Medical	1,600.00	172.00	0.00	172.00	1,428.00
Temporary Car	1,000.00	0.00	1,179.62	1,179.62	(179.62)
Temporary Housing	1,200.00	0.00	2,089.87	2,089.87	(889.87)
Settling-in Allowance	9,500.00	12,500.00	103.79	12,603.79	(3,103.79)
Housing	23,000.00	12,270.10	12,573.40	24,843.50	(1,843.50)
Guard Service	3,000.00	1,244.30	741.41	1,985.71	1,014.29
Health Insurance	3,600.00	803.99	450.00	1,253.99	2,346.01
Educational Allowance	0.00	3,523.68	1,717.98	5,241.66	(5,241.66)
Subtotal	232,273.00	45,478.37	44,323.96	89,802.33	142,470.67
G & A	4,645.46	1,743.01	1,329.70	3,072.71	4,645.46
Recruitment Cost	3,000.00	11,557.65	0.00	11,557.65	1,277.47
TOTAL	239,918.46	58,779.03	45,653.66	104,432.69	148,393.60

12-2349-15-02

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
2 RT to Washington, DC	6,000.00	0.00	0.00	0.00	6,000.00
Per Diem for Washington for 14 days; \$121 X 14 X 2	3,388.00	3,057.29	0.00	3,057.29	330.71
Health Insurance 34 X 2	68.00	668.93	0.00	668.93	(600.93)
Local Travel	2,000.00	2,643.15	0.00	2,643.15	(643.15)
	11,456.00	6,369.37	0.00	6,369.37	5,086.63

12-2349-15-03

PROPOSED BUDGET FOR: AND

Short Term Technical Assistance (MOLG)

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
Consultancy Fees (48 days X \$285)	13,680.00	39,995.17	0.00	39,995.17	(26,315.17)
International Travel (1RT @ \$3,000)	3,000.00	0.00	0.00	0.00	3,000.00
Per Diem (56 days X 90)	5,040.00	0.00	0.00	0.00	5,040.00
Medical Insurance, In'l Per Diem	300.00	0.00	0.00	0.00	300.00
	22,020.00	39,995.17	0.00	39,995.17	(17,975.17)
Indirect Cost	6,165.60	1,191.28	0.00	1,191.28	(5,033.05)
TOTAL	28,185.60	41,186.45	0.00	41,186.45	(23,008.22)

12-2349-15-04

PROPOSED BUDGET FOR: AND

Short Term Technical Assistance (MOLG)

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
Consultancy Fees (60 days X \$285)	17,100.00	0.00	0.00	0.00	17,100.00
Local Senior Trainer Fees	9,000.00	0.00	0.00	0.00	9,000.00
Per Diem (72 days X 90)	6,480.00	0.00	0.00	0.00	6,480.00
Car Rental	500.00	0.00	0.00	0.00	500.00
International Travel (1RT @ \$3,000)	3,000.00	0.00	0.00	0.00	3,000.00
Medical Insurance, In'l Per Diem	300.00	0.00	0.00	0.00	300.00
	36,380.00	0.00	0.00	0.00	36,380.00
Indirect Cost 29.5%	10,186.40	0.00	0.00	0.00	10,186.40
TOTAL	46,566.40	0.00	0.00	0.00	46,566.40

12-2349-15-05

PROPOSED BUDGET FOR: AND

Short Term Technical Assistance (MOLG)

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
Consultancy Fees (30 days X \$285)	8,550.00	0.00	0.00	0.00	8,550.00
International Travel (1RT @ \$3,000)	3,000.00	0.00	0.00	0.00	3,000.00
Per Diem (35 days X 90)	3,150.00	0.00	0.00	0.00	3,150.00
Car Rental	500.00	0.00	0.00	0.00	500.00
Medical Insurance, In'l Per Diem	300.00	0.00	0.00	0.00	300.00
	15,500.00	0.00	0.00	0.00	15,500.00
Indirect cost 29.5%	4,340.00	0.00	0.00	0.00	4,340.00
TOTAL	19,840.00	0.00	0.00	0.00	19,840.00

12-2349-15-06

PROPOSED BUDGET FOR: AURORA

Equipment (NOLG)

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1 High speed multi-use photocopier	15,000.00	0.00	0.00	0.00	15,000.00
3 microcomputers, printers and accessories	15,000.00	0.00	0.00	0.00	15,000.00
Shipping, insurance & handling fees	3,000.00	0.00	0.00	0.00	3,000.00
TOTAL	33,000.00	0.00	0.00	0.00	33,000.00

12-2349-15-07

PROPOSED BUDGET FOR: AED

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
Supplies and other consumables	1,000.00	0.00	0.00	0.00	1,000.00
Training materials and manuals					
Local contract to produce multiple copies of all training modules and manuals	5,000.00	0.00	0.00	0.00	5,000.00
Development of TOT materials					
Training manuals (15 sets X \$200)	3,000.00	0.00	0.00	0.00	3,000.00
Field research costs (travel & per diem for 12 TOT trainees)	7,200.00	0.00	0.00	0.00	7,200.00
Transportation (car rental)	3,000.00	0.00	0.00	0.00	3,000.00
Materials and supplies	4,000.00	0.00	0.00	0.00	4,000.00
TOTAL	23,200.00	0.00	0.00	0.00	23,200.00

12-2349-15-08

PROPOSED BUDGET FOR: AED (Field Office)

Elected Council Chairman Workshop

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
35 Participants X 10 days X \$40	14,000.00	0.00	0.00	0.00	14,000.00
3 Trainers X 10 days X \$40	1,200.00	0.00	0.00	0.00	1,200.00
Materials and Supplies	1,000.00	0.00	0.00	0.00	1,000.00

TOTAL	16,200.00	0.00	0.00	0.00	16,200.00
--------------	------------------	-------------	-------------	-------------	------------------

12-2349-15-09

PROPOSED BUDGET FOR: AED (Field Office)

Financial Management Workshop

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
100 persons X 20 days X \$30	60,000.00	0.00	385.84	385.84	59,614.16
3 Trainers X 96 days X \$30	8,640.00	0.00	0.00	0.00	8,640.00
Materials and Supplies \$50 X 100	5,000.00	0.00	0.00	0.00	5,000.00

TOTAL	73,640.00	0.00	385.84	385.84	73,254.16
--------------	------------------	-------------	---------------	---------------	------------------

12-2349-15-10 PROPOSED BUDGET FOR: AED (Field Office) Executive Development Seminar	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
100 persons X 10 days X 250	50,000.00	0.00	13,061.17	13,061.17	36,938.83
2 Trainers X 40 days X 250	4,000.00	0.00	0.00	0.00	4,000.00
Materials and Supplies 250 X 100	3,800.00	0.00	0.00	0.00	3,800.00
TOTAL	57,800.00	0.00	13,061.17	13,061.17	44,738.83

12-2349-15-11 PROPOSED BUDGET FOR: AED (Field Office) Policy and Process Workshops (4)	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
0 Principles and Practices of Cost recovery and affordability	20,000.00	48,019.33	0.00	48,019.33	(28,019.33)
2.- Decentralization - Policy and Practice	20,000.00	0.00	0.00	0.00	20,000.00
3.- Role of the local authorities to support private sector development	20,000.00	0.00	0.00	0.00	20,000.00
4.- General management process workshops for local authority works supervisors	20,000.00	0.00	0.00	0.00	20,000.00
TOTAL	80,000.00	48,019.33	0.00	48,019.33	31,980.67

TOTAL DELIVERY ORDER No.15	629,806.46	154,354.18	59,100.67	213,454.85	419,252.07
-----------------------------------	-------------------	-------------------	------------------	-------------------	-------------------

Delivery Order #16 Signed: October 1989
 AID Contract No. 612-0230-C-00-8009-00
 AED ID No. 13-2349-16-00

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
International Travel	2,950.00	0.00	3,435.78	3,435.78	(485.78)
Maintenance Allowance	975.00	0.00	1,073.15	1,073.15	(98.15)
Subcontracts	11,075.00	30.30	11,265.01	11,295.31	(220.31)
TOTAL EXPENSES	15,000.00	30.30	15,773.94	15,804.24	(804.24)

Delivery Order #17 Signed: September 1989
 AID Contract No. 612-0230-C-00-8009-00
 AID ID No. 13-2349-17-00

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
International Travel	3,000.00	2,291.18	0.00	2,291.18	708.82
Maintenance Allowance	975.00	1,059.48	0.00	1,059.48	(84.48)
Subcontracts	11,025.00	9,053.19	0.00	9,053.19	1,971.81
TOTAL EXPENSES	15,000.00	12,403.85	0.00	12,403.85	2,596.15

Delivery Order #18 Signed: September 1989
 AID Contract No. 612-0230-C-00-8009-00
 AND ID No. 13-2349-18-00

	BUDGET	PREVIOUS	14th. QUARTER	TOTAL	BALANCE
		EXPENSES	06/91 - 08/91	EXPENSES	
International Travel	2.500.00	2.394.91	0.00	2.394.91	105.09
Maintenance Allowance	450.00	0.00	0.00	0.00	450.00
Subcontracts	4.550.00	4.320.16	0.00	4.320.16	229.84
TOTAL EXPENSES	7.500.00	6.715.07	0.00	6.715.07	784.93

Delivery Order #19 Signed: September 1989
 AID Contract No. 612-0230-C-00-8009-00
 AND ID No. 13-2349-19

13-2349-19-01	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	129,150.00	78,921.45	16,409.49	95,330.94	33,819.06
7% Benefits	9,041.00	5,524.47	1,148.67	6,673.14	2,367.86
10% Differential	12,915.00	7,892.10	1,640.94	9,533.04	3,381.96
SUBTOTAL SALARY	151,106.00	92,338.02	19,199.10	111,537.12	39,568.88
- Local Salary	6,000.00	0.00	0.00	0.00	6,000.00
NET SALARY	157,106.00	92,338.02	19,199.10	111,537.12	45,568.88
2. TICKETS					
Round Trips to Malawi	18,000.00	2,715.04	0.00	2,715.04	15,284.96
R & R	9,000.00	0.00	0.00	0.00	9,000.00
3. SHIPPING COST					
	3,000.00	3,062.50	0.00	3,062.50	(62.50)
4. STORAGE					
	3,000.00	1,063.33	148.77	1,212.10	1,787.90
5. D.B.A.					
	6,167.00	0.00	0.00	0.00	6,167.00
6. U.S. EMB. MEDICAL					
	1,380.00	0.00	0.00	0.00	1,380.00
7. MEDIVAC					
	720.00	125.00	0.00	125.00	595.00
8. PRE/POST MEDICAL					
	1,600.00	306.12	0.00	306.12	1,293.88
9. TEMP. CAR					
	1,000.00	1,449.01	0.00	1,449.01	(449.01)
10. TEMP. HOUSING					
	1,200.00	3,657.56	0.00	3,657.56	(2,457.56)
11. SETTling IN					
	12,500.00	9,000.00	0.00	9,000.00	3,500.00
12. HOUSING					
	23,000.00	14,734.30	15,354.10	30,088.40	(7,088.40)
13. BOOKS ALLOWANCE					
	0.00	300.00	64.52	364.52	(364.52)
14. SECURITY					
	3,000.00	1,380.76	579.01	1,959.77	1,040.23
15. INSURANCE					
	3,600.00	3,312.21	450.10	3,762.31	(162.31)
16. RECRUITMENT					
	3,000.00	1,373.85	(8.64)	1,365.21	1,634.79
17. SUBTOTAL 1 - 16	232,272.50	134,817.70	35,786.96	170,604.66	61,667.84
18. G & A	4,645.45	3,944.15	1,069.32	5,013.47	(368.02)
19-01 TOTAL	236,917.95	138,761.85	36,856.28	175,618.13	61,299.82

13-2349-19-02	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. ST CONSULTANTS					
Consultancy Fees (113 days @ \$285)	32,205.00	29,047.50	0.00	29,047.50	3,157.50
Int'l Travel (1 RT @ \$4,000)	4,000.00	4,550.92	0.00	4,550.92	(550.92)
Per Diem (129 days @ \$90)	11,610.00	16,895.26	1,439.62	18,334.88	(6,724.88)
DBA Insurance	1,285.00	0.00	0.00	0.00	1,285.00
MEDIVAC/In'l Per Diem	765.00	0.00	291.07	291.07	473.93
Total Consultants	49,865.00	50,493.68	1,730.69	52,224.37	(2,359.37)
Overhead	13,962.20	14,138.23	510.55	14,648.78	(686.58)
19-02 TOTAL	63,827.20	64,631.91	2,241.24	66,873.15	(3,045.95)

13-2349-19-03	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. ST CONSULTANTS					
Consultancy Fees (50 days @ \$285)	14,250.00	35,400.00	0.00	35,400.00	(21,150.00)
Int'l Travel (1 RT @ \$4,000)	4,000.00	12,341.18	(456.64)	11,884.54	(7,884.54)
Per Diem (56 days @ \$90)	5,040.00	13,657.41	228.46	13,885.87	(8,845.87)
DBA Insurance	569.00	0.00	0.00	0.00	569.00
MEDIVAC/In'l Per Diem	500.00	1,059.01	724.13	1,783.14	(1,283.14)
Total Consultants	24,359.00	62,457.60	495.95	62,953.55	(38,594.55)
Overhead	6,820.52	16,056.25	28.57	16,084.82	(9,264.30)
19-03 TOTAL	31,179.52	78,513.85	524.52	79,038.37	(47,858.85)

12-2349-19-04	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. PARTICIPANT EXPENSE					
Int'l Airfare 2 X 4000	8,000.00	8,498.46	0.00	8,498.46	(498.46)
Maintenance Advance 2 X 4000	8,000.00	3,661.15	(0.00)	3,661.15	4,338.85
Prof. Membership 2 X 225	450.00	0.00	0.00	0.00	450.00
Shipping Books/Equip. 2 X 300	600.00	0.00	0.00	0.00	600.00
Insurance 2 X 50	100.00	0.00	0.00	0.00	100.00
Field Trips/Seminars	2,850.00	0.00	0.00	0.00	2,850.00
Escort Assistance	5,000.00	9,022.36	0.00	9,022.36	(4,022.36)
19-04 TOTAL	\$25,000.00	\$21,181.97	(\$0.00)	\$21,181.97	\$3,818.03

PIO/T612-0230-3-00030 12-2349-19-05		PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
ST CONSULTANTS					
Consultancy Fees	26,550.00	0.00	0.00	0.00	26,550.00
Int'l Travel	10,000.00	0.00	0.00	0.00	10,000.00
Local Transportation	1,000.00	0.00	0.00	0.00	1,000.00
Per Diem	10,112.00	0.00	0.00	0.00	10,112.00
DBA Insurance	1,059.00	0.00	0.00	0.00	1,059.00
MEDIVAC/COMMUNICATIONS	600.00	0.00	0.00	0.00	600.00
Total Consultants	49,321.00	0.00	0.00	0.00	49,321.00
Overhead 28%	14,550.00	0.00	0.00	0.00	0.00
TOTAL 19-05	63,871.00	0.00	0.00	0.00	49,321.00

PIO/T612-0230-3-00030 12-2349-19-06		D.O. BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
COMMODITIES						
Computer hardware	8,300.00		0.00	0.00	0.00	8,300.00
Software	1,480.00		0.00	0.00	0.00	1,480.00
Supplies/Books	302.81		0.00	0.00	0.00	302.81
Shipping	2,000.00		0.00	0.00	0.00	2,000.00
TOTAL 19-06	12,082.81		0.00	0.00	0.00	12,082.81

PIO/T612-0230-3-00030 12-2349-19-07		D.O. BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
PARTICIPANT EXPENSE						
Int'l Travel	2,500.00		0.00	0.00	0.00	2,500.00
Maintenance Advance	975.00		0.00	0.00	0.00	975.00
Subcontractors	12,525.00		0.00	0.00	0.00	12,525.00
TOTAL 19-07	16,000.00		0.00	0.00	0.00	16,000.00
GRAND TOTAL	\$448,878.48	\$303,089.58	\$39,622.04	\$342,711.62	\$91,616.86	

Delivery Order #20 Signed: November 1989
 AID Contract No. 612-0230-C-00-8009-00
 AND ID No. 13-2349-20

13-2349-20-03	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS :					
Base Salary	129,150.00	42,411.36	15,904.26	58,315.62	70,834.38
7% Benefits	9,041.00	6,679.78	583.16	7,262.94	1,778.06
10% Differential	12,915.00	560.52	2,120.58	2,681.08	10,233.92
SUBTOTAL SALARY	151,106.00	49,651.66	18,607.98	68,259.64	82,846.36
- Local Salary	6,000.00	0.00	0.00	0.00	6,000.00
NET SALARY	145,106.00	49,651.66	18,607.98	68,259.64	76,846.36
2. TICKETS					
Round Trips to Malawi	18,000.00	5,154.34	0.00	5,154.34	12,845.66
R & R	9,000.00	0.00	4,348.51	4,348.51	4,651.49
3. SHIPPING COST					
	3,000.00	0.00	0.00	0.00	3,000.00
4. STORAGE					
	3,000.00	1,894.81	339.60	2,234.41	765.59
5. D.B.A.					
	6,167.00	0.00	0.00	0.00	6,167.00
6. U.S. EMB. MEDICAL					
	1,380.00	0.00	0.00	0.00	1,380.00
7. MNDIVAC					
	720.00	0.00	0.00	0.00	720.00
8. PRE/POST MEDICAL					
	1,600.00	896.18	0.00	896.18	703.82
9. TEMP. CAR					
	1,000.00	436.29	0.00	436.29	563.71
10. TEMP. HOUSING					
	1,200.00	795.32	0.00	795.32	404.68
11. SETTling IN					
	12,500.00	12,500.00	0.00	12,500.00	0.00
12. HOUSING					
	23,000.00	11,127.54	429.83	11,557.37	11,442.63
13. BOOKS ALLOWANCE					
	0.00	300.00	0.00	300.00	0.00
14. SECURITY					
	3,000.00	1,943.80	454.17	2,397.97	602.03
15. INSURANCE					
	3,600.00	1,991.28	450.00	2,441.28	1,158.72
16. RECRUITMENT					
	3,000.00	471.40	87.50	558.90	2,441.10
17. EDUCATIONAL TRAVEL					
	3,000.00	13,329.64	3,189.61	16,519.25	(13,519.25)
18. SUBTOTAL 1 - 17	238,273.00	100,492.26	27,907.20	128,399.46	110,173.54
19. G & A	4,765.46	2,934.67	837.20	3,771.87	993.59
20-03 TOTAL	243,038.46	103,426.93	28,744.40	132,171.33	111,167.13

13-2349-20-01	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. PARTICIPANT COST					
Int'l Travel	5,000.00	1,005.09	0.00	1,005.09	3,994.91
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontract	81,025.00	20,502.55	6,252.85	26,755.40	54,269.60
20-02 TOTAL	87,000.00	21,507.64	6,252.85	27,760.49	59,239.51

13-2349-20-02	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. PARTICIPANT COST					
Int'l Travel	5,000.00	1,465.34	0.00	1,465.34	3,534.66
Maintenance Advance	975.00	1,088.76	0.00	1,088.76	(113.76)
Subcontract	52,025.00	34,547.61	3,775.65	38,323.26	13,701.74
20-03 TOTAL	58,000.00	37,101.71	3,775.65	40,877.36	17,122.64

13-2349-20-04	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. SUPPLIES					
	5,000.00	224.25	0.00	224.25	4,775.75
20-04 TOTAL	5,000.00	224.25	0.00	224.25	4,775.75
D.O. 20 TOTAL	393,038.46	162,260.53	38,772.90	201,033.43	192,305.03

Delivery Order #21 Signed: November 1989
 AID Contract No. 612-0230-C-00-8009-00
 AID ID No. 13-2349-21

	BUDGET Includes Amend.1	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	101,942.00	70,394.66	11,685.18	82,079.84	19,862.16
7% Benefits	7,136.00	5,178.89	799.11	5,978.00	1,158.00
10% Differential	10,194.00	7,398.35	1,141.56	8,539.91	1,654.09
SUBTOTAL SALARY	119,272.00	82,971.90	13,625.85	96,597.75	22,674.25
- Local Salary	5,500.00	0.00	0.00	0.00	5,500.00
NET SALARY	113,772.00	82,971.90	13,625.85	96,597.75	17,174.25
2. TICKETS					
4 RT to Malawi	9,600.00	16,153.29	0.00	16,153.29	(6,553.29)
R & R	4,700.00	0.00	0.00	0.00	4,700.00
3. SHIPPING COST	4,000.00	1,875.00	0.00	1,875.00	2,125.00
4. STORAGE	1,650.00	1,211.00	0.00	1,211.00	439.00
5. D.B.A.	4,539.00	0.00	0.00	0.00	4,539.00
6. U.S. EMB. MEDICAL	1,380.00	0.00	603.44	603.44	776.56
7. MEDIVAC	720.00	0.00	0.00	0.00	720.00
8. PRE/POST MEDICAL	800.00	340.20	0.00	340.20	459.80
9. TEMP. CAR	0.00	0.00	0.00	0.00	0.00
10. TEMP. HOUSING	2,100.00	2,043.91	0.00	2,043.91	56.09
11. SETTling IN	11,458.00	12,500.00	(625.02)	11,874.96	(416.98)
12. HOUSING	0.00	0.00	0.00	0.00	0.00
13. BOOKS ALLOWANCE	1,593.00	300.00	0.00	300.00	1,293.00
14. SECURITY	3,000.00	1,333.28	741.41	2,074.69	925.31
15. INSURANCE	3,300.00	3,444.60	450.00	3,894.60	(594.60)
16. EDUCATIONAL TRAVEL	18,900.00	0.00	4,984.00	4,984.00	13,016.00
17. RECRUITMENT	107.00	151.67	0.00	151.67	(44.67)
18. SUBTOTAL 1 - 17	180,719.00	122,324.85	19,779.68	142,104.53	38,614.47
19. G & A	5,421.00	3,564.60	593.38	4,157.98	1,263.02
21-01 TOTAL	186,140.00	125,889.45	20,373.06	146,262.51	39,877.49

13-2349-21-02	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. COMMODITIES					
Subcontract	43,385.00	52,102.58	0.00	52,102.58	(8,717.58)
Shipping & Insurance	6,508.00	0.00	0.00	0.00	6,508.00
Admin. Fee 7%	3,492.00	0.00	0.00	0.00	3,492.00
Contingency	1,000.00	0.00	0.00	0.00	1,000.00
21-02 TOTAL	54,385.00	52,102.58	0.00	52,102.58	2,282.42
D.O. 21 TOTAL	\$240,525.00	\$177,992.03	\$20,373.06	\$198,365.09	\$42,159.91

DELIVERY ORDER No. 22
 CONTRACT No. 612-0230-C-00-8009-00
 Date signed: November, 1989

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
22-18					
International Travel	5,000.00	1,330.48	0.00	1,330.48	3,669.52
Maintenance Advance	975.00	999.59	0.00	999.59	(24.59)
Subcontract	52,025.00	27,244.97	3,040.82	30,285.79	21,739.21
TOTAL	58,000.00	29,575.04	3,040.82	32,615.86	25,384.14
22-19					
International Travel	5,000.00	1,330.48	0.00	1,330.48	3,669.52
Maintenance Advance	975.00	999.59	0.00	999.59	(24.59)
Subcontract	46,456.00	26,213.06	3,040.45	29,253.51	17,202.49
TOTAL	52,431.00	28,543.13	3,040.45	31,583.58	20,847.42
22-20					
International Travel	5,000.00	1,618.72	0.00	1,618.72	3,381.28
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontract	46,175.00	13,018.57	1,271.12	14,289.69	31,885.31
TOTAL	52,150.00	14,637.29	1,271.12	15,908.41	36,241.59
22-21					
International Travel	2,600.00	2,793.65	0.00	2,793.65	(193.65)
Maintenance Advance	975.00	1,009.91	0.00	1,009.91	(34.91)
Subcontract	22,326.00	22,960.05	(320.45)	22,639.60	(313.60)
TOTAL	25,901.00	26,763.61	(320.45)	26,443.16	(542.16)
22-22					
International Travel	2,600.00	3,229.77	0.00	3,229.77	(629.77)
Maintenance Advance	975.00	1,248.72	0.00	1,248.72	(273.72)
Subcontract	25,460.00	17,423.49	(102.02)	17,321.47	8,138.53
TOTAL	29,035.00	21,901.98	(102.02)	21,799.96	7,235.04

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
22-23					
International Travel	2,600.00	2,793.65	0.00	2,793.65	(193.65)
Maintenance Advance	975.00	1,149.13	0.00	1,149.13	(174.13)
Subcontract	22,326.00	22,899.28	(320.45)	22,578.83	(252.83)
TOTAL	25,901.00	26,842.06	(320.45)	26,521.61	(620.61)
22-24					
International Travel	2,600.00	0.00	0.00	0.00	2,600.00
Maintenance Advance	975.00	1,162.19	0.00	1,162.19	(187.19)
Subcontract	22,275.00	19,468.99	(126.12)	19,342.87	2,932.13
TOTAL	25,850.00	20,631.18	(126.12)	20,505.06	5,344.94
22-25					
International Travel	2,600.00	5,839.12	0.00	5,839.12	(3,239.12)
Maintenance Advance	975.00	1,059.59	0.00	1,059.59	(84.59)
Subcontract	16,425.00	21,217.40	(219.49)	20,997.91	(4,572.91)
TOTAL	20,000.00	28,116.11	(219.49)	27,896.62	(7,896.62)
22-26					
International Travel	5,000.00	1,010.53	0.00	1,010.53	3,989.47
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontract	14,274.00	15,397.62	0.00	15,397.62	(1,123.62)
TOTAL	20,249.00	16,408.15	0.00	16,408.15	3,840.85
22-27					
International Travel	5,000.00	780.86	0.00	780.86	4,219.14
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontract	52,025.00	0.00	0.00	0.00	52,025.00
TOTAL	58,000.00	780.86	0.00	780.86	57,219.14
22-28					
International Travel	5,000.00	0.00	0.00	0.00	5,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontract	52,025.00	0.00	0.00	0.00	52,025.00
TOTAL	58,000.00	0.00	0.00	0.00	58,000.00

Delivery Order 823 Signed: June 1989
 AID Contract No. 612-0230-C-00-8009-00
 AID ID No. 13-2349-23-00

	BUDGET	PREVIOUS 14h QUARTER EXPENSES 06/91 - 08/91	TOTAL EXPENSES	BALANCE
International Travel	5,000.00	1,368.59	0.00 1,368.59	3,631.41
Maintenance Allowance	975.00	971.79	0.00 971.79	3.21
Subcontracts	52,025.00	21,290.36	4,659.63 25,949.99	26,075.01
TOTAL EXPENSES	58,000.00	23,630.74	4,659.63 28,290.37	29,709.63

Delivery Order #24 Signed: June 1989
 AID Contract No. 612-0230-C-00-0009-00
 AID ID No. 13-2349-24-00

	BUDGET	PREVIOUS EXPENSES	14th QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
International Travel	5,000.00	1,596.30	0.00	1,596.30	3,403.70
Maintenance Allowance	975.00	1,595.87	0.00	1,595.87	(620.87)
Subcontracts	52,025.00	13,943.58	0.00	13,943.58	38,081.42
TOTAL EXPENSES	58,000.00	17,135.75	0.00	17,135.75	40,864.25

Delivery Order 825 Signed: December 1, 1989
 AID Contract No. 612-0230-C-00-8009-00
 AID ID No. 13-2349-25

13-2349-25-01	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	182,845.00	73,232.50	18,768.75	92,001.25	90,843.75
Previous Benefits	15,762.50	0.00	0.00	0.00	15,762.50
Sub-salary	198,607.50	73,232.50	18,768.75	92,601.25	106,006.25
10% Differential	19,860.75	7,323.25	1,876.86	9,250.11	10,660.64
7% Benefits	13,902.53	5,126.29	1,494.09	6,620.37	7,282.16
SUBTOTAL SALARY	232,370.78	85,682.03	22,139.71	107,821.73	124,549.05
- Local Salary	9,000.00	0.00	0.00	0.00	9,000.00
NET SALARY	223,370.78	85,682.03	22,139.71	107,821.73	115,549.05
2. TICKETS					
Round Trips to Malawi	19,000.00	6,123.45	0.00	6,123.45	12,876.55
B & B	18,000.00	0.00	4,348.51	4,348.51	13,651.49
Excess Baggage	200.00	0.00	0.00	0.00	200.00
3. SHIPPING COST	3,500.00	2,592.00	0.00	2,592.00	908.00
4. STORAGE	3,300.09	4,821.17	1,393.02	6,214.19	(2,914.10)
5. D.B.A.	9,493.26	0.00	0.00	0.00	9,493.26
6. U.S. EXT. MEDICAL	2,070.00	0.00	0.00	0.00	2,070.00
7. MEDIVAC	1,080.00	275.00	0.00	275.00	805.00
8. PER/POST MEDICAL	1,600.00	650.10	0.00	650.10	949.90
9. TRIP. CAR	1,000.00	999.44	0.00	999.44	0.56
10. TRIP. HOUSING	1,200.00	1,619.63	0.00	1,619.63	(419.63)
11. SUPPLYING TD	12,500.00	12,500.00	0.00	12,500.00	0.00
12. HOUSING	42,000.00	18,730.33	12,366.74	31,097.07	10,902.93
13. BOOKS ALLOWANCE	300.00	300.00	0.00	300.00	0.00
14. SECURITY	4,500.00	1,711.27	741.41	2,452.68	2,047.32
15. INSURANCE	5,400.00	2,883.10	450.00	3,333.10	2,066.90
16. RECRUITMENT	3,920.00	957.21	0.00	957.21	2,962.79
17. SUBTOTAL 1 - 15	8352,434.12	8139,844.73	841,439.39	8181,284.11	8171,150.01
18. G & A	7,048.68	4,142.93	1,237.75	5,380.68	1,668.00
19. 25-01 TOTAL	8359,482.80	8143,987.66	842,677.14	8186,664.79	8172,818.01

APPROPRIAL/COMMODITIES
13-2349-25-82

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
COMPUTER EQUIPMENT					
1. Computers					
XENIX OS2 with 16 MHz/select speed:	4,672.90	298.26	0.00	298.26	4,374.64
2. Tape streamer	2,268.22	0.00	0.00	0.00	2,268.22
3. Monochrome Monitor 14"	467.29	0.00	0.00	0.00	467.29
4. IBM/Spoo compatible					
132 Col. H.C.R. 6421 Matrix Printer:	771.03	0.00	0.00	0.00	771.03
5. Tractor feed with cable	185.98	0.00	0.00	0.00	185.98
6. 3.5" Disk drive	428.97	0.00	0.00	0.00	428.97
7. 10 Boxes 3.5" diskettes @ 859 each	551.40	0.00	0.00	0.00	551.40
25-02 TOTAL	9,345.79	298.26	0.00	298.26	9,047.53
DO 25 GRAND TOTAL	368,828.59	144,285.92	42,677.11	16,963.05	181,865.54

Delivery Order 028 Signed: March 1990
 AID Contract No. 612-0230-C-00-8009-00
 AID ID No. 13-2349-26
 Participant Expense

13-2349-26-01 (FOR AID)

ITEM	BUDGET	PREVIOUS EXPENSES	14th QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. Training Orientation					
Training courses for 30 Participants	4,000.00	0.00	0.00	0.00	4,000.00
Room and Board for 30 Participants	7,000.00	2,457.43	1,634.24	4,091.67	2,908.33
2. Professional Counselling					
Instruction on test talking (GER, GRAY)	2,000.00	0.00	0.00	0.00	2,000.00
3. Newsletters	4,000.00	0.00	0.00	0.00	4,000.00
4. Luncheons and Seminars	900.00	0.00	0.00	0.00	900.00
5. Followup professional meetings	2,000.00	0.00	0.00	0.00	2,000.00
6. Awards Banquets in Malawi	5,000.00	8,316.59	0.00	8,316.59	(3,316.59)
AID TOTAL	24,900.00	10,774.02	1,634.24	12,408.26	12,491.74

13-2349-26-02 (FOR IIR)

Annual Conference in the U.S.

	BUDGET	PREVIOUS EXPENSES	14th QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
Guest speakers	250.00	0.00	0.00	0.00	250.00
Transportation (speakers)	450.00	0.00	0.00	0.00	450.00
Room and board	125.00	0.00	0.00	0.00	125.00
Bus rental (city tours/meetings)	500.00	0.00	0.00	0.00	500.00
Photographs	200.00	0.00	0.00	0.00	200.00
Reception and Banquet	500.00	0.00	0.00	0.00	500.00
Travel and Per diem for Officials	5,000.00	3,761.44	0.00	3,761.44	1,238.56
ITS Exam. Publications	1,000.00	0.00	0.00	0.00	1,000.00
IIR TOTAL	8,025.00	3,761.44	0.00	3,761.44	4,263.56

12-2349-28-03

ITEM	PREVIOUS EXPENSES	14th QUARTER 06/91 - 06/91	TOTAL EXPENSES	BALANCE
1. Typing and Computer Orientation				
Training courses	2,000.00	0.00	0.00	2,000.00
Room and board	3,500.00	0.00	0.00	3,500.00
2.				
Instruction on test taking (GRE, GMAT)	2,000.00	0.00	0.00	2,000.00
3.				0.00
Guest Speakers	1,000.00	0.00	0.00	1,000.00
Transportation for speakers	1,350.00	0.00	0.00	1,350.00
Room/board	375.00	0.00	0.00	375.00
Bus rental (city tours/meetings)	1,500.00	0.00	0.00	1,500.00
Photographs	1,000.00	0.00	0.00	1,000.00
Reception and banquet	1,500.00	0.00	0.00	1,500.00
Travel and per diem in U.S.	20,000.00	0.00	0.00	20,000.00
4. Publications (ETS exam/Publications)	1,000.00	0.00	0.00	1,000.00
5. Newsletters	8,000.00	0.00	0.00	8,000.00
6. Luncheons and Seminars	4,500.00	0.00	0.00	4,500.00
7. Followup professional meetings	5,000.00	0.00	0.00	5,000.00
8. Awards Banquets in Hawaii	15,000.00	0.00	0.00	15,000.00
Total 19 - 03	67,725.00	0.00	0.00	67,725.00
DELIVERY ORDER TOTAL	100,650.00	14,535.46	1,634.24	16,169.70
				84,480.30

Delivery Order 827 Signed: February 1990
 AID Contract No. 612-0230-C-00-8009-00
 AID ID No. 13-2349-27-00
 Participant Expense

	BUDGET	PREVIOUS EXPENSES	14th QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. Participant Expense					
ETS examination and Registration: Educational Testing Service, Princeton New Jersey	3,095.00	407.50	121.00	528.50	2,566.50
TOTAL DELIVER ORDER	3,095.00	407.50	121.00	528.50	2,566.50

Delivery Order 020 Signed: March 1990
 AID Contract No. 612-0230-C-00-8009-00
 AID ID No. 13-2349-28-00
 Participant Expense

	BUDGET	PREVIOUS EXPENSES	14th QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
I. Participant Expense					
ETS examination and Registration: Educational Testing Service, Princeton New Jersey	3,095.00	1,557.04	0.00	1,557.04	1,537.96
TOTAL DELIVER ORDER	3,095.00	1,557.04	0.00	1,557.04	1,537.96

Delivery Order 829 Simod: March 1990
 AID Contract No. 612-0230-C-00-8009-00
 AID ID No. 12-2349-29

12-2349-29-00	BUDGET	PREVIOUS EXPENSES	14th QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	198,607.50	0.00	0.00	0.00	198,607.50
10% Differential	19,860.75	0.00	0.00	0.00	19,860.75
7% Benefits	13,902.53	0.00	0.00	0.00	13,902.53
SUBTOTAL SALARY	232,370.78	0.00	0.00	0.00	232,370.78
- Local Salary	0.00	0.00	0.00	0.00	0.00
NET SALARY	232,370.78	0.00	0.00	0.00	232,370.78
2. TICKETS					
Round Trips to Malawi	19,000.00	0.00	0.00	0.00	19,000.00
R & R	18,000.00	0.00	0.00	0.00	18,000.00
Excess Baggage	200.00	0.00	0.00	0.00	200.00
3. SHIPPING COST					
	3,500.00	0.00	0.00	0.00	3,500.00
4. STORAGE					
	3,300.09	0.00	0.00	0.00	3,300.09
5. D.B.A. @ 3.99%					
	9,271.59	0.00	0.00	0.00	9,271.59
6. U.S. MED. MEDICAL					
	2,070.00	0.00	0.00	0.00	2,070.00
7. MEDIVAC					
	1,080.00	0.00	0.00	0.00	1,080.00
8. PRE/POST MEDICAL					
	1,600.00	0.00	0.00	0.00	1,600.00
9. TRIP. CAR					
	1,000.00	0.00	0.00	0.00	1,000.00
10. TRIP. HOUSING					
	1,200.00	0.00	0.00	0.00	1,200.00
11. SUPPLYING IN					
	12,500.00	0.00	9,000.00	9,000.00	12,500.00
12. HOUSING					
	44,000.00	2,298.44	0.00	2,298.44	44,000.00
13. BOOKS ALLOWANCE					
	300.00	0.00	0.00	0.00	300.00
14. SECURITY					
	5,100.00	271.93	0.00	271.93	5,100.00
15. INSURANCE					
	5,400.00	0.00	0.00	0.00	5,400.00
16. RECRUITMENT					
	3,800.00	2,146.38	555.78	2,702.16	3,800.00
17. SUBTOTAL 1 - 15	8363,692.46	84,716.75	89,555.78	814,272.53	8363,692.46
18. G & A	7,273.85	138.20	286.66	424.86	7,273.85
19. TOTAL	8370,966.31	84,854.95	89,842.44	814,697.39	8370,966.31

Delivery Order 830 Signed: May 1989
 AID Contract No. 812-0230-C-00-0000-00
 AID ID No. 12-2349-30

	BUDGET	PREVIOUS EXPENSES	14th QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
International Travel	4,000.00	4,558.85	0.00	4,558.85	(558.85)
In-country Travel (car rental)	2,000.00	0.00	0.00	0.00	2,000.00
Per Diem	3,675.00	3,742.75	0.00	3,742.75	(67.75)
International Per Diem/ground transportation	350.00	0.00	0.00	0.00	350.00
Consulting Fees (30 days @ \$285)	8,550.00	8,555.00	0.00	8,555.00	(5.00)
Other Direct:					
Immunizations, passport pictures	30.00	0.00	0.00	0.00	30.00
Embassy health unit fees, medicare ins.	66.00	0.00	0.00	0.00	66.00
DBA @ 3.99%	341.15	138.25	0.00	138.25	202.89
Communications and Ground Transportation	300.00	699.68	0.00	699.68	(399.68)
Miscellaneous Expenses	150.00	0.00	0.00	0.00	150.00
Subtotal	19,462.15	17,694.53	0.00	17,694.53	1,767.61
Overhead @ 29.5%	5,449.40	4,955.06	0.00	4,955.06	494.33
TOTAL	24,911.55	22,649.59	0.00	22,649.59	2,262.55

Delivery Order 831 Signed: March 1990
 AID Contract No. 612-0230-C-00-0009-00
 AID ID No. 12-2349-31

	BUDGET	PREVIOUS EXPENSES	14th QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
12-2349-31-01 FOR AID					
TRAVEL AND PROGRAM COST					
1. INTERNATIONAL TRAVEL TO EUROPE					
International Airfare	35,500.00	640.10	0.00	640.10	34,859.90
Per diem (7 X 42 days X 150)	44,100.00	0.00	1,590.51	1,590.51	42,509.49
Per diem 20 days @ \$100	2,000.00	0.00	0.00	0.00	2,000.00
Local travel within countries visited	3,500.00	0.00	0.00	0.00	3,500.00
Medical insurance	750.00	19.00	0.00	19.00	731.00
Miscellaneous expense	1,500.00	0.00	0.00	0.00	1,500.00
TOTAL AID BUDGET	87,350.00	659.10	1,590.51	2,249.61	85,100.39

12-2349-31-02 FOR AUREORA

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

12-2349-31-03 FOR AUREORA

1. PROGRAM COST					
For visits to potential sister Chamber groups in the U.S.	5,000.00	0.00	0.00	0.00	5,000.00
2. ST TECHNICAL ASSISTANCE IN THE U.S.					
Technical Assistance in the U.S. 35 days @ \$285	9,975.00	11,898.79	0.00	11,898.79	(1,923.79)
Subtotal	14,975.00	11,898.79	0.00	11,898.79	3,076.21
Administrative Fee	1,820.96	341.43	0.00	341.49	1,479.47
TOTAL BUDGET	16,795.96	12,240.28	0.00	12,240.28	4,555.68

12-2349-31-64 FOR AMBORA

ST TECHNICAL ASSISTANCE IN BALANT					
International Travel (4 X 84,000)	16,000.00	0.00	0.00	0.00	16,000.00
Per Diem (112 days @ 8105)	11,750.00	0.00	0.00	0.00	11,750.00
Honoraria (80 days @ 8250)	20,030.00	0.00	0.00	0.00	20,030.00
Course materials development	5,000.00	0.00	0.00	0.00	5,000.00
Local Transportation	2,500.00	0.00	0.00	0.00	2,500.00
Miscellaneous expense	1,189.00	0.00	0.00	0.00	1,189.00
Subtotal	56,449.00	0.00	0.00	0.00	56,449.00
Administrative Fee @ 12.16%	6,864.20	0.00	0.00	0.00	6,864.20
TOTAL ST TECH. ASSISTANCE	63,313.20	0.00	0.00	0.00	63,313.20

TOTAL DELIVERY ORDER REVENUES : 183,159.16 : 12,899.38 : 1,590.51 : 14,489.89 : 169,669.27

Delivery Order #32 Signed: March 1990
 AID Contract No. 612-0230-C-00-8009-00
 AID ID No. 12-2349-32

12-2349-32-01

	BUDGET	PREVIOUS EXPENSES	14th QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	133,250.00	50,227.00	19,017.99	69,244.99	64,005.01
10% Differential	13,335.00	4,832.50	1,331.25	6,163.75	7,171.25
7% Benefits	9,327.50	3,706.05	1,901.79	5,607.84	3,719.66
SUBTOTAL SALARY	155,912.50	58,765.55	22,251.03	81,016.58	74,895.92
- Local Salary	0.00	0.00	0.00	0.00	0.00
NET SALARY	155,912.50	58,765.55	22,251.03	81,016.58	74,895.92
2. TICKETS					
Round Trips to Malawi	18,000.00	2,467.50	0.00	2,467.50	15,532.50
R & R	9,000.00	0.00	0.00	0.00	9,000.00
Excess Baggage	100.00	0.00	0.00	0.00	100.00
3. SHIPPING COST	3,000.00	1,820.00	0.00	1,820.00	1,180.00
4. STORAGE	3,000.00	0.00	0.00	0.00	3,000.00
5. D.B.A. @ 3.99%	6,220.91	0.00	0.00	0.00	6,220.91
6. U.S. INT. MEDICAL	1,380.00	0.00	0.00	0.00	1,380.00
7. MEDIVAC	720.00	0.00	0.00	0.00	720.00
8. PRE/POST MEDICAL	800.00	49.40	0.00	49.40	750.60
9. TEMP. CAR	1,000.00	1,540.82	0.00	1,540.82	(540.82)
10. TEMP. HOUSING	1,200.00	320.43	0.00	320.43	879.57
11. SUPPLYING IN	12,500.00	9,000.00	0.00	9,000.00	3,500.00
12. HOUSING	0.00	0.00	0.00	0.00	0.00
13. BOOKS ALLOWANCE	300.00	0.00	0.00	0.00	300.00
14. SECURITY	0.00	0.00	0.00	0.00	0.00
15. INSURANCE	3,600.00	1,391.28	450.00	2,441.28	1,158.72
16. RECREATION	3,500.00	2,301.54	0.00	2,301.54	1,198.46
17. EDUCATIONAL TRAVEL	0.00	0.00	4,196.00	4,196.00	(4,196.00)
18. SUBTOTAL 1 - 15	8220,233.41	878,256.52	826,897.03	8105,153.55	8115,079.86
19. G & A @ 3%	4,397.29	2,295.14	806.10	3,101.24	1,296.05
20. 32-01 TOTAL	8224,630.70	880,551.66	827,703.13	8108,254.79	8116,375.91

12-2349-32-02 AURORA

BUDGET PREVIOUS 14th QUARTER TOTAL
 EXPENSES 06/91 - 08/91 EXPENSES

PARTICIPANT TRAINING				
1. International Airfare	2,661.93	0.00	0.00	0.00
2. Per diem/subsistence allowance	3,099.38	0.00	0.00	0.00
3. Tuition	11,535.05	0.00	0.00	0.00
4. H&C Insurance (3 X \$34 per month)	95.33	0.00	0.00	0.00
5. Professional membership	199.65	0.00	0.00	0.00
6. Books and equipment	53.24	0.00	7,001.40	7,001.40
7. Book Shipment	106.48	0.00	0.00	0.00
Total Participant Training	17,751.05	0.00	7,001.40	7,001.40
Aurora's Administrative Fees @ 12.15%	2,158.53	0.00	0.00	0.00
	19,909.58	0.00	7,001.40	7,001.40
COMMODITIES				
1. Fax Machine	1,863.16	0.00	0.00	0.00
2. Photocopier	5,607.48	0.00	0.00	0.00
3. Shipping and other fees	934.58	0.00	0.00	0.00
Total Commodities	8,411.21	0.00	0.00	0.00
32-02 Total	29,320.79	0.00	7,001.40	7,001.40
DELIVERY ORDER TOTAL	8252.951.49	880.551.66	834,704.53	9115,256.19

DELIVERY ORDER No. 33
 CONTRACT No. 612-0230-C00-8009-00
 Date sign: April, 1990

	BUDGET	PREVIOUS EXPENSES	14th QUARTER 06/91 - 08/91	EXPENSES TO DATE	BALANCE
33-01					
In-Country Part. Expense	40,000.00	6,734.01	0.00	6,734.01	33,265.99
TOTAL	40,000.00	6,734.01	0.00	6,734.01	33,265.99
33-02					
In-Country Part. Expense	41,000.00	6,966.61	7,003.48	13,970.09	27,029.91
TOTAL	41,000.00	6,966.61	7,003.48	13,970.09	27,029.91
33-03					
In-Country Part. Expense	60,000.00	0.00	0.00	0.00	60,000.00
TOTAL	60,000.00	0.00	0.00	0.00	60,000.00
33-04					
In-Country Workshops (Part. Exp.)	30,000.00	16,736.84	1,342.93	18,079.77	11,920.23
TOTAL	30,000.00	16,736.84	1,342.93	18,079.77	11,920.23
33-05					
In-Country Workshops (Part. Exp.)	25,000.00	0.00	0.00	0.00	25,000.00
TOTAL	25,000.00	0.00	0.00	0.00	25,000.00
33-06					
Study Tours (Part. Expense)	20,000.00	0.00	0.00	0.00	20,000.00
TOTAL	20,000.00	0.00	0.00	0.00	20,000.00

DELIVERY ORDER No. 33
 CONTRACT No. 612-0230-C00-8009-00
 Date sign: April, 1990

	BUDGET	PREVIOUS EXPENSES	14th QUARTER 06/91 - 08/91	EXPENSES TO DATE	BALANCE
33-07					
Short Term Consultancy					
Salary 29 days @ \$275	7,975.00	0.00	6,090.00	6,090.00	1,885.00
International Travel	4,250.00	5,275.00	3,403.72	8,678.72	(4,428.72)
Local Transportation	300.00	100.00	654.97	754.97	(454.97)
Per Diem 35 days @ \$101	3,535.00	0.00	3,531.34	3,531.34	3.66
Medivac/Embassy Medical	200.00	34.25	0.00	34.25	165.75
Passport, etc.	80.00	0.00	156.05	156.05	(76.05)
DBA	3,182.03	0.00	242.99	242.99	2,939.04
Subtotal	19,522.03	5,409.25	14,079.07	19,488.32	33.71
Overhead	5,466.17	1,514.59	4,162.76	5,677.35	9.44
TOTAL	24,988.19	6,923.84	18,241.83	25,165.67	43.14
33-08					
Research Studies (Part. Expense)	25,000.00	0.00	0.00	0.00	25,000.00
Literature	2,000.00	0.00	0.00	0.00	2,000.00
TOTAL	27,000.00	0.00	0.00	0.00	27,000.00
33-09					
Support to Womes Bus. Assoc. (Participant Expense)	20,000.00	0.00	0.00	0.00	20,000.00
TOTAL	20,000.00	0.00	0.00	0.00	20,000.00

DELIVERY ORDER No. 34

CONTRACT No. 612-0230-C00-8009-00

Date sign: April, 1990

Participant Expense

BUDGET	PREVIOUS EXPENSES	14th QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
--------	----------------------	-------------------------------	-------------------	---------

34-00

International Travel	15,339.00	16,400.62	0.00	16,400.62	(1,061.62)
Maintenance Advance	5,850.00	0.00	0.00	0.00	5,850.00
Subcontract	24,042.00	29,961.42	0.00	29,961.42	(5,919.42)
TOTAL	45,231.00	46,362.04	0.00	46,362.04	(1,131.04)

DELIVERY ORDER No. 35

CONTRACT No. 612-0230-C00-8009-00

Date signed: April, 1990

Participant Expense

BUDGET	PREVIOUS EXPENSES	14th QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
--------	----------------------	-------------------------------	-------------------	---------

35-00

International Travel	2,750.00	2,238.85	0.00	2,238.85	511.15
Maintenance Advance	300.00	0.00	0.00	0.00	300.00
Subcontract	8,450.00	7,732.51	0.00	7,732.51	717.49
TOTAL	11,500.00	9,971.36	0.00	9,971.36	1,528.64

Delivery Order #36 Signed: June 1990
 AID Contract No. 612-0230-C-00-8009-00
 AND ID No. 12-2349-36-00

12-2349-36-00

PROPOSED BUDGET FOR: IIR
 PARTICIPANT FUNDS

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
International Travel	5,000.00	1,402.50	0.00	1,402.50	5,000.00
Maintenance Allowance	975.00	0.00	0.00	0.00	975.00
Subcontracts	52,025.00	15,880.29	3,283.11	19,163.40	48,741.89
TOTAL EXPENSES	58,000.00	17,282.79	3,283.11	20,565.90	54,716.89

DELIVERY ORDER No. 37
 CONTRACT No. 612-0230-C-00-8009-00
 Date signed: July 1990

	BUDGET		14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
37-42					
International Travel	5,000.00	1,489.46	0.00	1,489.46	3,510.54
Maintenance Advance	975.00	1,026.53	0.00	1,026.53	(51.53)
Subcontract	62,025.00	16,716.36	8,325.36	25,041.72	36,983.28
TOTAL	68,000.00	19,232.35	8,325.36	27,557.71	40,442.29
37-43					
International Travel	5,000.00	1,531.58	0.00	1,531.58	3,468.42
Maintenance Advance	975.00	1,004.28	0.00	1,004.28	(29.28)
Subcontract	62,025.00	11,960.75	6,054.36	18,015.11	44,009.89
TOTAL	68,000.00	14,496.61	6,054.36	20,550.97	47,449.03
37-44					
International Travel	5,000.00	1,531.39	0.00	1,531.39	3,468.61
Maintenance Advance	975.00	986.95	0.00	986.95	(11.95)
Subcontract	62,025.00	13,333.80	(24.09)	13,309.71	48,715.29
TOTAL	68,000.00	15,852.14	(24.09)	15,828.05	52,171.95
37-45					
International Travel	5,000.00	1,402.50	0.00	1,402.50	3,597.50
Maintenance Advance	975.00	1,019.57	0.00	1,019.57	(44.57)
Subcontract	52,025.00	18,064.98	6,994.35	25,059.33	26,965.67
TOTAL	58,000.00	20,487.05	6,994.35	27,481.40	30,518.60
37-46					
International Travel	5,000.00	1,602.31	0.00	1,602.31	3,397.69
Maintenance Advance	975.00	1,006.19	0.00	1,006.19	(31.19)
Subcontract	62,025.00	11,654.45	7,576.92	19,231.37	42,793.63
TOTAL	68,000.00	14,262.95	7,576.92	21,839.87	46,160.13
37-47					
International Travel	5,000.00	1,417.09	0.00	1,417.09	3,582.91
Maintenance Advance	975.00	986.95	0.00	986.95	(11.95)
Subcontract	62,025.00	11,888.31	5,597.79	17,486.10	44,538.90
TOTAL	68,000.00	14,292.35	5,597.79	19,890.14	48,109.86

Delivery Order #38 Signed: June 1990
 AID Contract No. 612-0230-C-00-8009-00
 AID ID No. 12-2349-38-00

12-2349-38-17

PROPOSED BUDGET FOR: IIR
 PARTICIPANT FUNDS
 E.O.C

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
8620 International Travel	5,000.00	1,946.88	0.00	1,946.88	5,000.00
8060 Maintenance Allowance	975.00	1,019.57	0.00	1,019.57	975.00
8035 Subcontracts	52,025.00	16,520.98	6,849.22	23,370.20	45,175.78
TOTAL EXPENSES	58,000.00	19,487.43	6,849.22	26,336.65	51,150.78

12-2349-38-18

PROPOSED BUDGET FOR: IIR
 PARTICIPANT FUNDS
 E.O.C

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
8620 International Travel	5,000.00	1,600.31	0.00	1,600.31	5,000.00
8060 Maintenance Allowance	975.00	0.00	0.00	0.00	975.00
8035 Subcontracts	52,025.00	15,527.93	10,350.37	25,878.30	41,674.63
TOTAL EXPENSES	58,000.00	17,128.24	10,350.37	27,478.61	47,649.63

Delivery Order #39 Signed: July 1990
 AID Contract No. 612-0230-C-00-8009-00
 AID ID No. 12-2349-39

PIO/T 612-0230-3-77039 12-2349-39-01	D.O. #39 BUDGET	PREVIOUS EXPENSES	14th QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	129,150.00	0.00	0.00	0.00	129,150.00
7X Benefits	9,040.50	0.00	0.00	0.00	9,040.50
10% Differential	12,915.00	0.00	0.00	0.00	12,915.00
SUBTOTAL SALARY	151,105.50	0.00	0.00	0.00	151,105.50
- Local Salary	6,000.00	0.00	0.00	0.00	6,000.00
NET SALARY	145,105.50	0.00	0.00	0.00	145,105.50
2. TICKETS					
Round Trips to Malawi	18,000.00	0.00	3,392.20	3,392.20	14,607.80
R & R	9,000.00	0.00	0.00	0.00	9,000.00
Excess Baggage					
3. SHIPPING COST	3,000.00	0.00	0.00	0.00	3,000.00
4. STORAGE	3,000.00	0.00	0.00	0.00	3,000.00
5. D.B.A.	5,153.09	0.00	0.00	0.00	5,153.09
6. U.S. MED. MEDICAL	1,380.00	0.00	0.00	0.00	1,380.00
7. MNDIVAC	720.00	0.00	125.00	125.00	595.00
8. PRE/POST MEDICAL	1,300.00	0.00	350.00	350.00	950.00
9. TEMP. CAR	1,000.00	0.00	0.00	0.00	1,000.00
10. TEMP. HOUSING	1,200.00	0.00	0.00	0.00	1,200.00
11. SETTling IN	12,500.00	0.00	9,000.00	9,000.00	3,500.00
12. HOUSING	23,000.00	0.00	0.00	0.00	23,000.00
13. BOOKS ALLOWANCE	0.00	0.00	0.00	0.00	0.00
14. SECURITY	3,000.00	0.00	0.00	0.00	3,000.00
15. INSURANCE	3,600.00	0.00	0.00	0.00	3,600.00
16. RECRUITMENT	3,000.00	1,907.28	0.00	1,907.28	1,092.72
17. SUBTOTAL 1 - 16	233,958.59	231.00	12,867.20	14,774.48	219,184.11
18. G & A @ 3%	4,645.00	56.90	653.79	710.69	3,934.31
TOTAL 39-01	238,603.59	287.90	13,520.99	15,485.17	223,118.42

Delivery Order #39 Signed: July 1990
 AID Contract No. 612-0230-C-00-8009-00
 AND ID No. 12-2349-39

PIO/T 612-0230-3-77039 12-2349-39-02	D.O. #39 BUDGET	PREVIOUS EXPENSES	14th QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	129,150.00	0.00	0.00	0.00	129,150.00
7% Benefits	9,040.50	0.00	0.00	0.00	9,040.50
10% Differential	12,915.00	0.00	0.00	0.00	12,915.00
SUBTOTAL SALARY	151,105.50	0.00	0.00	0.00	151,105.50
- Local Salary	6,000.00	0.00	0.00	0.00	6,000.00
NET SALARY	145,105.50	0.00	0.00	0.00	145,105.50
2. TICKETS					
Round Trips to Malawi	18,000.00	0.00	10,228.40	10,228.40	7,771.60
R & R	9,000.00	0.00	0.00	0.00	9,000.00
Excess Baggage					
3. SHIPPING COST					
	3,000.00	0.00	0.00	0.00	3,000.00
4. STORAGE					
	3,000.00	0.00	0.00	0.00	3,000.00
5. D.B.A.					
	5,153.09	0.00	0.00	0.00	5,153.09
6. U.S. EMB. MEDICAL					
	1,380.00	0.00	0.00	0.00	1,380.00
7. MEDIVAC					
	720.00	0.00	0.00	0.00	720.00
8. PRE/POST MEDICAL					
	1,300.00	689.00	0.00	689.00	611.00
9. TEMP. CAR					
	1,000.00	0.00	0.00	0.00	1,000.00
10. TEMP. HOUSING					
	1,200.00	0.00	0.00	0.00	1,200.00
11. SETTling IN					
	12,500.00	0.00	12,500.00	12,500.00	0.00
12. HOUSING					
	23,000.00	0.00	0.00	0.00	23,000.00
13. BOOKS ALLOWANCE					
	0.00	0.00	0.00	0.00	0.00
14. SECURITY					
	3,000.00	0.00	0.00	0.00	3,000.00
15. INSURANCE					
	3,600.00	0.00	575.00	575.00	3,025.00
16. RECRUITMENT					
	3,000.00	337.20	0.00	337.20	2,662.80
17. SUBTOTAL 1 - 16	233,958.59	\$246.00	\$23,303.40	\$24,329.60	257,261.99
18. G & A @ 3%	4,645.00	30.46	699.10	729.56	3,915.44
TOTAL 39-02	238,603.59	276.46	24,002.50	25,059.16	261,177.43

PIO/T 612-0230-3-77039 12-2349-39-03	D.O. #39 BUDGET	PREVIOUS EXPENSES	14th QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
Participant Training	21,000.00	0.00	108.66	108.66	20,891.34
TOTAL 39-03	21,000.00	0.00	108.66	108.66	20,891.34

PIO/T 612-0230-3-00012
12-2349-39-04

PARTICIPANT EXPENSE					
Int'l Airfare	5,000.00	1,756.18	0.00	1,756.18	3,243.82
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontractors	81,025.00	18,174.66	3,257.00	21,431.66	59,593.34
TOTAL 39-04	87,000.00	19,930.84	3,257.00	23,187.84	63,812.16

PIO/T 612-0230-3-00012
12-2349-39-05

PARTICIPANT EXPENSE					
Int'l Airfare	5,000.00	1,618.72	0.00	1,618.72	3,381.28
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontractors	81,025.00	15,159.93	2,974.21	18,134.14	62,890.86
TOTAL 39-05	87,000.00	16,778.65	2,974.21	19,752.86	67,247.14

PIO/T 612-0230-3-00012
12-2349-39-06

COMMODITIES					
2 Microcomputers 80/071	15,600.00	0.00	0.00	0.00	15,600.00
12 Microcomputers 30/021	24,240.00	0.00	0.00	0.00	24,240.00
1 Microcomputer 70/121/120	8,600.00	0.00	0.00	0.00	8,600.00
1 Microfiche CANON/PC80	14,000.00	0.00	0.00	0.00	14,000.00
2 Printer DFX5000	3,800.00	0.00	0.00	0.00	3,800.00
1 Laser printer CQ5000	2,150.00	0.00	0.00	0.00	2,150.00
SOFTWARE	6,000.00	0.00	0.00	0.00	6,000.00
MICROFICHE JOURNALS	6,395.00	0.00	0.00	0.00	6,395.00
MEDIA	5,422.00	0.00	0.00	0.00	5,422.00
Shipping Charges	10,345.00	0.00	0.00	0.00	10,345.00
Procurement Fee	3,448.00	0.00	0.00	0.00	3,448.00
TOTAL 39-06	100,000.00	0.00	0.00	0.00	100,000.00

Delivery Order #40 Signed: August 1990
 AID Contract No. 612-0230-C-00-8009-00
 AID ID No. 12-2349-40-00

12-2349-40-00

PROPOSED BUDGET FOR: PARTICIPANT FUNDS	IIN	BUDGET	PREVIOUS EXPENSES	143th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
International Travel		600.00	0.00	0.00	0.00	600.00
Maintenance Allowance		1,000.00	0.00	540.42	540.42	459.58
Student Training		13,400.00	4,725.14	932.89	5,658.03	7,741.97
TOTAL BUDGET		15,000.00	4,725.14	1,473.31	6,198.45	8,801.55

Delivery Order #41 Signed: September 1990
 AID Contract No. 612-0230-C-00-8009-00
 ARD ID No. 12-2349-41

PIO/T 612-0230-3-00026
 12-2349-41-01

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	157,813.00	26,943.71	19,245.51	46,189.22	111,623.78
7% Benefits	11,047.00	1,886.06	1,347.19	3,233.25	7,813.75
10% Differential	15,781.00	2,694.37	1,924.55	4,618.92	11,162.08
SUBTOTAL SALARY	184,641.00	31,524.14	22,517.25	54,041.39	130,599.61
- Local Salary	0.00	0.00	0.00	0.00	0.00
NET SALARY	184,641.00	31,524.14	22,517.25	54,041.39	130,599.61
2. TICKETS					
Round Trips to Malawi	14,000.00	2,950.00	0.00	2,950.00	11,050.00
R & R	7,000.00	0.00	0.00	0.00	7,000.00
Excess Baggage	500.00	0.00	0.00		
3. SHIPPING COST	3,000.00	3,840.00	0.00	3,840.00	(840.00)
4. STORAGE	1,000.00	0.00	0.00	0.00	1,000.00
5. D.B.A.	7,846.00	0.00	0.00	0.00	7,846.00
6. U.S. EMB. MEDICAL	1,380.00	0.00	55.97	55.97	1,324.03
7. MEDIVAC	720.00	0.00	0.00	0.00	720.00
8. PRR/POST MEDICAL	1,600.00	700.00	0.00	700.00	900.00
9. TEMP. CAR	3,000.00	0.00	3,022.55	3,022.55	(22.55)
10. TEMP. HOUSING	1,200.00	425.57	94.47	520.04	679.96
11. SETTling IN	12,500.00	0.00	0.00	0.00	12,500.00
12. HOUSING	25,000.00	0.00	11,625.00	11,625.00	13,375.00
13. BOOKS ALLOWANCE	300.00	0.00	0.00	0.00	300.00
14. SECURITY	4,200.00	115.51	675.08	790.57	3,409.43
15. INSURANCE	3,600.00	725.00	450.00	1,175.00	2,425.00
16. RECRUITMENT	3,000.00	57.89	2,666.00	2,723.89	276.11
17. RECRUITMENT	12,000.00	57.89	2,666.00	2,723.89	9,276.11
18 SUBTOTAL 1 - 17	\$286,487.00	\$40,396.00	\$43,772.30	\$84,168.30	\$201,818.70
19 G & A @ 3%	8,595.00	1,205.15	0.00	1,205.15	7,389.85
TOTAL 39-01	295,082.00	41,601.15	43,772.30	85,373.45	209,208.55

Delivery Order 841 Signed: September 1990
 AID Contract No. 612-0230-C-00-8009-00
 AID ID No. 12-2349-41

PIO/T 612-0230-3-00026
 12-2349-41-02

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	
1. COMMODITIES					
Publications	10,000.00	0.00	0.00	0.00	10,000.00
Photocopier	9,000.00	0.00	4,779.60	4,779.60	4,220.40
One Microcomputer	9,500.00	0.00	0.00	0.00	9,500.00
Teaching aids, OV Projector	2,500.00	0.00	0.00	0.00	2,500.00
Shipping Cost	4,000.00	0.00	0.00	0.00	4,000.00
TOTAL BUDGET	35,000.00	0.00	4,779.60	4,779.60	30,220.40

Delivery Order 842 Signed: October 1990
 AID Contract No. 612-0230-C-00-8009-00
 AND ID No. 12-2349-42

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

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	129,150.00	0.00	3,534.17	3,534.17	125,615.83
7% Benefits	9,040.50	0.00	247.39	247.39	8,793.11
10% Differential	12,915.00	0.00	353.42	353.42	12,561.58
SUBTOTAL SALARY	151,105.50	0.00	4,134.98	4,134.98	146,970.52
- Local Salary	6,000.00	0.00	0.00	0.00	6,000.00
NET SALARY	145,105.50	0.00	4,134.98	4,134.98	140,970.52
2. TICKETS					
Round Trips to Malawi	17,600.00	0.00	0.00	0.00	17,600.00
R & R	8,800.00	0.00	0.00	0.00	8,800.00
Excess Baggage					
3. SHIPPING COST	3,000.00	0.00	0.00	0.00	3,000.00
4. STORAGE	3,000.00	0.00	0.00	0.00	3,000.00
5. D.B.A.	6,167.00	0.00	0.00	0.00	6,167.00
6. U.S. EMB. MEDICAL	1,380.00	0.00	724.13	724.13	655.87
7. MNDIVAC	720.00	0.00	125.00	125.00	595.00
8. PRE/POST MEDICAL	1,600.00	350.00	0.00	350.00	1,250.00
9. TEMP. CAR	1,000.00	0.00	0.00	0.00	1,000.00
10. TEMP. HOUSING	1,200.00	0.00	0.00	0.00	1,200.00
11. SETTling IN	12,500.00	9,000.00	0.00	9,000.00	3,500.00
12. HOUSING	23,000.00	0.00	0.00	0.00	23,000.00
13. BOOKS ALLOWANCE	0.00	0.00	0.00	0.00	0.00
14. SECURITY	2,900.00	0.00	0.00	0.00	2,900.00
15. INSURANCE	3,600.00	0.00	150.00	150.00	3,450.00
16. RECRUITMENT	1,400.00	428.75	68.81	497.56	902.44
17. SUBTOTAL 1 - 16	\$232,972.50	\$9,778.75	\$5,202.92	\$14,981.67	\$217,990.83
18. G & A @ 3%	6,989.18	293.36	156.09	449.45	6,539.73
TOTAL BUDGET	239,961.68	10,072.11	5,359.01	15,431.12	224,530.56

DELIVERY ORDER No. 43
 CONTRACT No. 612-0230-C-00-8009-00
 AND ID No. 13-2349-43
 Date signed: October 1990

BUDGET PREVIOUS 14th. QUARTER TOTAL
 EXPENSES 06/91 - 08/91 EXPENSES BALANCE

AND PIO/P612-0230-3-00025					
43-01	COMMODITIES: U. of Malawi				
One Microcomputer	10,000.00	0.00	0.00	0.00	10,000.00
TOTAL	10,000.00	0.00	0.00	0.00	10,000.00

AND PIO/P612-0230-3-00025					
43-02					
Per diem (2 x 35 days @ \$109)	7,000.00	0.00	0.00	0.00	7,000.00
International Travel (2)	8,000.00	0.00	0.00	0.00	8,000.00
Insurance, excess baggage	500.00	0.00	0.00	0.00	500.00
TOTAL	15,500.00	0.00	0.00	0.00	15,500.00

AND PIO/P612-0230-3-00025					
43-03					
Participant Expense	30,000.00	0.00	0.00	0.00	30,000.00
TOTAL	30,000.00	0.00	0.00	0.00	30,000.00

TOTAL AMOUNT AUTHORIZED	55,500.00	0.00	0.00	0.00	55,500.00
-------------------------	-----------	------	------	------	-----------

Delivery Order #44 Signed: December 1990
 AID Contract No. 612-0230-C-00-8009-00
 AID ID No. 12-2349-44
 AID ACCOUNTING BILLING REFER TO: GSEX-90-21612-EG13

PIO/T 612-0231-3-00032 12-2349-44-01	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	133,250.00	0.00	0.00	0.00	133,250.00
7X Benefits	9,327.50	0.00	0.00	0.00	9,327.50
10X Differential	13,325.00	0.00	0.00	0.00	13,325.00
SUBTOTAL SALARY	155,902.50	0.00	0.00	0.00	155,902.50
- Local Salary	0.00			0.00	0.00
NET SALARY	155,902.50	0.00	0.00	0.00	155,902.50
2. TICKETS					
Round Trips to Malawi	24,000.00	0.00	3,775.00	3,775.00	20,225.00
R & R	12,000.00	0.00	3,689.50	3,689.50	8,310.50
Excess Baggage	0.00	0.00	0.00	0.00	0.00
3. SHIPPING COST	4,000.00	0.00	0.00	0.00	4,000.00
4. STORAGE	3,000.00	0.00	0.00	0.00	3,000.00
5. D.B.A.	6,221.00	0.00	0.00	0.00	6,221.00
6. U.S. EMB. MEDICAL	1,380.00	0.00	0.00	0.00	1,380.00
7. MNDIVAC	720.00	0.00	125.00	125.00	595.00
8. PRR/POST MEDICAL	1,600.00	0.00	0.00	0.00	1,600.00
9. TEMP. CAR	1,500.00	0.00	0.00	0.00	1,500.00
10. TEMP. HOUSING	3,000.00	0.00	0.00	0.00	3,000.00
11. SETTling IN	12,500.00	0.00	9,000.00	9,000.00	3,500.00
12. HOUSING	35,000.00	0.00	725.58	725.58	34,274.42
13. BOOKS ALLOWANCE	300.00	0.00	0.00	0.00	300.00
14. SECURITY	3,800.00	0.00	0.00	0.00	3,800.00
15. INSURANCE	3,600.00	0.00	0.00	0.00	3,600.00
16. RECRUITMENT	3,300.00	861.60	379.50	1,241.10	2,058.90
17. SUBTOTAL 1 - 16	\$271,823.50	\$861.60	\$17,694.58	\$18,556.18	\$253,267.32
18. G & A @ 3%	8,154.71	25.85	530.83	556.68	7,598.03
TOTAL	279,978.21	887.45	18,225.41	19,112.86	260,865.35

Delivery Order 844 Signed: December 1990

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

AND ID No. 12-2349-44

AND ACCOUNTING BILLING REFER TO: GSSX-90-21612-KG13

PIO/T 612-0231-3-00032

12-2349-44-02

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	133,250.00	0.00	0.00	0.00	133,250.00
7% Benefits	9,327.50	0.00	0.00	0.00	9,327.50
10% Differential	13,325.00	0.00	0.00	0.00	13,325.00
<hr/>					
SUBTOTAL SALARY	155,902.50	0.00	0.00	0.00	155,902.50
- Local Salary	0.00	0.00	0.00	0.00	0.00
<hr/>					
NET SALARY	155,902.50	0.00	0.00	0.00	155,902.50
2. TICKETS					
Round Trips to Malawi	24,000.00	0.00	0.00	0.00	24,000.00
R & R	12,000.00	0.00	0.00	0.00	12,000.00
Excess Baggage	0.00	0.00	0.00	0.00	0.00
3. SHIPPING COST					
	4,000.00	0.00	0.00	0.00	4,000.00
4. STORAGE					
	3,000.00	0.00	0.00	0.00	3,000.00
5. D.B.A.					
	6,221.00	0.00	0.00	0.00	6,221.00
6. U.S. MB. MEDICAL					
	1,380.00	0.00	0.00	0.00	1,380.00
7. MEDIVAC					
	720.00	0.00	0.00	0.00	720.00
8. PRE/POST MEDICAL					
	1,600.00	0.00	0.00	0.00	1,600.00
9. TEMP. CAR					
	1,500.00	0.00	0.00	0.00	1,500.00
10. TEMP. HOUSING					
	3,000.00	0.00	0.00	0.00	3,000.00
11. SETTling IN					
	12,500.00	0.00	0.00	0.00	12,500.00
12. HOUSING					
	35,000.00	0.00	0.00	0.00	35,000.00
13. BOOKS ALLOWANCE					
	300.00	0.00	0.00	0.00	300.00
14. SECURITY					
	3,800.00	0.00	0.00	0.00	3,800.00
15. INSURANCE					
	3,600.00	0.00	0.00	0.00	3,600.00
16. RECRUITMENT					
	3,300.00	50.00	0.00	50.00	3,250.00
<hr/>					
17. SUBTOTAL 1 - 16	\$271,823.50	\$50.00	\$0.00	\$50.00	\$271,773.50
<hr/>					
18. G & A @ 3%	8,154.71	1.50	0.00	1.50	8,153.21
<hr/>					
TOTAL	279,978.21	51.50	0.00	51.50	279,926.71

Delivery Order 844 Signed: December 1990

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

AND ID No. 12-2349-44

AND ACCOUNTING BILLING REFER TO: GSSA-90-21612-KG13

PIO/T 612-0231-3-00032

12-2349-44-03

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	133,250.00	0.00	0.00	0.00	133,250.00
7% Benefits	9,327.50	0.00	0.00	0.00	9,327.50
10% Differential	13,325.00	0.00	0.00	0.00	13,325.00
SUBTOTAL SALARY					
- Local Salary	0.00	0.00	0.00	0.00	0.00
NET SALARY					
	155,902.50	0.00	0.00	0.00	155,902.50
2. TICKETS					
Round Trips to Malawi	24,000.00	0.00	3,265.00	3,265.00	20,735.00
R & R	12,000.00	0.00	0.00	0.00	12,000.00
Excess Baggage	0.00	0.00	0.00	0.00	0.00
3. SHIPPING COST					
	4,000.00	0.00	0.00	0.00	4,000.00
4. STORAGE					
	3,000.00	0.00	0.00	0.00	3,000.00
5. D.B.A.					
	6,221.00	0.00	0.00	0.00	6,221.00
6. U.S. REG. MEDICAL					
	1,380.00	0.00	0.00	0.00	1,380.00
7. MEDIVAC					
	720.00	0.00	125.00	125.00	595.00
8. PRE/POST MEDICAL					
	1,600.00	0.00	0.00	0.00	1,600.00
9. TEMP. CAR					
	1,500.00	0.00	0.00	0.00	1,500.00
10. TEMP. HOUSING					
	3,000.00	0.00	0.00	0.00	3,000.00
11. SETTling IN					
	12,500.00	0.00	9,000.00	9,000.00	3,500.00
12. HOUSING					
	35,000.00	0.00	4,509.06	4,509.06	30,490.94
13. BOOKS ALLOWANCE					
	300.00	0.00	0.00	0.00	300.00
14. SECURITY					
	3,800.00	0.00	0.00	0.00	3,800.00
15. INSURANCE					
	3,600.00	0.00	0.00	0.00	3,600.00
16. RECRUITMENT					
	3,300.00	1,213.50	460.91	1,674.41	1,625.59
17. SUBTOTAL 1 - 16					
	\$271,823.50	\$1,213.50	\$17,359.97	\$18,573.47	\$253,250.03
18. G & A @ 3%					
	8,154.71	36.41	520.80	557.20	7,597.51
TOTAL					
	279,978.21	1,249.91	17,880.77	19,130.67	260,847.54

Delivery Order #44 Signed: December 1990

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

AID ID No. 12-2349-44

AID ACCOUNTING BILLING REFER TO: GSSA-89-21612-KG13

PIO/T 612-0231-3-00032

12-2349-44-04

BUDGET

PREVIOUS
EXPENSES

14th. QUARTER
06/91 - 08/91

TOTAL
EXPENSES

BALANCE

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
ST CONSULTANTS (2)					
Consultancy Fees (60 days @ \$295)	17,700.00	7,675.00	0.00	7,675.00	10,025.00
Int'l Travel (2)	9,000.00	5,110.00	0.00	5,110.00	3,890.00
Per Diem (70 days @ \$137)	9,590.00	3,477.45	0.00	3,477.45	6,112.55
DRA Insurance	706.23	0.00	0.00	0.00	706.23
Embassy Insurance	760.00	0.00	0.00	0.00	760.00
Communications	500.00	0.00	0.00	0.00	500.00
MEDIVAC	120.00	83.85	0.00	83.85	36.15
Supplies	225.00	0.00	0.00	0.00	225.00
Total Consultants	38,601.23	16,346.30	0.00	16,346.30	22,254.93
Overhead 29.5%	11,387.36	4,822.15	0.00	4,822.15	6,565.21
TOTAL	49,988.59	21,168.45	0.00	21,168.45	28,820.14

DELIVERY ORDER No. 45
 CONTRACT No. 612-0230-C-00-8009-00
 Date signed: March 26, 1991

	BUDGET	PREVIOUS EXPENSES	14TH QUARTER 06/96 - 08/91	TOTAL EXPENSES	BALANCE
AND PIO/T 612-0230-3-77051					
45-01 (Peter A. Kachimanga)					
International Travel	5,000.00	0.00	0.00	0.00	5,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontract	81,025.00	0.00	0.00	0.00	81,025.00
TOTAL	87,000.00	0.00	0.00	0.00	87,000.00
AND PIO/T 612-0230-3-77051					
45-02 (Sr. Agness C. Jonas)					
International Travel	5,000.00	0.00	0.00	0.00	5,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontract	81,025.00	0.00	0.00	0.00	81,025.00
TOTAL	5,975.00	0.00	0.00	0.00	87,000.00
AND PIO/T 612-0230-3-77051					
45-03 (Florence Tsakala)					
International Travel	5,000.00	0.00	0.00	0.00	5,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontract	81,025.00	0.00	0.00	0.00	81,025.00
TOTAL	87,000.00	0.00	0.00	0.00	87,000.00
AND PIO/T 612-0230-3-77051					
45-04 (Mary I. Chimwele)					
International Travel	5,000.00	0.00	0.00	0.00	5,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontract	52,025.00	0.00	0.00	0.00	52,025.00
TOTAL	58,000.00	0.00	0.00	0.00	58,000.00
AND PIO/T 612-0230-3-77051					
45-05 (Marcia K. Chalanda)					
International Travel	5,000.00	0.00	0.00	0.00	5,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontract	52,025.00	0.00	0.00	0.00	52,025.00
TOTAL	58,000.00	0.00	0.00	0.00	58,000.00

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

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

AKD PIO/T 612-0230-3-77051
 45-07 (Mrs. Rosemary Sekai Kalea)

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

DELIVERY ORDER No. 45
 CONTRACT No. 612-0230-C-00-8009-00
 Date signed: March 26, 1991
 LY/TA KAMUZU COLLEGE OF NURSING
 PIO/T 612-0230-3-77051

13-2349-45-08	BUDGET	PREVIOUS EXPENSES	14TH QUARTER 06/96 - 08/91	TOTAL EXPENSES	BALANCE
1. SALARIES AND BENEFITS					
Base Salary	123,000.00	0.00	0.00	0.00	123,000.00
7% Benefits	8,610.00	0.00	0.00	0.00	8,610.00
10% Differential	12,300.00	0.00	0.00	0.00	12,300.00
SUBTOTAL SALARY	143,910.00	0.00	0.00	0.00	143,910.00
- Local Salary	0.00	0.00	0.00	0.00	0.00
NET SALARY	143,910.00	0.00	0.00	0.00	143,910.00
2. TICKETS					
Round Trips to Malawi	18,000.00	0.00	0.00	0.00	18,000.00
R & R	9,000.00	0.00	0.00	0.00	9,000.00
Excess Baggage	0.00	0.00	0.00	0.00	0.00
3. SHIPPING COST	3,000.00	0.00	0.00	0.00	3,000.00
4. STORAGE	3,000.00	0.00	0.00	0.00	3,000.00
5. D.B.A.	6,117.00	0.00	0.00	0.00	6,117.00
6. U.S. EMB. MEDICAL	1,380.00	0.00	0.00	0.00	1,380.00
7. MEDIVAC	720.00	0.00	0.00	0.00	720.00
8. PRR/POST MEDICAL	1,600.00	0.00	0.00	0.00	1,600.00
9. TEMP. CAR	1,000.00	0.00	0.00	0.00	1,000.00
10. TEMP. HOUSING	1,200.00	0.00	0.00	0.00	1,200.00
11. SETTLING IN	12,500.00	0.00	9,000.00	9,000.00	3,500.00
12. HOUSING	23,000.00	0.00	0.00	0.00	23,000.00
13. BOOKS ALLOWANCE	300.00	0.00	0.00	0.00	300.00
14. SECURITY	3,000.00	0.00	0.00	0.00	3,000.00
15. INSURANCE	3,600.00	0.00	0.00	0.00	3,600.00
16. RECRUITMENT	2,000.00	0.00	2,948.22	2,948.22	(948.22)
17. SUBTOTAL 1 - 16	233,327.00	0.00	11,948.22	11,948.22	221,378.78
18. G & A	4,645.00	0.00	358.44	358.44	4,286.56
TOTAL 39-02	237,972.00	0.00	12,306.66	12,306.66	225,665.34

12-2349-45-09
 PIO/T 612-0230-3-77051

COMMODITIES	20,000.00	0.00	0.00	0.00	20,000.00
-------------	-----------	------	------	------	-----------

Delivery Order #46 Signed: April 1991
 AID Contract No. 612-0230-C-00-8009-00
 AID ID No. 12-2349-46
 Amendment No. 1: July 1991

12-2349-46-39
 PROPOSED BUDGET FOR: IIE
 PARTICIPANT FUNDS Mr. Gunde
 N.O.C

	BUDGET	PREVIOUS EXPENSES	14th. QUARTER 06/91 - 08/91	TOTAL EXPENSES	BALANCE
8620 International Travel	5,000.00	0.00	0.00	0.00	5,000.00
8060 Maintenance Allowance	975.00	0.00	0.00	0.00	975.00
8035 Subcontracts	52,025.00	0.00	25.00	25.00	52,000.00
TOTAL EXPENSES	58,000.00	0.00	25.00	25.00	57,975.00

12-2349-46-40
 PROPOSED BUDGET FOR: IIE
 PARTICIPANT FUNDS Mr. Mkhata
 N.O.C

	BUDGET	PREVIOUS EXPENSES	06/91 - 08/91	TOTAL EXPENSES	BALANCE
8620 International Travel	5,000.00	0.00	0.00	0.00	5,000.00
8060 Maintenance Allowance	975.00	0.00	0.00	0.00	975.00
8035 Subcontracts	52,025.00	0.00	100.00	100.00	51,925.00
TOTAL EXPENSES	58,000.00	0.00	100.00	100.00	57,900.00

AKD 710/P612-0231-1-00052
47-52

International Travel	5,000.00	0.00	0.00	0.00	5,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontract	62,025.00	0.00	0.00	0.00	62,025.00
TOTAL	68,000.00	0.00	0.00	0.00	68,000.00

AKD 710/P612-0231-1-00053
47-53

International Travel	5,000.00	0.00	0.00	0.00	5,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontract	81,025.00	0.00	0.00	0.00	81,025.00
TOTAL	87,000.00	0.00	0.00	0.00	87,000.00

AKD 710/P612-0231-1-00054
47-54

International Travel	2,000.00	0.00	0.00	0.00	2,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
In-country Training	17,025.00	0.00	0.00	0.00	17,025.00
TOTAL	20,000.00	0.00	0.00	0.00	20,000.00

AKD 710/P612-0231-1-00055
47-55

International Travel	2,000.00	0.00	0.00	0.00	2,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
In-country Training	27,025.00	0.00	0.00	0.00	27,025.00
TOTAL	30,000.00	0.00	0.00	0.00	30,000.00

AKD 710/P612-0231-1-00056
47-56

International Travel	2,000.00	0.00	0.00	0.00	2,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
In-country Training	27,025.00	0.00	0.00	0.00	27,025.00
TOTAL	30,000.00	0.00	0.00	0.00	30,000.00

AND PIO/P612-0231-1-00057
47-57

International Travel	2,000.00	0.00	0.00	0.00	2,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
In-country Training	27,025.00	0.00	0.00	0.00	27,025.00
TOTAL	30,000.00	0.00	0.00	0.00	30,000.00

AND PIO/P612-0231-1-00058
47-58

International Travel	2,000.00	0.00	0.00	0.00	2,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
In-country Training	27,025.00	0.00	0.00	0.00	27,025.00
TOTAL	30,000.00	0.00	0.00	0.00	30,000.00

AND PIO/P612-0231-1-00059
47-59

In-country Training	15,000.00	0.00	0.00	0.00	15,000.00
TOTAL	15,000.00	0.00	0.00	0.00	0.00

AND PIO/P612-0231-1-00060
47-58

In-country Training	15,000.00	0.00	0.00	0.00	15,000.00
TOTAL	15,000.00	0.00	0.00	0.00	15,000.00

AND PIO/P612-0231-1-00061
47-61

International Travel	5,000.00	0.00	0.00	0.00	5,000.00
Maintenance Advance	975.00	0.00	0.00	0.00	975.00
Subcontracts	62,025.00	0.00	0.00	0.00	62,025.00
TOTAL	68,000.00	0.00	0.00	0.00	68,000.00

V. APPENDICES:

- A. Core Travel**
- B. Home Office Monthly Progress Reports**
- C. Field Office Monthly Reports**
- D. Project Coordinating Committee Meetings**
- E. Trip Reports**
- F. Consultant Reports**

CORE TRAVEL

March 1991 - August 1991

NAME	DATE	SERVICE TO BE PERFORMED
Rudi Klauss	03/03/91 - 03/07/91	Blantyre-HRID Business meeting.
Patrick Mulawu	04/09/91 - 04/13/91	Blantyre-Meeting with participants for GRE Practice.
Patrick Mulawu	05/29/91 - 06/01/91	Blantyre-Meeting with pending participants.
Rudi Klauss	06/24/91 - 06/25/91	Blantyre-HRID Business meeting.
Rudi Klauss	07/03/91 - 07/04/91	Zomba-Deliver Dr. Karin Hyde.
Patrick Mulawu	07/27/91 - 08/03/91	Blantyre-Participant orientation program.

Previous Page Blank

B. HOME OFFICE MONTHLY PROGRESS REPORTS

MALAWI HUMAN RESOURCES AND INSTITUTIONAL DEVELOPMENT (HRID)
Monthly Progress Report
March 1991
A.I.D. Contract No. 612-0230-C-00-8009-00

Summary

During the month of March the home office found itself very busy with both recruitment activities for several health related positions as well as preparing for the departures of short-term consultants Eric Eno, Andrea Okwesa and William Reinke.

Delivery Order Activities

D.O. 9:

Preparations for Eric Eno's upcoming trip to Malawi were completed. Mr. Eno will be traveling from April 7th through the 29th. While in Malawi he will be delivering and testing the Automated Personnel Information System as well as familiarizing the users with the system.

D.O. 29:

After an extended search, the Ministry of Health (MOH) decided on Michael Olivar as their first choice to fill the Epidemiologist position for their Promoting Health Intervention for Child Survival (PHICS) Project. Dr. Olivar, who is currently located in Niger, has yet to accept the position but a decision is expected in April.

D.O. 33:

Preparations began for the departure of short-term consultant Andrea Okwesa. Arrangements for Ms. Okwesa included establishing her consultant rate, preparing her contract, and setting up her tentative travel schedule. Ms. Okwesa will be assisting the Malawi National Commission on Women in Development (NCWID) create a strategy which will be the basis for implementing various programs. She is due to begin this project in May.

D.O. 39:

Early in March the Bunda College of Agriculture selected Robert Edwards to fill the Agricultural Chemistry teaching position. This two year teaching position at Bunda College of Agriculture includes teaching undergraduate level courses and developing a new graduate level degree curriculum. Towards the end of the month Dr. Edwards accepted the position, but is not due to leave until the end of August.

Recruitment activities continue for the Bunda College Agricultural Mechanics Position. Advertisements have been placed in the Chronicle of Higher Education, International Employment Hotline, Peace Corps Hotline, and a professional journal. Of all the candidates available, only two were chosen for interviews. The interviews were held and one candidate was found to have significantly more experience, however, the offer to him has been put on hold in an attempt to find other candidates. Letters were sent and calls were made to colleges offering Agricultural Mechanics.

D.O. 42:

After interviews for Cheryl Danley and Karin Hyde for the Research Fellow for the Center for Social Research in Zomba, it was decided to offer the position to Cheryl Danley. Dr. Danley was not able to accept the position thus the position was offered to Dr. Hyde. The project is still awaiting her decision which is expected to come in April.

D.O. 44:

Final arrangements were made for the departure of Dr. William Reinke for Malawi on March 15th. Dr. Reinke is to be in Malawi for four weeks. While there, he will be assisting the Ministry of Health (MOH) to organize a Manpower Development Unit (MDU) by offering guidance in all aspects of its development.

More recruitment activities were conducted for a Physician's Assistant, a Curriculum Design Specialist, and a Manpower Development, all for the Ministry of Health. For the Manpower Development Specialist a search was conducted through AED's Registry and several candidates were contacted, some of which offered names to follow-up on. Conversations with officers in the AIDSCOM and HEALTHCOM projects produced some suggestions of which after a final fielding of possibilities, nine possible candidates were forwarded to the field for consideration. Recruitment for the Physician's Assistant Trainer position followed the same process however the MD requirement has made it more difficult to find candidates as their interests tend to lie elsewhere and those who are interested in this field generally only have a nursing background. Advertisements were placed the New York Times for a Curriculum Design Specialist in addition to following the same routes as the first two positions.

Future:

Continued recruitment and possible interviews for Medical Assistance Training, Surgical Nursing, Manpower Development, Curriculum Design Specialist, and Agricultural Mechanics.

Decision from Karin Hyde on acceptance of CSR's Research Fellow position and Michael Olivar for Epidemiologist.

Departure of Andrea Okwesa (NCWID) and Eric Eno (MIS) for short-term consultancies.

MALAWI HUMAN RESOURCES INSTITUTIONAL DEVELOPMENT (HRID)

Monthly Progress Report

May 1991

A.I.D. Contract: 612-0230-C-00-8009-00

Summary:

OPEXers seemed to be the major part of this month's activities, with some work being done on financial accounting.

Delivery Order Activities:

D.O. 29:

Plans were made long distance for Michael Olivar to visit Malaŵi for an interview for the Epidemiologist position in the Ministry of Health. Dr. Olivar flew from Niger to Malawi for a week and then returned. By the end of the month he had decided to accept the position, and will begin in September.

D.O. 33:

Andrea Okwesa departed for a three week consultancy with the National Commission on Women in Development. She was assisted by Mrs. Kainja and together they helped the Commission develop both a statement of purpose and a five year plan. The plan will provide a background for requests for HRID funds which have been appropriated but not allocated.

D.O. 39:

Bunda College of Agriculture offered appointments to Dr. Robert Edwards in Agricultural Chemistry and Dr. Vu Nguyen in Agricultural Mechanics. Both accepted the positions and late August arrivals are expected.

D.O. 42:

With the withdrawing of the first candidate, the position of Researcher (W.I.D.) at the Social Research Center was offered to, and accepted by Dr. Karen Hyde. Preparations were underway during the month to get her medical and security clearances and make all other arrangements for her departure in mid-June.

D.O. 44:

Interviews were held on the 20th in Washington, D.C. for candidates for the Curriculum Development and Manpower Planner positions in the Ministry of Health. Dr. William Reinke of Johns Hopkins and Dr. Leon Clark of American University were the interviewing panel. One interview was conducted by phone because the candidate was in Fiji. Mary Stephano was offered, and accepted, the position of Manpower Planner and is expected to depart for Lilongwe in early July. Ruth Stark was offered the Curriculum Developer position, and expects to begin about the first of October.

With these two positions decided, only the Medical Assistant Trainer position remains to be filled. That has been put on hold while the use of formerly trained Medical Assistants is examined.

D.O.s 6, 9, 11:

On the 9th a day long meeting was held at the Academy to discuss our support plans for the continued development of the M.I.S. The meeting was chaired by Kurt Moses and attended by Eric Eno, Barbara Brown, John Hatch and Vivian Toro, a new A.E.D. employee who is a specialist in computer systems. The meeting of consultants was particularly useful in providing shared information, developing clear lines of communication, and showing how each one's work will fit with the others.

Various DOs:

Commodities long in the pipeline but held up because of the Gulf war and other delays, finally were off to Malaŵi. By the end of the month, most of what was being expected had been shipped.

Administration:

On the 20th a meeting of the HRID Home Office Team: AED, Aurora Associates, and the Institute of International Education was held to generally review where the Project was and what appeared to be activities for the next two years.

Earlier in the month, a request for additional funds for the Core Contract, as well as a replacement of funds "borrowed" for project activities, had been submitted to USAID. The latter was most urgent, though as the former had been in the planning stages for a few months it too represented current needs. A response on the immediate need is expected in the first week of June.

April and May vouchers were reviewed, and expected backup forms prepared, and these were sent to USAID/Lilongwe by the end of the month. It is expected that they will accurately reflect the details of the obligating documents and meet the reporting needs of USAID.

Dorothy Anderson departed on the 24th for a trip to Southern Africa with a first stop in Malaŵi. She is expected to review the new candidates, discuss orientation plans, and review the status of candidates who are currently studying in the U.S.A.

On May 28th, Ambassador Michael Pistor, newly designated Ambassador to Malawi, visited the AED offices to meet with HRID and AIDSCOM project staffs to learn about their activities in Malawi.

Future:

OPEXers will continue to be a major activity -- preparing contracts, salary negotiation and travel plans for all selected this month. Rudi Klaus's visit is looked forward to, in part to allow for discussion of financial reporting issues and planning for the future. Planning for OPEXer children's travel on Educational Travel will also take some time. Summer vacations will mean a need to plan office coverage, but the addition of an Intern will help.

MALAWI HUMAN RESOURCES AND INSTITUTIONAL DEVELOPMENT
USAID CONTRACT: 612-0230-C-00-8009-00
Monthly Progress Report
June 1 - June 30, 1991

The major activities seemed to revolve around technical assistance provision. Seven new OPEXers were in various stages of preparation for their assignments and three, four or five new ones have yet to be identified but are being recruited. Four short-term consultants, staff comings and goings, and vouchers and budgets seemed to fill the time which remained.

New OPEXers:

- Dr. Michel Olivar accepted a position at the Ministry of Health to help them develop an Epidemiology Unit (D.O.#29). Dr. Olivar is currently in Niger and will be going to Paris before returning to the U.S.A. He is expected to leave for Malaŵi in early September.
- Dr. Vu Nguyen and Dr. Robert Edwards will be filling the Agricultural Mechanics and Agricultural Chemistry positions, respectively, at the Bunda College of Agriculture (D.O.#39). They have been put in touch with each other and will go out together from Washington on August 27th.
- Dr. Karin Hyde went through orientation on June 20th in preparation for beginning her position at the Center for Social Research, University of Malaŵi (D.O.#42). Dr. Hyde is expected to take up her duties in the first few weeks of July.
- Ms. Ruth Stark, who had accepted the Curriculum Development position in the Ministry of Health (D.O.#44), withdrew, and the position was offered to Dr. Annabel Bauer, who accepted. Dr. Bauer will join Ms. Mary Stephano, who accepted the Manpower Planning and Training position in M.O.H.(D.O.#44) for orientation on August 2nd, and they will go to Malaŵi together. Having less than two months to do salary negotiations, get medical and G.O.M. clearances, and make storage, shipping, and plane reservations made it imperative that there was an intensive focus on these two.
- Mr. Marc Lippman was nominated by the Ministry of Health for the one-year position of Technical Advisor, Library and Documentation Center (D.O.#44). Mr. Lippman is currently a Peace Corps Volunteer in Malaŵi and will be returning to the USA before returning to Malaŵi in early September.

Short-term Technical Assistance:

- DPM&T MIS (D.O.#9): Mrs. Barbara Brown continued to work on her draft of the Project Production Guide, due in rough form July 5, and on the NCR/Informix interface problem with the software. Eric Eno and Debra McCusker continue to provide technical back-up to the MIS Team in Malaŵi, working mostly on the debugging of Version 1 and developing Version 1.1 of the software. Kurt Moses continues to provide coordinating support to the efforts of these three, and advice and assistance with evaluating software options, including writing support documentation for the Informix support contract prepared by Infoware, a South African company. Once approved, an updated software will be made available which should resolve the NCR/Informix interface problem.

- Andrea Okwesa returned early in the month from her month-long consultancy to the National Commission on Women in Development, Ministry of Community Service (D.O.#33). With Mrs. Catherine Kainja, she helped develop a project draft of a National Policy Statement on Women which then became the basis for their report on a National Plan of Action on Women for the Commission.

Staff Activities:

- Of prime importance was the visit to the Home Office from Field Office Coordinator Dr. Rudi Klauss during his brief visit to the USA. Dr. Klauss was able to hold meetings with Kurt Moses to discuss the DPM&T and Bunda computerization activities; with John Hatch and Vice President Earl Yates, who has oversight of the Malaŵi HRID Project, to discuss Project issues; and a meeting with President Stephen Moseley and Senior Vice Presidents Alex Greeley (Contracts) and Deanna Dunworth (Accounting) to discuss HRID Project budgets and vouchering procedures. Dr. Klauss was able to attend AED's 30th Anniversary meetings and reception on June 5th.
- Mrs. Dorothy Anderson returned from her visit to Malaŵi, and elsewhere in Southern Africa, during the month. Her assistant, Laura Webber resigned, and the month ended with Mrs. Anderson interviewing candidates for the positions.
- Ron Baumgarten joined the staff as an intern for two months. He will be assisting with a variety of logistical and clerical duties as well as with the production of a newsletter.
- Semi-annual staff evaluations were held. Suggestions for streamlining procedures and making better use of staff time were among the useful outcomes of the process.

Finance:

- Consultations with Dr. Klauss and the Senior Vice President for Accounting produced a new voucher accounting process, essentially an additional sheet which shows expenditures against PIOs within a Delivery Order. These sheets were reviewed for accuracy for all HRID D.O.s, and adjusted so that amended funds were placed next to original funds in order that rollover would take place accurately.
- The requested replacement funds (\$967, 235) for the Core Budget were approved by the Mission on June 6th and ratified by the USAID Contracts office in Nairobi immediately thereafter. These funds are to cover expenses through June 30, 1992.
- The proposed Core Budget amendment for additional funding and level of effort was submitted, with rationale, to USAID Contracts office and to the Mission. The request would make sight adjustments in some lines, recognize expenditures approved for equipment and supplies, and provide increased support to Mrs. Anderson for handling the short-term participants.

Shipping:

- Computers and supplies were shipped to DEMATT (D.O.#32) and ACCIM (D.O.#31) and books to Chancellor College for Women in Development (D.O.#43) and the Public Administration (D.O.#44) programs.

Future:

- **OPEXers, their contracts, logistics, and orientation planning will continue to be a focus for the near future as there will be the six already identified, plus possibly three or four more, to get to Malaŵi by September.**
- **Development and production of the newsletter should be complete by the end of July. The letter will be distributed to OPEXers and participants as well as to USAID and supporting offices.**
- **With the support of the Accounting office, a new system will be developed to produce supporting reports to go with the vouchers. The new reports will be produced from data already on-line and thus ensure accuracy as well as free-up the HRID project's Financial Assistant's time for other activities.**

MALAWI HUMAN RESOURCES AND INSTITUTIONAL DEVELOPMENT (HRID)
Monthly Progress Report
July 1991
A.I.D. Contract No. 612-0230-C-00-8009-00
July 1991

Summary

In spite of this being the month for some holiday time by staff, it was an active month, primarily with OPEXers, including a visit with Aaron Adiv (D.O.#20) who was home on leave.

Delivery Order Activities

D.O.9:

Preparation for the trip for consultants Eric Eno and Barbara Brown to assist DFM&T with the MIS computerization effort continued. Word is awaited for approval to travel, to install Version 1.1. of the software, and train users on it.

D.O.11:

Approval was received to purchase a contract with Infoware to provide support to Informix operating system for the DPM&T MIS activities and to purchase a patchboard. Both the support and the patchboard were purchased.

D.O.19:

Work was begun to recruit candidates for the Ministry of Works position of Curriculum Development Training Specialist. It will be a one year position to begin approximately October 1.

D.O.29:

Work was completed on the contract with Dr. Michael Olivar as the Epidemiological Training Advisor. It is expected that Dr. Olivar will begin his duties in September.

D.O.39:

Support was provided to Drs. Nguyen and Edwards as they prepared for their August orientation and departure for positions at Bunda College in Agricultural Mechanics and Agricultural Chemistry, respectively. Work was almost completed on terms of reference for the RFQ for computer system for Bunda College's new laboratory.

D.O.44:

Preparation for and the holding of orientations for Drs. Mary Stephano, Manpower Planner, and Annabel Bauer, Curriculum Development Specialist who will be working for the Ministry of

Health. Their orientations were held at the end of the month, allowing them to participate with Malaŵians and returned Peace Corps Volunteers from Malaŵi participating in the 30th anniversary of the Peace Corps. Their departures were delayed because clearance had not been received and for personal reasons, but because of the Peace Corp offerings, the orientation was held as planned.

Marc Lippman, Librarian and Documentation Specialist Designer for the Ministry, received his contract. Mr. Lippman will be going through orientation in August or early September.

D.O.45:

Interviews were arranged for August 1, for three candidates for the position of Medical Surgical Nursing at Kamuzu College of Nursing after word was received of their solution. It is expected that the selected candidates should depart in late September to take up their position in Blantyre.

Administrative:

With the Fourth of July as a trend setter, Angela Bishop, Alberto Morales, and John Hatch all took a few days of vacation this month. John attended a conference on adult education in Minneapolis during his time away

John and Alberto met with Sr. Vice President Deanna Dunworth to work out more effective and expeditious ways to report Project fiscal activities. While an ideal scenario could not be realized because of software incompatibility, ways were found to assure greater accuracy.

The second Newsletter from the Home Office, and the first in two years, was completed by the summer intern, Ron Baumgartner, and sent to OPEXers, Participants, and other interested parties.

Future:

- * Orientations for Olivar, Edwards, Nguyen
- * Departures for Bauer and Stephano
- * Arrival of 15 or more participants enroute to their studies throughout the U.S.
- * Interviews and selecting of a Medical-Surgical Nursing Instructor
- * Beginning work on the Quarterly and Semi-Annual Reports

MALAWI HUMAN RESOURCES AND INSTITUTIONAL DEVELOPMENT (HRID)
Monthly Progress Report
August 1991
A.I.D. Contract No. 612-0230-C-00-8009-00

Summary:

A month of consultants, August represented both the result of previous months' recruitment and work, and on-going recruitment. It was also the month when the new wave of participants began to arrive for the new academic year; ten are here and two enroute.

Delivery Order Activities:

D.O. 6 and 9:

After delays caused by a variety of things, including computer tapes being held up in customs and administrative clearances, Eric Eno and Barbara Brown went to Malawi to complete the introduction and establishment of the next level of the MIS software development at DPM&T. Mr. Eno departed on the 1st and returned on the 23rd. Ms. Brown departed on the 7th and had her tour extended to allow for training as well as debugging of the software, she returned on the 30th.

D.O. 11:

Approval was finally received to proceed with the purchase of a patchpanel and cables for the DPM&T MIS. At the same time, approval was granted to sign a software support agreement with Infoware in South Africa. While the Project is paying for the software support, the agreement is between DPM&T and Infoware. The agreement will provide for an immediate software upgrade.

D.O. 29:

Dr. Michael Olivar's orientation took place on the 20th. Dr. Olivar's position as advisor to the Ministry of Health for the development of an Epidemiological Unit has been a long time in definition and then recruitment. Dr. Olivar will depart on September 1 and go to Malawi via a visit to WHO offices in Geneva.

D.O. 39:

The first two faculty members for Bunda College, Drs. Vu Nguyen (Ag Mechanics) and Robert Edwards (Ag. Chemistry) went through orientation on the 26th and 27th. Dr. Edwards was accompanied by his wife and two young daughters while Dr. Nguyen's family will be staying in the U.S. For the Edwards it will be a return to Malawi as he had previously taught at Chancellor College. They began their duties on the 29th.

D.O. 44:

Dr. Bill Reinke's short-term consultancy to the Ministry of Health was canceled a few days before his departure for Amsterdam. The trip will be re-scheduled for later in the year.

On the 2nd, orientation began for Mary Stephano and Dr. Annabel Bauer who were preparing to depart to assist the Ministry of Health with Manpower Planning and Curriculum Development, respectively. Because the selection and preparation for departure went so quickly, the events outran the Government clearance process and Bauer's departure was delayed until the 10th, and Stephano's until 16th due to family needs. Because the 2nd was the beginning of the 30th Anniversary celebration of the Peace Corps, both had ample opportunity to meet RPCV's from Malawi and Ambassador Mbaya, an experience which greatly enriched their orientation.

D.O. 45:

Interviews for the position of Instructor in Medical/Surgical Nursing, were held on the first of August by Drs. Virginia Turner and Mary Anne Mercer of Johns Hopkins University and John Hatch. The two candidates interviewed were Dr. Christine Verber and Mrs. Kristine deQueiroz. A slight preference was felt for deQueiroz whom the Kamuzu School of Nursing subsequently selected as their first choice. Mrs. deQueiroz took advantage of the Peace Corp celebrations to meet R.P.C.V Nursing Tutors from Malawi. She will be going through orientation and then departing for Blantyre near the end of September.

Future Delivery Orders:

- Recruitment continued for the one year Curriculum Development/Trainer position for the Ministry of Works. Five candidates were submitted and four selected for interviews during the last week of August when Meths Kandulu from MOW would still be in Washington. As the Delivery Order had not yet been produced, the interviews have been postponed until late September.
- Marc Lippman, the selected candidate for the one year MOW Information System Librarian and Documentation Specialist, is a former P.C.V. in Malawi so will need little country orientation when he is in Washington, D.C. on September 24th. During this month we have been assisting him with getting his contract and making preparations for his departure.

Administration:

- On the 7th Dorothy Anderson and John Hatch met at I.I.E. to discuss participant enrollments, and particularly to teach HBCU and self placements by project years. While the early placements were mainly by self-placement and not at HBCU's, more recent placements have included HBCU placements. Late nominations and

TOEFL/GRE exam results have been an obstacle in getting many HBCU's to consider candidates.

- **Meths Kandulu of MOW attended the AED sponsored "Microcomputers for Project Management" which began in July and finished on the 30th of August.**
- **Ron Baumgarten, summer intern to the Project, completed the second HRID Newsletter from the Project's Washington, D.C. office before departing on August 8th for a week's vacation before his Junior year abroad in Brussels.**
- **Many amendments to Delivery Orders were received this month and were entered in the Project's accounting systems.**

Future:

- **The seventh Semi-Annual Report and Quarterly Financial and Administrative Reports will be prepared, representing March through August, 1991.**
- **Mrs. deQueiroz and Mr. Lippman will complete their preparations and go through orientation prior to their departures for the field. Interviews for the MOW candidates of the Curriculum and Training position will be held.**
- **Preparation for, and the departure of John Hatch to Malawi for his annual trip will take place during September.**
- **A new financial reporting system will be established, to allow for quicker and more accurate monthly reports, during September.**
- **Planning for the second annual Project participants conference to be held October 17 - 20, will begin.**

C. FIELD OFFICE MONTHLY PROGRESS REPORTS



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

Telephone: Lilongwe 731 606
Telex: 44595 HRIDACAD
Fax: 734 529

MAILING ADDRESS:

HRID PROJECT
P.O.Box 30716
Lilongwe 3
Malawi

HRID MONTHLY ACTIVITY REPORT
MARCH, 1991

HRID FIELD OFFICE

During the month of March the HRID Project Field Office was involved in the following activities.

Delivery Orders 6, 9, 11 (DPM&T MIS Project) At the HRID Working Group meeting on March 11th, it was agreed that additional short-term technical assistance should be involved to help move this project activity forward and build the necessary momentum needed to get it back on track. There were a number of fax exchanges with AED/Washington systems advisor Kurt Moses and AED consultant Eric Eno which were reviewed and discussed with the DPM&T MIS team. Based on the Working Group's decision and discussions with the MIS development team it was agreed that in addition to Eric Eno's continued short-term technical assistance, U.S. based programming support, and Kurt Moses' home office support that an informal programmer and documentationist should be recruited for short-term assistance in Malawi in completing the programming, installation, and necessary documentation required for training of data entry clerks and users of the system. The new recruited programmer (Barbara Brown) will accompany Eric Eno to Malawi in April for three weeks to complete the installation of version 1.0 of the software system. It should be noted that under the committed leadership of Joe Jaffu, the DPM&T MIS team is continuing its work on various implementation activities. One other note of progress on the physical installation - the air conditioner in the computer room has been repaired and is now working properly.

Delivery Order 16 (Study tour for Justice Richard Banda) Justice Banda departed for the U.S. on March 13th for a four week study tour to learn about the practice and administration of civil and criminal law in the U.S. He will spend approximately three weeks on a tutorial program (including field visits) organized through Northern Illinois University. During his visit



United States
Agency for International Development

AED

Academy for Educational Development
Human Resources and Institutional Development Project

week he will be in Washington D.C. where he will meet with officials concerning constitutional law and the two-tiered federal and state judicial system as well as constitutional reform. This study tour is funded through the African Manpower Development Program.

Delivery Order 29 (PHICS funded Epidemiologist advisor) In a meeting with the Ministry of Health on March 11th, MOH officials indicated that their first choice for the epidemiologist long-term advisor position was Dr. Michael Oliver. Dr. Oliver is completing a contract in Niger in July and may possibly be available in late August. AED/Washington will be discussing details of the assignment with Dr. Oliver during April and hopes to finalize his acceptance at that time.

Delivery Order 33 (Ministry of Community Services-National Commission on Women in Development) Preparations were made for short-term consultant Andrea Okwesa's visit in mid April to work with the National Commission on Women in Development to develop a strategy and implementation plan for the Commission. A local consultant, Catherine Kainja, will be working on this assignment as well.

Delivery Order 38 (Bunda College of Agriculture) Mr. Robert Edwards has accepted a two year assignment to teach biochemistry at Bunda College of Agriculture starting in September 1991. AED/Washington is continuing to recruit for another long-term position funded through this delivery order. Other activities related to this delivery order included discussions with Mr. Kasomekera concerning the status of participants already studying in the U.S. and the selection/placement of additional participants.

Delivery Order 42 (Center for Social Research long-term advisor) The University of Malawi has found either of two candidates of those interviewed in Washington D.C. (Robert Hinde and Peter Hyde) acceptable for this long-term position at the Center for Social Research. AED/Washington will complete negotiations and arrival in Malawi is anticipated in late June - early July.

Delivery Order 44 (PHICS technical assistance) Four of the long-term curriculum development positions were forwarded to USAID for preliminary review. Unfortunately, two of the positions previously found suitable by the Ministry for the medical planning position are no longer available in the time frame required by the Ministry, and as a result a search for more candidates for this position has been reactivated. The search for the medical assistant training position continues. William Peinke arrived on March 11th for a 1-week start-up consultancy to assist the Ministry in developing action plans concerning various health sector training needs.

Delivery Order 45 (HRID health sector support) This delivery order for \$753,000 was signed in late March and provides for 7 long-term training programs, one long-term TA (nursing education) and limited instructional commodities.

Working Group meeting An HRID Working Group meeting was held on March 14th. Particular issues of concern discussed at the meeting included a review of the DPM&T MIS implementation effort and issues of staffing and transportation for students in the Bachelor of Public Administration program at Chancellor College. (Minutes of the meeting provide further details concerning these and other issues discussed.)

Monitoring and evaluation visits On March 5th and 6th, members of the HRID Working Group visited the University of Malawi in Zomba and several HRID funded activities in Blantyre to review the status of implementation. A report of this visit is provided in a separate document.

Participant training activities Documentation followup on pending placements and incountry research proposals were processed. Academic reports for participants currently studying in the U.S. were also distributed to USAID and the Malawi employers of these participants. IIE was provided with a general policy statement which spells out USAID's guidance on participant attendance at conferences while on long-term training status in the U.S. With this policy in place, IIE is now authorized to process participant requests to attend conferences within the context of these guidelines, without requiring further individual approval from USAID/Malawi for each participant.

Anticipated activities for April

The following activities are anticipated during April:

- Monitoring and evaluation visits to HRID recipient organizations;
- arrival of short-term consultants Eric Eno and Barbara Brown to assist with implementation of the DPM&T MIS system;
- arranging of a GRE practice session on April 11-12 for candidates taking the GRE exam on April 13th;
- amendments to P/O's and P/O/I's as may be required;
- arrival of short-term consultant Andrea Okwea to assist the National Commission on Women in Development.



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

Telephone: Lilongwe 731 606
Telex: 44595 HRIDACAD
Fax: 734 529

MAILING ADDRESS:

HRID PROJECT
P.O.Box 30716
Lilongwe 3
Malawi

HRID MONTHLY ACTIVITY REPORT
APRIL 1991

HRID FIELD OFFICE

During the month of April the HRID Project Field Office was involved in the following activities.

TECHNICAL ASSISTANCE ACTIVITIES

DPM&T MIS Project (DO 9) Two short-term consultants (Eric Eno and Barbara Brown) were in Malawi from April 10-27 to install version 1.0 of the program designed to automate the Government's personnel files. During their visit they worked closely with DPM&T MIS staff to make corrections and adjustments to the software, and by the end of the visit, version 1.0 was operating as intended - with the exception of a few items which will be resolved in the next several weeks. As of the end of the month, DPM&T was loading the personnel information on all individuals working in DPM&T. The next few months will be spent fine tuning the system within DPM&T, with expansion to at least one more ministry (Ministry of Education and Culture) tentatively scheduled to begin in September-October. Organizational and staffing issues within DPM&T need to be addressed before the system can expand to other ministries. Resolution of these issues will hopefully occur in the next several weeks, so that the project can move ahead.

Ministry of Local Government (DO 15) The first in a series of 4 one week training courses began on April 29th for senior elected and appointed officials in the local government system from all 26 districts throughout the country. Each of the workshops will include approximately 24 participants from various districts and by the end of the fourth course, representatives from all districts throughout the country will have participated in one of these workshops. The first two offerings of this course are being held in Zomba, the third is scheduled for Lilongwe and the fourth in Mzuzu. The focus of these workshops



United States
Agency for International Development

AED

Academy for Educational Development
Human Resources and Institutional Development Project

is on council management systems and procedures and on fostering better working relationships between appointed officials and elected representatives in the local government system.

Epidemiology long-term technical assistance position (DO 29 -PHICS Project) Arrangements were made for Dr. Michael Olivar to visit Malawi for four days in early May so that the Ministry and USAID could have an opportunity to meet with him regarding this position. Dr. Olivar is completing a contract in Niger and would be available in August-September, if he takes the position.

National Commission on Women in Development (DO 33) Final arrangements were made for two short-term consultants to begin a 4 week consultancy in May to assist the Commission in developing an implementation action plan. Ms Andrea Okwesa arrives on May 12 and will be joined by a local consultant (Ms Catherine Kainja) in carrying out this assignment.

Center for Social Research (DO 42) Dr. Karin Hyde has been selected to fill the position of research fellow at the Center and is scheduled to arrive around June 22. Final arrangements (clearances, administrative approvals, etc.) will be completed during May.

PHICS long-term technical assistance (DO 44) Meetings took place with Ministry of Health and USAID to review the status of recruiting long-term technical assistance under this project. Dr. Mary Stephano has been identified as a possible new candidate for the health manpower planning position and based on the Ministry's recommendation she will be interviewed in May. Candidates for the curriculum development position were reviewed and it was agreed that AED should complete phone references and schedule an interview panel for the top three candidates (of the four being considered) based on these contacts. The interview panel will be held in May. No further progress has been made in recruiting for the medical assistant training position.

PARTICIPANT TRAINING ACTIVITIES

Three graduate participants currently studying in the United States have had their in-country masters research proposals approved namely, Flora Sambakusi (DO 20), Charles Malata Chirwa (DO 36), and Clement Thindwa (DO 38). Flora Sambakusi is expected to arrive in Malawi around June 10th and the topic of her Masters research thesis is "Transportation of Tobacco in Malawi - An Inter-Modal Choice Analysis - Road Vs Rail". Charles Malata Chirwa is expected to arrive in Malawi around May 20th and the topic of his research thesis is "Effects of Fluoride Compounds and Fly Ash added to Ordinary Portland Cement". Clement Thindwa is expected to arrive in Malawi around May 20th, and the topic of his research thesis is "Commercial Production of Dehydrated Fruit in Malawi for Export".

Anthony Masanza (DO 7), will be completing his graduate program the end of May and will then proceed to Oklahoma for the months of June and July where he will gain some on-the-job experience through an internship before returning to Malawi.

Effie Liabunya (DO 23) at the University of Pennsylvania has been approved to take a prerequisite statistics course at Holly Family College.

Four of the pending participants have accepted their university placements as follows:

Mr. Robert Salama at Oklahoma City University;
Mr. Sam Gunde at the University of Pittsburgh;
Mr. Molland Nkhata at the University of Iowa;
Mrs. Olive Kakhoma at the Catholic University.

Arrangements are being made for Aaron Likupe, DEMATT's Business Consultant, to go for a two month practical attachment to the Botswana Confederation of Commerce, Industry and Manpower. Mr. Josephate Ntambo, DEMATT's Special Programs Manager, is also being processed for a short-term course in the U.S.

Charles Msosa (DO 22), has requested permission to attend a short course when he completes his graduate program sometime in August. We are waiting for the views of his employer.

Willard Kazembe (DO 40) returned to Malawi on April 26th from the University of Botswana for the long vacation period. He is completing a two year diploma program in library science at the University.

The Malawi Broadcasting Corporation nominated Mr. Joseph Chikagwa as the third candidate to do an M.Sc. in Electrical Engineering.

The Malawi Bureau of Standards nominated Mr. Khulumula as their second candidate to do an M.Sc. in Food Science. We are waiting for the Department of Statutory Bodies to concur with his nomination.

GRE and TOEFL practice sessions were conducted during the month for pending candidates.

OTHER ACTIVITIES

Commodity procurements Administrative approvals were received to purchase books for Chancellor College Department of Sociology (DO 12), office equipment for ACCIM (DO 31), and office equipment for DEMATT (DO 32). Pricing of commodities for other delivery orders continues as well. In the case of the Ministry of Works, we are planning to procure a PC system through a local procurement process.

Monitoring and evaluation visits During April meetings were held with Ministry of Local Government and Ministry of Works to review the status of HRID activities in these ministries. Separate reports on each M&E visits are being prepared.

HRID Working Group Meeting The HRID Working Group met on April 25th to review the status of various activities. A summary of the meeting can be found in the minutes.

Vouchers Further discussions were held with USAID and with AED/W to review and correct prior financial voucher errors. AED/W is aiming to have fully updated and corrected vouchers through March 1991 available shortly.

ANTICIPATED ACTIVITIES IN MAY

The following activities are anticipated during May:

- short-term consultancy with National Commission on Women in Development;
- additional M & E site visits (Bunda, ESCOM, KCN, DEMATT);
- amendments to PIO/T's for extensions and revised costs for long-term TA (Allen, Schultz, Smith, Farmer);
- visit by Dorothy Anderson (IIE) to review participant placement activities;
- continuing liaising and work with DPM&T MIS development team and U.S. based consultants.
- visit to Chancellor College to meet with officials and OPEXers based at the college;
- HRID Working Group meeting in latter part of month.



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

Telephone: Lilongwe 731 606
Tele: 44595 HRIDACAD
Fax: 724 529

MAILING ADDRESS:

HRID PROJECT
P.O.Box 30716
Lilongwe 3
Malawi

HRID MONTHLY ACTIVITY REPORT
MAY 1991

HRID FIELD OFFICE

During the month of May the HRID Project Field Office was involved in the following activities.

DPM&T MIS Project (DO 9) Regular communications between the U.S. based consultants, Eric Eno and Barbara Brown, and the Development Team in DPM&T was maintained throughout the month following the installation of the version 1.0 software of the MIS. Programming corrections and improvements to the system were undertaken and preparations were started for the next visit of the U.S. consultants. Staffing issues in DPM&T have still not been resolved, and discussions were held regarding ways to address this issue.

Ministry of Local Government (DO 15) Two training workshops were conducted during the month in Lilongwe and Mzuzu to complete the first series of these workshops for senior local government elected and appointed officials. The focus of these courses remained the same, namely to clarify and sensitize the participants to their roles and responsibilities and to work out ways to implement their programs more effectively.

Epidemiology long-term technical assistance position (DO 29 -PHICS Project) Dr. Michael Olivar, a candidate for this position, visited Malawi during the month in order to give USAID and the Ministry of Health an opportunity to meet with him regarding the terms of reference for this position. Dr. Olivar has accepted the position and is expected to arrive in Malawi in September.



United States
Agency for International Development

AED

Academy for Educational Development
Human Resources and Institutional Development Project

National Commission on Women in Development (DO 33) Two short-term consultants, Ms. Andrea Okwesa and a local consultant, Ms. Catherine Kainja, began a four week consultancy during the month to assist the Commission in developing an implementation action plan. The assignment is expected to be completed by the first week of June.

Bunda College of Agriculture (DO 39) A meeting between Bunda College, USAID and the HRID was held at Bunda during the month to review progress to date in the implementation of support to Bunda college by the HRID Project. Details of the outcome of that meeting are in the minutes of the meeting previously circulated. During the month, Bunda College accepted Dr. Edwards and Dr. Nguyen as technical assistance personnel to the College in Chemistry and Agricultural engineering respectively. They both are expected to arrive in country by the start of the next academic year.

Womens Registrar program at University of Malawi (DO 43) Ms Olivia Liwewe began working as assistant registrar on May 1 at the University and operating funds for the first year of this program have been provided through the HRID local currency allocation. The vehicle was delivered to the University and Ms Liwewe has started making visits to women students currently funded through HRID.

PHICS long-term technical assistance (DO 44) The Ministry of Health selected Dr. Mary Stephano for the Health Manpower Planning position and Dr. Ruth Stark for the curriculum design specialist position. Negotiations for final contracts with them have been initiated by AED/Washington and are expected to be completed in June. Dr. Stephano is expected to arrive in Malawi in July and Dr. Stark is tentatively planning to arrive in late September or early October..

PARTICIPANT TRAINING ACTIVITIES

Dorothy Anderson (11E) visited Malawi from May 26 to June 4. The purpose of her visit was to provide an update on the progress of participants in U.S. training institutions, review progress in placing pending participants and have general discussions with the Field Office, USAID and DPM&T on issues pertaining to participant training programs. In general terms, all participants in training are making good progress in their studies.

Two of the three participants whose in-country masters research proposals had been approved, namely Thindwa (DO 38) and Chirwa (DO 36), arrived in country during the month to conduct their research. The third participant, Sambakusi (DO 20), is expected to arrive in Malawi on June 3.

Mildred Kenala, PHICS funded participant (DO 37), has had her training program terminated due to her family obligations. She will be joining her husband who is going on a three year training program.

Naomi Ngwira, (DO 7), has requested permission to return to Malawi in August to participate in a Michigan State University directed research project. A decision by USAID is awaiting the views of the University of Malawi on the request.

Luke Pandukani Banda, (DO 24) has requested his wife and child to visit him in the U.S. for three months. A decision by USAID awaits fulfillment of the AID regulations. Peter Mumba, (DO 39) has also requested his wife and child to join him in the U.S. A decision will depend on his ability to fulfil AID regulations.

Charles Msosa's (DO 22) request to attend a short course after the completion of his graduate program in August has not been approved.

The Department of Statutory Bodies has still not responded to Mr. Khulumula's candidature to do an M.Sc. in Food Science.

Implementation of DEMATT's short-term training in Botswana awaits USAID's sign off on PIO/Ps.

OTHER ACTIVITIES

Commodity Procurement work continued during the month with the procurement of approved commodities. In particular, the procurement of commodities for the Ministry of Local Government was approved by USAID.

HRID Working Group Meeting The HRID Working Group met on May 23 to review the status of various project activities. A summary of the meeting can be found in the minutes.

PIO/T Amendments PIO/T amendments for extensions (DO 8 and 21) and revised costs for long-term TAs were completed during the month.

Monitoring and evaluation reports Draft M & E reports were completed for several project activities and the remaining reports are expected to be completed in June.

University of Malawi Tracer Study The HRID Project Office completed the word processing of the tracer study for final editing. The final report will be ready for distribution in early July.

ANTICIPATED ACTIVITIES IN JUNE

The following activities are anticipated during June:

- completion of the short-term consultancy with National Commission on Women in Development;
- preparation of reports on M&E visits;
- continuing liaising and work with DPM&T MIS Development Team and U.S. based consultants;
- Bunda Phase 2 D.O.;
- Ministry of Works TA request;
- PHICS participants third country placement;
- HRID Working Group meeting.



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

Telephone: Lilongwe 731 606
Telex: 44595 HRIDACAD
Fax: 734 529

MAILING ADDRESS:

HRID PROJECT
P.O.Box 30716
Lilongwe 3
Malawi

HRID MONTHLY ACTIVITY REPORT
JUNE 1991

AED/LILONGWE

During June the HRID Project Field Office was involved in the following activities.

DPM&T MIS Project (DO 9) This project activity has been progressing slowly and has been the subject of an exchange of letters between USAID and the Department concerning DPM&T's commitment and specific plans to provide the necessary full time staff required to implement the system throughout the civil service system. Up until now, a few key staff in DPM&T have been working diligently to carry out this effort, but other needed resources (particularly from the Personnel Division) have not been made available to support the effort as had been planned. Pending resolution of this matter, other issues such as obtaining Informix software support, purchase of a patch panel, additional short-term technical assistance support) cannot proceed. However, the existing team at DPM&T is continuing to work on the system. To date, the personnel files of all DPM&T staff have been loaded into the system and these records have been verified. In addition, the Audit Department has been identified as a next group to incorporate and plans are progressing to collect the necessary personnel data from employees of this department.

DEMATT (DO 8 and 32) Ken Allen's contract as agro-industries advisor has been extended one year at the request of DEMATT. In the past several months he has been working closely with designated counterparts in the regional offices and considerable progress has been made in this area of DEMATT activity. Commodities for the MSE program arrived in June which will enable advisor Jim Hellerman to implement his activities more efficiently. The commodities included a computer and fax machine. A photocopier is still on order and is expected to arrive shortly. A proposed study program for Allan Ntambo was



United States
Agency for International Development

AED

Academy for Educational Development
Human Resources and Institutional Development Project

reviewed with DEMATT and some revisions were made based on these discussion. His U.S. study program is likely to start in August for approximately nine months. Discussions concerning study programs to Botswana for a few of DEMATT staff are continuing, with the expectation that decisions will be made in the latter part of July.

National Commission on Women in Development (DO 33) Two short-term consultants (Andrea Okwesa and Catherine Kainja) completed their assignment the first week of June and presented their report to members of the Commission. The main purpose of the consultancy was to assist the Commission to develop an implementation strategy over the next few years. A copy of the report is available at the HRID Project Office. Preliminary discussions were also held concerning the how HRID might support start up activities of the National Association of Business Women. The budget in Delivery Order 33 includes \$20,000 to support NABW training courses and seminars. However, NABW has approached USAID and the Project Office about the possibility of utilizing some of these funds for initial start up expenses to meet immediate costs of the organization in the first few months of its operation until funding from other sources becomes available. This matter is being reviewed by the HRID Working Group, USAID and representatives of the National Commission.

Associated Chambers of Commerce and Industry (DO 31) The commodities purchased for ACCIM arrived in June and included a typewriter, computer with desk top publishing, accounting and word processing software, as well as a fax. All equipment has been installed and the Secretariat is planning to organize training in the next several weeks for its staff to use the software which has been provided.

Bunda College of Agriculture (DO 39) Based on a meeting held in May with the College, Bunda submitted a revised, updated justification and rationale for its request for funding from HRID. This document will be reviewed at the next HRID Working Group and will provide the basis for preparing an amendment to this delivery order to cover the costs of additional training and technical assistance. The two technical assistance personnel currently covered under Delivery Order 39 are scheduled to arrive in late August.

PHICS Project technical assistance (DO 44) Final plans are being made for the arrival of three long-term advisors funded under the PHICS Project. Dr. Mary Stephano (health manpower planner) is expected to arrive in early August as is Dr. Annabel Bauer (curriculum design specialist for Lilongwe School for Health Sciences). Housing has been secured for both these individuals as well as for Dr. Olivar (epidemiologist) who is scheduled to arrive in September. Discussions were held with Mark Lippman (who completes his Peace Corps service in August) and USAID concerning the Ministry of Health's request for him to

work with them for one year in the Ministry library. He would be expected to begin this assignment in October. A delivery order will have to be prepared in the next few weeks to cover this assignment.

PARTICIPANT TRAINING ACTIVITIES

Dorothy Anderson completed her visit to Malawi and left on June 4th. During her visit the status of all participants currently in the U.S. as well as pending applicants was reviewed with employers, USAID and the Project Field Office. Tentative plans for the annual stateside participant meeting were discussed as well as the in-country orientation program for new participants prior to their departure to the U.S.

The three participants who have returned to Malawi to conduct in-country research have been in touch with the HRID Project Office to receive their funds and to report progress to date. Mr. Malata Chirwa has had to extend his stay in Malawi due to difficulties in collecting samples for his research. The study programs for the other two participants (Clement Thindwa and Flora Sambakusi) are proceeding on schedule. All are expected to return to the U.S. to resume their studies in August.

Naomi Ngwira's request to return to Malawi for a holiday has been approved subject to her holiday not affecting the duration of her training program. Consideration of Peter Mumba's request to have his family join him in the U.S. awaits sufficient information from IIE Washington. Thokozile Matanda has requested for transfer from the University of Maryland to the University of Wisconsin and we await USAID's approval. Luke Banda's wife was allowed to visit her husband in the U.S. and she departed for the U.S. during the month.

On instructions from USAID, PHICS participants D. Lazaro and C. Chiphazi will be placed at the Kamuzu College of Nursing and applications for admission in the 1991/92 year have been made. The following candidates are to be placed in the African Region, M. Namwali, L. Kagona, G. Malemia, J. Banda and K. Kondowe. Efforts to secure placement in Botswana and Nigeria have not been successful.

OTHER ACTIVITIES

The following additional activities occurred during the month:

an agenda and date were set for the next HRID Working Group meeting (July 1)

corrected vouchers were submitted from AED/Washington to USAID for review;

preliminary preparations were made for the one week orientation program for new participants - to be held July 28-

August 2 in Blantyre at the Malawi College of Accountancy;
a revised local currency budget was prepared and
submitted to DPM&T for review
a monitoring and evaluation review meeting was held at
DEMATT

ANTICIPATED ACTIVITIES FOR JULY

The following activities are anticipated during July:

- release of Bunda computer procurement RFP in Malawi and the U.S.;
- preparation of Bunda delivery order to cover additional training and technical assistance;
- visit by two Bunda faculty to Swaziland and Lesotho under Delivery Order 39;
- HRID Working Group meeting and preparation for PCC meeting;
- release of additional funds to support operating costs of Assistant Womens Registrar Program at University of Malawi
- arrival of additional commodities (DEMATT photocopier, books for Chancellor College, possibly Ministry of Local Government);
- preparation of delivery order to cover Mark Lippman technical assistance to Ministry of Health;
- initiation of commodity procurement for Kamuzu College of Nursing;
- arrival of Dr. Karin Hyde at the Centre for Social Research, University of Malawi;
- amendment to Ministry of Works delivery order to cover curriculum development specialist technical assistance.



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

Telephone: Lilongwe 731 606
Telefax: 44595 HRIDACAD
Fax: 734 529

MAILING ADDRESS:

HRID PROJECT
P.O.Box 30716
Lilongwe 3
Malawi

ACADEMY FOR EDUCATIONAL DEVELOPMENT
LILONGWE FIELD OFFICE
July 1991

During July the AED/Lilongwe Field Office was involved in the following activities.

DPM&T MIS Project (DO 9) DPM&T has indicated in correspondence to USAID that a number of actions are being taken to enable the Department to proceed with full commitment in implementing the MIS system within DPM&T and to other parts of the Government. Staff have been added to the Development Team and an MIS Development Unit has been formally established within the Department with a director who has direct reporting responsibility to the Secretary. In light of these positive developments, the project can now proceed in a more effective and timely manner. Two short-term consultants (Eric Eno and Barbara Brown) will be arriving in early August to assist the Development Team in making the system functional within the Department and prepare plans for extending the system to the Ministry of Education and Culture in the coming months.

Ministry of Works (DO 19) Meths Kandulu Banda began a 7 week training program in project management in Washington D.C. in mid July. The AED/Washington Office is reviewing resumes for the one year long-term advisor position in curriculum development. A set of resumes will be forwarded for Ministry review in August.

ESCOM switchgear training (DO 21) The second class of switchgear trainees graduated from their six month training course conducted by advisor Tod Smith and his Malawian counterpart. ESCOM has asked if some additional equipment might be provided for this training effort and the HRID Working Group will be reviewing this matter in August during a visit with ESCOM officials.



National Commission on Women in Development (DO 33) During July discussions continued with the National Association of Business Women regarding their request for startup support for the organization. Agreement was reached with NABW after consultations with the Commission, DPM&T, and USAID to provide financial support for staff salaries for the first month, some administrative costs, and costs for a series of 1 day workshops.

Bunda College of Agriculture (DO 39) The HRID Working Group agreed to proceed with funding the revised request submitted by Bunda College which had been carefully substantiated by the College in a report submitted to the Working Group in June. This revised request can be accommodated within the original funding allocation agreed to by the Project Coordinating Committee. Resumes for two additional technical assistance positions were given to the College for their review and possible consideration. Final minor changes in the RFP for computer procurement were made in preparation for release in early August. Two faculty members from Bunda (Drs. Kasomkera and Makhambera) began a two week visit in late July to Lethoso and Swaziland where they are looking at the practices of educational institutions in these two countries in designing and implementing student farm projects.

Center for Social Research (DO 42) Dr. Karin Hyde, long-term advisor to the Center for Social Research arrived on July 2 to begin her two year assignment.

Assistant Registrar for Womens programs, University of Malawi (DO 43) Payment was made from the HRID local currency account to cover the cost of some of the office equipment and furniture required for this program and a second quarter payment for operating costs was also initiated through DPM&T.

PHICS Project technical assistance (DO 44) Final arrival schedules for two long-term advisors were provided. Dr. Annabel Bauer, Curriculum design specialist for the Lilongwe School of Health Sciences, is scheduled to arrive August 12th and Dr. Mary Stephano, Human Resources Planning advisor for Ministry of Health, will be arriving on August 20th. Housing has been secured for both of them. Dr. Olivar is due to arrive in early September.

Kamuzu College of Nursing (DO 45) Resumes for the long-term lecturer for KCN's Blantyre campus were submitted to the College for their review and recommendations. The hope is to have this position filled in Blantyre by late September.

Participant Training Activities

A pre-departure orientation for long-term participants to the United States was conducted at the Malawi College of Accountancy July 29 to August 2, 1991. The orientation was officially opened

by the Deputy Secretary in the Department of Personnel Management and Training, Mr. J. Mkwamba. Twelve participants, four funded under the PHICS Project and the rest under the HRID Project, attended the orientation as follows:

1.	Ms.O.Kakhome	K.C.N.	Catholic Univ.of America
2.	Mr.M.Nkhata	M.B.C.	Univ. of Iowa
3.	Mr.S.Gunde	M.B.C.	Univ. of Pittsburgh
4.	Mr.R. Salama	M.E.P.C.	Oklahoma City Univ.
5.	Mr.W.Kamthunzi	Bunda	Univ. of California
6.	Mr.A.Safalaoh	Bunda	Oklahoma State Univ.
7.	Mr.A. Dimba	M.O.H.	Wichita State univ.
8.	Mr.A.Kudzala	M.O.H.	Univ. of Maryland
9.	Ms.P.Mkandawire	Bunda	Virginia Polytechnic
10.	Mr.T.Masache	M.O.H.	Univ. of Northern Iowa
11.	Mr.J.Ntambo	DEMATT	Ferris State Univ.
12.	Mr.R.Ngaiyaye	M.O.H.	Not yet placed

Considerable office staff time was spent during the month working out details for the departure of the above participants which will start early August.

The three long-term participants currently doing their in-country field research (Chirwa, Thindwa and Sambakusi) were in the final stages of their work. They are expected to complete their research and return to the U.S. early August.

OTHER ACTIVITIES

In addition to the above, the following events took place in July:

- HRID Working Group meeting (July 1, 1991);
- Preparation for Project Coordinating Committee meeting in early August;
- Purchase of typewriter for DPM&T from HRID local currency funds;
- Review of allowances to be paid to students being funded by HRID at the University of Malawi;
- Participation in NATCAP meetings arranged by DPM&T and UNDP;
- Preparation of delivery order amendments for Bunda and Ministry of Works and PIO/P amendments;
- Preparation of new delivery order for one year long-term advisor (library science) for Ministry of Health (to be funded by PHICS Project);

ANTICIPATED ACTIVITIES FOR AUGUST

The following activities are expected to take place in August

- Project Coordinating Committee meeting (August 2, 1991);
- Release of Bunda RFP for computer procurement;

Arrival of two long-term advisors under the PHICS Project and two advisors for Bunda College of Agriculture.

Departure of 11 long-term participants for study programs in the U.S;

Arrival of two short-term consultants to assist with DPM&T MIS implementation.



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

MAILING ADDRESS:

HRID PROJECT
P.O.Box 30716
Lilongwe 3
Malawi

Telephone: Lilongwe 731 606
Telex: 44595 HRIDACAD
Fax: 734 529

ACADEMY FOR EDUCATIONAL DEVELOPMENT
LILONGWE FIELD OFFICE
AUGUST, 1991

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

DPM&T MIS Project (DO 9) Short-term consultants Eric Eno and Barbara Brown were in Malawi for about 3 weeks each to assist in the further refinement and stabilization of the software system, to provide on-job-training in informix programming through debugging and other code refinements, and to plan for extension of the system to the Ministry of Education. As of the end of the month the software seems to be stable and is being used for DPM&T personnel files. A problem with compatibility of the terminal software with informix software has been troubling the team and it is not clear yet how it will be resolved. Discussions are underway with the Informix support organization and NCR as to the best approach to take.

Ministry of Works (DO 19) Resumes of 5 possible candidates for the long-term curriculum development advisor position were forwarded to the Ministry for review. Four of the candidates have been found suitable for further consideration. An amendment to this delivery order has been submitted to USAID and once funds have been added the interview panel will be arranged.

ESCOM (DO 21) On August 28th a meeting was held with Mr. Kainja (Commission Secretary of ESCOM) and Tod Smith to discuss progress to date and steps to assure a positive phase-out of technical assistance. Overall, this activity has progressed well to date. ESCOM has requested a few additional pieces of training equipment and we also discussed the issue of a possible 4 month extension for Tod Smith to help strengthen the foundation of the training program and enhance the continued sustainability of it after Tod's departure. Specifics regarding these issues are provided in the trip report.

DEMATT (DO 32) The one remaining piece of equipment (photocopier) for the DEMATT MSE Program arrived and was delivered to DEMATT.



United States
Agency for International Development

AED

Academy for Educational Development
Human Resources and Institutional Development Project

National Commission on Women in Development (DO 33) Funds were advanced to the National Association of Business Women (NABW) in August to provide startup costs for the first two months of their operations. The expectation is that further funding for NABW will be forthcoming from other sources once these HRID funds have been used.

Bunda College of Agriculture (DO 39) Two long-term advisors (Dr. Robert Edwards and Dr. Vu Nguyen) arrived on August 29th to begin two year assignments at the College. Dr. Edwards will be teaching agricultural chemistry and Dr. Nguyen will be teaching agricultural engineering. They will also be involved in other departmental activities including research, curriculum development, and use of the new computer lab for student instruction/training. The RFP for the computer lab for Bunda was released in Malawi and the U.S. on August 8th and has a closing date of September 23rd. The plan is to do the review of responses in Malawi in late September so that a contract can be negotiated in early October. An amendment to DO 39 has been prepared which will provide funding for additional long-term training and TA, as well as for additional commodities. This amendment is based on the revised strategy document prepared by Bunda which was reviewed and approved by the HRID Working Group.

PHICS Project Support (DO 44) Two long-term advisors arrived in August to take up positions under the PHICS Project. Dr. Annabel Bauer arrived on August 12th to begin her assignment as curriculum design specialist at the Lilongwe School of Health Sciences. Dr. Mary Stephano arrived on August 20th to begin an assignment as manpower planning specialist at the Ministry of Health. Initial orientation regarding their terms of reference as well as the administrative support they will be receiving through the AED Field Office was provided by the Ministry, USAID, and the Field Office. A new delivery order covering a one year assignment for Marc Lippman to work as a library/documentation specialist at the Ministry of Health was submitted to USAID for signoff. Marc is tentatively due to arrive the beginning of October.

Kamuzu College of Nursing (DO 45) Based on results of the interview panel held in Washington, KCN has selected Kristine de Queiroz as their choice for the long-term TA position for the Blantyre campus. The hope is that Mrs. de Queiroz will be able to arrive around the beginning of October to take up her responsibilities. A list of instructional commodities has been provided by KCN and Aurora Associates is initiating the process of procurement

OTHER ACTIVITIES

In addition to the above, the following project activities also occurred during the month.

HRID Project Coordinating Committee Meeting on August 2nd (Minutes are attached);

HRID Working Group Meeting (August 7th);

Meeting with NATCAP visiting delegation from Zambia.

PARTICIPANT TRAINING ACTIVITIES

A pre-departure orientation for long-term participants going to the United States was conducted at the Malawi College of Accountancy from July 29 to August 2 for 12 participants. A report of the orientation program is attached. Since the orientation, two more participants have been placed, Mr. Chikagwa of M.B.C. and Ms. Chimwele of the Ministry of Health. Both are funded under the HRID Project.

The three long-term participants who were in-country doing their field research returned to the U.S. during the month. Two long-term participants returned to Malawi after successfully completing their programs. They are Ms. Semu of the University of Malawi and Mr. Msosa of DPMT.

The following participants departed for the U.S. in August:

<u>NAME</u>	<u>HOME ORG.</u>	<u>U.S. INST.</u>	<u>FUND. SOURCE</u>
Chikagwa, Joseph	M.B.C.	North Carolina A + T	HRID
Chimwele, Mary	Min. of Health	Western Michigan Univ.	HRID
Dimba, Andrew	Min. of Health	Wichita State Univ.	PHICS
Gunde, Sam	M.B.C.	Pittsburgh University	HRID
Kakhome, Olive	K.C.N.	Catholic University	HRID
Kudzala, Amose	Min. of Health	U. of Maryland-E shore	PHICS
Masache, Tannach	Min. of Health	Univ. of Northern Iowa	PHICS
Mkandawire, Patricia	Bunda College	Virginia Polytechnic	HRID
Nkhata, Molland	M.B.C.	University of Iowa	HRID
Ntambo, Josephate	DEMATT	Ferris State Univ.	HRID
Safalao, Andrews	Bunda College	Oklahoma State Univ.	HRID
Salama, Robert	M.B.S.	Oklahoma City Univ.	HRID

ANTICIPATED ACTIVITIES DURING SEPTEMBER

During September the following activities are anticipated:

- arrival of Dr. Michael Olivar (PHICS funded epidemiology advisor to Ministry of Health);
- departure of one remaining long-term participant for U.S. graduate training;
- processing of delivery order amendments for Bunda College of Agriculture and Ministry of Works;
- review of responses to Bunda RFP;
- preparation planning for participant conference to be held in Washington D.C. October 18-20, 1991;
- monitoring of DPM&T MIS implementation progress

D. HRID WORKING GROUP MINUTES

Minutes of HRID Meeting With University of Malawi
Zomba, March 5, 1991

Members of the HRID Project Working Group met with officials of the University of Malawi on March 5, 1991, to review the status of activities in the University being funded through the HRID Project. The following attended the meeting:

Professor Chimphamba (Chair)	Dr. Chilowa
Dr. Chikhula	Mrs. Msonthi
Dr. Kandoole	Mr. Nampota
Mr. Chipungu	Dr. Larcom
Mr. Jeremiah	Dr. Newton
Professor Kandawire	Ms. Kaliu
Dr. Sinkhonde	Mr. Mulawu.
Dr. Kalua	Dr. Klauss

Womens Registrar Program The University advised that office space had been identified and that the new assistant registrar for womens programs would begin working by mid April. Her initial contract will be similar to others hired at the University, including a probationary period. Once a date of employment has been confirmed, the Project will be asked to forward the first 3 months of operating funds on an advance basis. Funds had been committed by HRID to cover operating funds for the first year. Subsequent year funding for this position will be assumed by the University. The project will be ordering the office equipment in the near future. The University will make arrangements to collect the new vehicle for this office from USAID close to the time the new assistant registrar begins work.

Women's scholarships The University agreed to provide projections of women scholarship candidates for next year in late May. Currently, 49 undergraduate and 3 graduate women are being funded through this program, which is under the number HRID had anticipated funding for the year (56 undergraduates and 12 graduate student women). The Project will look into increasing these figures for next year and advise the University once estimates of available qualified candidates for next year are known.

MA Sociology Program Ms Linda Semu's request for an extension of her MA training program to continue for her PhD was reviewed at the meeting. USAID advised that its regulations prohibit an extension. Thus, Ms Semu will be advised that she will have to return in August upon completion of her MA degree program. The University advised that recruiting/advertising for a second intake of MA students will begin shortly, and that scholarship funding from non HRID sources will be sought for the next group. It was confirmed that HRID will finance the full two years for

the first group of students in this program. On the issue of sustainability of this program, the University indicated that the commitment is there from the University, staffing will be in place, and promotion of the program will continue for future intakes. The University will need to continue pursuing the issue of securing scholarships for the program so that funding for future groups of students is assured.

MA Economics Program The University will be advertising the start of this program next academic year in the very near future. (It has been approved by the University Council.) EP&D has indicated that they are prepared to send 6 students to this program and have UNDP funding to provide scholarships. If suitable women candidates are accepted into the program the HRID Womens Scholarship program can be a source for additional scholarships. The Department is looking to have a class of approximately 10 students to make it viable. The Department will be meeting with the University Office to discuss its longer-term staffing requirements for this program and assure that sufficient staff are available to start the program this year. Student housing will also have to be addressed in the near future. It was noted that the African Economics Research Consortium has made a commitment to provide \$100,000 to strengthen the Department of Economics. These funds should be available in 1992 and will be an additional source to support this program in the future.

Center for Social Research The Center has reviewed the candidates for the long-term TA position to be funded through HRID and has recommended Ms. Cheryl Danley for this position. Her selection will be reviewed at the next appointments committee meeting. Arrival in Malawi can be anticipated in May or June, assuming her appointment is formally approved within the next few weeks.

Bachelor of Public Administration A number of concerns were expressed concerning this program. Staffing continues to be a major problem. With the unfortunate loss of the head of department, this issue has become very serious. The University indicated that they will need one more staff member at the start of the next term (early April). Mr. Binwell Banda's candidacy for this position has been with DPM&T and it is hoped that the necessary steps can be taken by Government to assure that he will be available to begin teaching in Zomba in April. The issue of recruiting an additional long-term lecturer through HRID was raised by the Department and HRID will discuss this at its next working group meeting. Transportation is another problem which has not been resolved. The University has been providing transport to date, but as of April will not be able to continue as of the end of March. Thus, DPM&T has been asked to assure that a vehicle is available as of the start of the next term. Housing for students has been sorted out now that a third house has been rented. To date, the University has received MK 204,800 from DPM&T to cover the cost of this program. As of February 28th MK 236,618 has been spent. The total budget for

the first year is MK 317,927. Thus, the University is still to receive MK 113,127 this year. Receipts for the expenditures to date will have to be submitted by the University to DPM&T as a prerequisite for additional payments. The sustainability of this program is of concern once HRID funding lapses, and the feasibility of accepting another intake next academic year is also an issue in light of the serious staffing problems the Department faces. This matter needs attention before giving consideration to any new applications for entry into this program.

Conversion program Funds have been received from DPM&T for the first two terms of this program at the Polytechnic and Malawi College of Accountancy. This program is being advertised again for next year, though a review of the status of this year's intake needs to be completed before any firm decisions are taken to accept applications. (This issue is addressed in more detail later in this report.)

Masters in Education Management Thirteen students enrolled in this program a few years ago. One dropped out, leaving 12 who are completing their program later this year. The issue of final payment for this program needs to be discussed with DPM&T (payment to be made from local currency account). The University suggested that HRID contact the Ministry of Education to discuss timing for an evaluation of this program.

University Certificate in Education One student in this program has failed, another three are taking supplementary teach practice and the rest in the program have done fine. They will graduate later this year. A statement requesting payment for this program will be submitted to DPM&T soon.

Tracer Study The University advised that Dr. Dubbey had recently been in contact with them and that he expects to finish the tracer study report later this month.

Other issues The University raised the question of receiving full payment of scholarships for the entire academic year at the start of the year (October). This issue had been discussed in the past with USAID. Representatives from USAID indicated that this would not be possible under U.S. Government regulations. However, the system of submitting a list of students at the start of each term with appropriate certification which is now in place seems to be working quite well now and should expedite payment in a timely manner.

Malawi College of Accountancy

A meeting was held on March 6th at the Malawi College of Accountancy to discuss the two programs being funded through HRID, the Certificate in Financial Management Program, and the Accountancy conversion program. Those in attendance included:

Mr. Manda (Principal)	Mr. Msowoya
Mr. Ronan	Ms. Kaliu
Mr. Mabett	Mr. Mulawu
Mr. Banda	Mr. Klauss

Ten students (of the twelve originally enrolled) successfully completed the Certificate in Financial Management course last year. A recent questionnaire survey of course graduates provided a very favorable evaluation of the program overall. The one major concern cited was the considerable range of educational background represented in the class which made it difficult for some students to keep up. Based on experience in the last program, the College has decided that in the future students should have an MCE minimum to enroll in the program. The College is planning to offer a second iteration of this course beginning in July for 15-20 participants. MUSCCO has indicated an interest in sponsoring possibly 8 students. Letters have also gone to the New Building Society and SEDOM to announce the program as well. The College will be seeking HRID support to sponsor a portion of the program or some of the students whose organizations are unable to cover the estimated MK 5,200 fee (including tuition, room and board). A final report covering the first program and plans for the next offering will be completed by the College around April 25th, at which time HRID will be approached to support this program one final time.

The accounting conversion program currently includes 5 students. Six started the course last October, but one dropped out at Christmas time. Ten people were originally selected for the program but the College feels that due to the delays in informing students of their acceptance into the program by the University, some of the ten were not able to come at the last minute. Of the five students still in the program, three had worked 2-3 years before joining the course (2 had been teachers and one was in government service), while the other two students were graduates from the University last year and had not started working. Students will complete their course work in May and take their University exam at that time. The Level I ACCA exam will be taken in mid June.

It is the view of the College that this program should not be continued after this year. For one thing, with only 5 students enrolled in the program it is not cost-effective. Moreover, it appears that the original concept of attracting recent generalist graduates into accounting has not worked as expected and the accounting qualification/examination process has also evolved since the time the conversion program was originally developed. The recent changes in the ACCA exam process has resulted in a

situation where B Comm graduates majoring in accounting are now exempted from the ACCA level I exam and 6 subjects in Level II. Thus they can fully qualify as an accountant 2 years after obtaining their B Comm whereas in the conversion program it would take 4 years full-time or 5 years on a day release basis. This year 39 students will graduate from the Polytechnic with a B Comm (accountancy) and thus the gap in the field of accountancy can more readily met through the B Comm route.

Marketing Conversion Program, Polytechnic

The Marketing conversion program has had a more positive experience than the accounting program. Eight students started in the program last October and one has dropped. Only one student had previously worked and this was an interim job in sales. Thus, this group of students conforms to the original concept behind the program more readily than the accounting group. The students are enthusiastic and are doing practical, organizational attachments as an integral part of their training program. Mr. Graham, course coordinator, would like to see the program continued next year and feels that a larger group (10-12) would make a suitable size class. The job market for marketing majors is still good and thus provides a good avenue for graduates of this program to enter the world of work. Mr. Graham will be submitting a description of the content of the course content to HRID in the near future.

Visit with ACCIM

We met with Sam Mpasu at the ACCIM Secretariat on March 6th to discuss the current status of HRID support to the Chamber through Delivery Order 31. This Delivery Order provides support in the following areas: support for two international trips for a delegation of Malawian business people to promote exports; two regional trips for Secretariat staff; commodities for the Secretariat Office; short-term consultancy to help develop seminars for ACCIM.

International delegaticn travel In terms of this component of project support, HRID (through Aurora Associates) had handled a visit to the U.S. in April 1990 of a Malawian delegation to three cities to discuss possible joint ventures, investments, and export potential for Malawian products. One spinoff of this visit was the recent seminar conducted by a team from the U.S. (including Mrs. Vivian Anderson) on export of furniture to the U.S. A second international trip is also provided for in HRID's support to ACCIM, and the planning for this trip will take place once GOM investment guidelines have been formalized.

Regional travel One regional trip to visit chambers in Zimbabwe and Mauritius for a recently hired employee of the Secretariat took place in October 1990. Mr. Mpasu reported that this visit for Mr. Thipa had been very successful and had provided Mr. Thipa with a very good orientation to his work in the office. A second trip is anticipated next August-September for a new staff member to be hired in the next few months who will be responsible for information dissemination.

Commodities A list of equipment has been submitted and approved for purchase. HRID will be initiating the procurement process in the next few weeks. Included in the procurement are a computer, desk-top publishing and related software, a typewriter and a fax machine.

Short-term technical assistance This activity will probably occur at some point after the new information officer is appointed. As a possible start in this area, it was suggested that Dr. Aaron Adiv (HRID funded transportation economist) might be a free resource to ACCIM in developing some short programs on transportation economics issues of concern to ACCIM members.

MINUTES OF HRID WORKING GROUP MEETING
March 14, 1991

The HRID Working Group met on March 14, 1991, from 9:15 to 12:00 to discuss a number of pending and upcoming project matters. The meeting was attended by the following persons:

J. Mkwamba (Chair)	C. Kaliu
M. Sibande	P. Mulawu
J. Larcom	R. Klauss
J. Newton	

1. Minutes from last meeting The minutes from the last meeting were approved without modification.

2. Status of HRID action/implementation plan All pending action items from the HRID action plan developed in May 1990 were reviewed (see attached list).

Item 4 a. No new proposals for funding have been received in the past several months

Item 4 b. No new starts are likely to be submitted to the next PCC meeting. Rather we expect to focus on activities to which HRID is already committed and seem to be worthy of additional support.

Item 8. No significant progress has been made on this item. DPM&T is exploring the possibility of hiring someone who would be dedicated to HRID project monitoring, to be funded through the project.

Item 10. This concern is being incorporated into all monitoring and evaluation visits.

Item 12. DPM&T staff have been involved in two workshops recently which relate to this matter. The Training Division will develop a paper based on ideas from these workshops for review by the Working Group.

Item 14. A letter has been written to the National Commission and a response is expected shortly.

Item 17. The Project Field Office will be expanding its staff by one person in mid April to help address this staffing need.

3. DEMATT Support Given the fact that a follow on USAID project in the SME sector will not be in place for the next 9 -12 months, HRID may need to consider providing further "interim bridging support" to activities already underway at DEMATT. The immediate issue at hand is the possible extension of OPEXer Ken Allen's two year contract which expires in June. DEMATT has submitted a request for his extension and for Jerry Schultz (whose two year contract expires in November 1991). These requests will have to be reviewed against their terms of reference and performance to date, with a final decision to be made in the coming few weeks.

Regarding training funds under this delivery order, the Working Group agreed that the cost overrun for Mr. Makoza's training should not affect the other training PIO/P which is

175

aimed at agro-industries training and other short-term training for field services staff of DEMATT.

4. Funding for MA Sociology student workshop After further review of this proposal, the Working Group agreed to fund the costs of this student's workshop at a reduced budget which eliminates honoraria for the trainers and presenters.

5. National Association of Business Women Proposal The HRID Working Group received a more detailed proposal for funding from the NABW recently. It was noted that support to the NABW had been incorporated in DO 33 (National Commission for Women in Development) before USAID's new SHARED Project had been designed. SHARED is designed to assist organizations like NABW. In light of this situation, it was agreed that we should ask NABW to contact the SHARED Project regarding their proposal and that we should view HRID more as a secondary source for funding particular seminars, workshops, etc. once some of NABW's immediate operational funding concerns have been resolved. The short-term consultant coming in April to work with the NCWID can also help to work out an approach for determining the kinds of NABW activities HRID might appropriately fund with the \$20,000 allocation which has been earmarked for NABW support in DO 33.

6. DPM&T MIS Project It was agreed that a team of 3 short-term consultants should come to Malawi in April to install version 1.0 of the software package and to assist in further programming and documentation work. At the same time, the Project Office will be exploring the possibility of identifying a part-time locally based consultant who can provide continuing implementation support to the project over the coming several months. This increase in technical assistance will require some additional HRID resources, and it was agreed that, as and if needed, such funds should come from the amount currently earmarked for DPM&T strengthening activities, since the MIS effort is so central to strengthening DPM&T's capacity to effectively manage its responsibilities in the areas of personnel and training within Government.

7. Review of visit to HRID project activities in Zomba and Blantyre Only immediate, urgent concerns were addressed in this discussion. Two issues with the Bachelor of Public Administration Program need to be resolved before the next term begins: transport for students living in the three houses; additional teaching faculty. DPM&T will look into purchasing a 22 seater bus with the local currency funds. On the staffing issue, DPM&T will look into securing the services of one more person by early April. It was also agreed at the meeting that we should not plan on a new intake of students for this program next academic year, but rather focus on assuring that the first two year cycle goes smoothly.

Regarding the pending nomination of participants by MBS and MBC for training through the HRID Project, in the case of MBC we expect to have a candidate's name in the next several days.

At that point all three training allocations to MBC will be filled. The General Manager of MBS, Mr. Khulumula, has indicated that he is intending to have his own candidacy put forward to fill the second training position allocated to MBS. The Working Group agreed that this nomination should be forwarded to the Department of Statutory Bodies for final review before processing this case to assure that the necessary clearances have been obtained.

8. Approval of Ministry of Health candidates for participant training The issue of funding one of the candidates recommended by the Ministry who is already in the U.S. as a dependent was discussed. USAID indicated that it would need to review its regulations concerning such cases. The other candidates were approved by DPM&T for processing.

9. Any other business The question was raised of assuring that there is a line in DPM&T's annual budget for training into which local currency from USAID and other donor sources could be deposited. DPM&T will investigate this matter and advise the Working Group at its next meeting.

MINUTES OF HRID WORKING GROUP MEETING
APRIL 25, 1991

The HRID working group met on April 25, 1991 from 9:15 to 12 noon to discuss a number of pending and upcoming project matters. The meeting was attended by the following persons:

J. Mbwamba (Chair)	L. Kallu
M. Sibande	P. Mulawu
J. Larcom	R. Klaus
J. Newton	

1. Minutes from last meeting. The minutes were approved with the following corrections. On item 2 (item 8), the second sentence should read: DPM&I is exploring the possibility of designating someone who would be dedicated to HRID project monitoring.

2. Matters arising. The National Commission on Women in Development has responded to the invitation to join the HRID Project Coordinating Committee. The Principal Secretary for the Ministry of Community Services has agreed to serve on the PCC. Regarding item 2 (item 12) of the minutes of the last meeting, DPM&I has prepared a draft paper and will make it available to the working group in the near future. Regarding item 3 in the minutes, it was reported that Ken Allen has agreed to a third year extension which will be funded through the project. An amendment to his PJO/T will be processed to provide the necessary funds. Regarding item 7 of the minutes, MBC has provided the name of the third participant to be funded for graduate study in the U.S., and a PJO/T will be prepared shortly for this program. Under item 9 (any other business), DPM&I reported that they were still discussing with EP&D and Treasury the matter of getting a line item in their annual budget for training. This matter will be followed up in the coming few weeks. In this connection, it was agreed that the HRID Project Office should develop a draft budget for using local currency funds from the amount still remaining which is needed through March 1992 and the following fiscal year.

3. Status of local currency expenditures. Mr. Chiramba (DPM&I) reported that as of April 23, 1991, MK 1,065,341 has been spent, leaving MK 934,059 available for additional local currency expenses. A detailed report is attached.

4. Status of Ministry of Local Government Project. A meeting was held with the Ministry on April 23rd to review the status of this project. The Principal Secretary reported at that meeting that he was generally pleased with the progress made since Mr. Blange's arrival in late October 1990. To date, one 101 program has been completed (January-February 1991), and four one week training courses will begin April 29th involving senior local government executives/mayors/chairmen. One outstanding issue is

the need for transportation to carry out the range of training activities. This issue had been postponed pending further information as to whether the Ministry had been authorized under the current fiscal year budget to purchase a new vehicle. If a new vehicle has not been provided through regular government channels, it was agreed at the meeting that we should utilize the local currency funds to proceed with procuring a vehicle which would be made available for the sole use of this project activity in the Ministry. (Subsequent to the working group meeting it has been learned that Treasury has in fact approved the purchase of 2 vehicles for the Ministry head office and one vehicle for each of three regional offices. Hence it would appear that HRID need not commit resources to the purchase of a vehicle to support the training effort in the Ministry.)

5. MINISTRY OF WORKS - Progress on HRID activities in the Ministry of Works was reviewed with Ministry personnel on April 24th. The Ministry agreed to provide a written report on all activities to date which can be incorporated into the Monitoring and evaluation report. The Ministry will also indicate its request for possible additional needs which could be accommodated within the original financial commitment made by HRID to the Ministry. The possibility of a one year extension for Hugh Gibson was mentioned and the working group indicated that such an extension should be made contingent on the availability of a suitable counterpart who can continue the work initiated by Mr. Gibson.

6. Status of Bachelor of Public Administration Project - DPM&I reported that a 26 seater vehicle has been purchased from local currency funds and that the vehicle is being cleared for delivery to Chancellor College to transport the Bachelor of Public Administration students. DPM&I will be looking into seconding a person to the Department of Public Administration at Chancellor College to help teach in the program beginning next academic year. It was again reconfirmed that there will be no new intake of students in the next academic year.

7. Status of DPM&I MIS Project - In general, this project is starting to move forward with some visible progress. Two short-term consultants have been working with DPM&I during April to install version 1.0 of the software, and personnel files of DPM&I employees will be entered into the system in the next few weeks. Plans are also being developed to formally establish within DPM&I an MIS Implementation Unit with a director reporting to the Principal Secretary and staffed fulltime with key technical staff and personnel officers (reporting to the director of the unit) who will be responsible for implementing all aspects of the system. Because of the importance of this project activity, DPM&I, USAID, and the working group will want to carefully monitor progress to ensure that the effort moves forward in a timely manner and achieves its objectives.

8. Planning of remaining M & E visits - It was agreed that the

Working Group needs to complete the remaining visits to organizations receiving HRID support as soon as possible. A visit to Bunda College of Agriculture will be planned before May 10th. Other visits (National Commission, ESCOM, KCN, and DEMART) will be planned for the latter part of May.

9. Review of Bunda Phase II funding Bunda's request to switch some of the funding from TA to participant scholarships was discussed, and it was agreed that we need to meet with Bunda to get a better sense of how such changes fit into the College's institutional strengthening strategy. This issue will be discussed during the visit to Bunda in the next few weeks.

10. Review of Project Finances A summary of HRID funding status was reviewed (see attached draft report). It should be noted that if all PCC approved activities are completed within the projected budgets, only \$1,262,112 will be left for earmarking to the end of project.

11. Proposed visit of Dorothy Anderson (LLE) Based on discussions at the meeting we will be finalizing a trip for Dorothy Anderson to visit Malawi tentatively the last week of May.

12. Planning next PCC meeting A draft agenda has been prepared and it was agreed that we should be planning for a PCC meeting in late June.

13. Funding of a second intake of MA Sociology students Dr. Jean Davison has been contacting various donor organizations on behalf of Chancellor College to explore scholarship support for a second intake of students into this program. However, the responses so far have been negative. The Chair pointed out that this is something DPM&F should be looking into with various potential sources, rather than the University. It was thus suggested that DPM&F explore funding through its normal channels as a way of addressing this issue.

14. Processing extensions for Ken Allen and Jean Davison The Project Office will be preparing budget amendments to Delivery Order 8 to provide third year funding for these two OPNERS.

15. Proposed support to NAICAP Due to time limitations, this agenda item will be discussed at the next Working Group meeting.

16. Any other business A demonstration of the DPM&F MIS system was provided to Working Group members as the final item at the meeting.

Minutes
HRID Working Group Meeting
July 1, 1991

The HRID Working Group met on July 1, 1991, from 9:00 to 12:00 to review the status of several HRID Project matters. The following were in attendance:

Mr. J. Mkwamba	Ms. J. Larcom
Mr. C. Mphaya (Chairperson)	Ms. J. Newton
Ms. J. Phiri	Ms. C. Kaliu
Mr. M. Sibande	Mr. R. Klauss

The following matters were reviewed.

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

2. Matters arising. Mr. Mkwambe reported that he had met with Mr. Padambo concerning the request for HRID support to the NATCAP program. It was agreed that Mr. Padambo should present more specific details of their request for HRID assistance when known so that the Working Group could then consider the matter.

3. Status of DPM&T MIS effort. It was reported that Mr. Manong'a had responded to the USAID Mission Director's letter on this subject and that a further clarification of DPM&T's specific plans and intentions to formalize the MIS development unit's responsibilities within the Department would be forthcoming in the very near future.

4. BA Public Administration Program. The Working Group discussed the budget submitted in a letter of June 6th to DPM&T and agreed in principle with the estimated costs. These expenses will be paid out of the HRID local currency allocation. Regarding the matter of student allowances, it was agreed that a subcommittee of the HRID Working Group (M. Sibande, C. Kaliu, and R. Klauss) should review allowances for this program as well as the other scholarships funded by HRID at the University in the next few weeks and come up with a recommendation for final review by the Working Group.

5. Womens scholarship program. The letter from the University concerning HRID support for this program in the next academic year was discussed and it was agreed to plan on supporting 56 undergraduate women studying in nontraditional fields who meet a minimum grade cutoff of at least 60%. In addition, the Project would be prepared to fund 12 women graduate students in nontraditional fields. Regarding the University's cost estimates for furnishing the Assistant Women's registrar's office and residence, the Working Group approved the submission with the following two modifications on the list of house furniture: reduce the number of dining chairs from 7 to 6; reduce

furniture: reduce the number of dining chairs from 7 to 6; reduce the number of bookshelves from 3 to 1. The funds for these items will come from the HRID local currency account.

6. Ministry of Local Government. The Working Group agreed that the Ministry should be kept informed of funds available and remaining for in-country training costs through HRID, and that the HRID Project Office should continue to handle these funds directly with the Ministry rather than utilize the local currency funds through DPM&T. Regarding the Ministry's request to sponsor eight Ministry officers to attend a diploma course at PAID in Cameroon, the Working Group saw this as a separate request outside the parameters of the existing MLG program being supported by HRID for in-country training. It was concluded that this request could not be supported at this time due to other commitments of the Project. It was also agreed that representatives of the HRID Working Group should meet with the Ministry to review the status of currently funded HRID activities in the near future.

7. Bunda College of Agriculture. The Working Group found Bunda's updated strategy statement to be very helpful in clarifying its request for modifications in its original submission. Overall, the proposed changes and adjustments requested by Bunda seem reasonable and the Working Group agreed that as long as these changes can be accommodated within the overall three phase funding request originally submitted, then the proposed changes would be acceptable. The HRID Project Office and USAID will review the financial implications in greater detail in the next week and communicate with Bunda College thereafter.

8. Ministry of Works. The Working Group agreed that HRID should look to funding the scholarship candidate only after she has successfully completed one year at the Polytechnic, at which time she would hopefully qualify for support under the women's scholarship program.

9. Certificate in Management Program. It was agreed that we should push for greater cost sharing in this program on the part of employers. Details of the estimated per student cost of MK 5,000 will be further discussed with the Malawi College of Accountancy. If this figure includes board and lodging costs, the Group will propose that employers be asked to pick up these expenses while HRID covers that portion which represents the instructional costs. In addition, for those employers who have been paying board and lodging costs of their employees in the first program and plan to send more employees, we should push to have these employers pick up some portion of the instructional costs as well (perhaps 20%).

10. Accounting Conversion Program. It was agreed to support the accounting conversion program again this coming academic year in light of the success of the first year's

graduates (all of whom have gotten jobs), the continuing need for accounting personnel in the economy, and the quality of applicants who fit the profile of students for whom this program was intended.

11. National Commission on Women in Development. The Working Group agreed to allow the \$20,000 allocation in DO 33 earmarked for support to training activities of the National Association of Business Women to be used for NABW's startup operating costs (rather than for training). This shift in support has been agreed to on the basis and expectation of firm commitments that additional funds will become available to NABW within the next three months to cover its future and ongoing operational requirements beyond August. Providing support in this form would be consistent with the rationale with which HRID has given initial institutional startup funds to the Assistant Womens Registrar program at the University of Malawi. This change in use of funds from training support to operating budget support for the first few months of NABW's activities has been agreed to by Mrs. Kalyati in her role as chair of the NCWID on the basis that NABW will be receiving other support to sustain NABW's activities once the HRID resources are used. The HRID Working Group also agreed that no additional funds beyond this \$20,000 allocation will be made available to NABW.

12. Any other business. The following additional topics were discussed under this agenda item:

OPC request for short-term training visits to the U.S. The Working Group agreed that this request did not fall within the parameters of the HRID Project. DPM&T will advise OPC of this.

Status of DPM&T strengthening. In reviewing this matter, it was recalled that apart from a few commodity items, that the most pressing concern for the time being was to focus on progress with the DPM&T MIS project.

PCC meeting. It was agreed that we should try to schedule a PCC meeting toward the latter part of July. The Project Office will identify in consultation with DPM&T and USAID.

MINUTES OF THE HRID PROJECT COORDINATING COMMITTEE MEETING
AUGUST 2, 1991

The HRID Project Coordinating Committee met on August 2, 1991, to review the progress of HRID project activities. The following persons were present at the meeting:

Mr. W. Manong'a, DPM&T (Chair)
Mr. J. Mkwamba, DPM&T
Mr. C. Mphaya, DPM&T
Ms. J. Phiri, DPM&T
Mr. K. Rikard, USAID
Dr. J. Larcom, USAID
Mr. H. Chimzimu, Ministry of Education and Culture
Mr. G. Gompho, Ministry of Agriculture
Mr. R. Chayenda, Ministry of Finance
Mrs. Manjormo, Department of Statutory Bodies
Dr. B. Kandoole, University of Malawi
Dr. R. Klauss, HRID Project Office

1. Adoption of agenda The agenda was adopted without additions.

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

3. Matters arising The following matters were raised from the last meeting:

The committee was advised that the University of Malawi Tracer Study has been completed and a copy will be sent to all members.

It was noted that there are no plans to continue funding another iteration of the UCE program.

In response to a query regarding the MBA program it was reported that the project is not planning provide resources to launch an MBA program at the Polytechnic.

4. Progress of HRID Project activities since August 1990 Monitoring and evaluation status reports on all project activities were distributed prior to the meeting. Updates on some of the project activities which have occurred since the reports were written were provided by the HRID Project Coordinator and questions and comments were made on the following:

MA Sociology program This program has progressed well to date but there is concern about sustainability once HRID resources for scholarships are no longer available. This matter will be monitored in the next several months and scholarship funding from other sources will be sought.

MA Economics and transportation economics program This program is scheduled to start this September. Scholarship funding for up to 10 MA students is being sought and it appears that UNDP will be able to support 4-6 students, while HRID is prepared to support women students through the Womens scholarship program.

Bachelors in public administration program This program started last year with 19 students. Overall, the program is moving forward well. However, there was some concern among students about the level of allowances they were receiving. The PCC asked the HRID Working Group to review this matter and work out a satisfactory allowance for these students with the University. Students will be informed in writing before the next academic year about their allowances so that this problem can be resolved.

Womens scholarship program Dr. Kandoole noted that the HRID Working Group's proposed 60% pass rate as the criterion for HRID support might present problems in a few programs. It was agreed that the University should liaise with the HRID Working Group once final grades for the year are available, at which time a final decision would be taken on minimum pass rates to be required.

Conversion program in accounting and marketing It was reported that within the past several weeks the Malawi College of Accountancy and the HRID Working Group had reviewed the status of the accounting conversion program and it had been agreed to continue the program for another year due to the success of last year's class and the quality of applicants for another intake. The marketing program will also enroll another group of new students this coming academic year.

Masters in Education Management It appears that there may still be a pending payment to be made for this program. This matter will be reviewed by the HRID Project Office and the University.

DPM&T MIS installation It was reported that while there had been some delays in implementation this past year, recent progress in adding staff to the DPM&T MIS Development Team should help to accelerate implementation in the coming months.

5. Review of project funding status

a. Foreign exchange allocations/expenditures The figures in the attachment on this subject were briefly reviewed and it was noted that approximately \$992,426 remains available for additional activities. However, in the spirit of the interim evaluation report, the intent should be to give priority to reinforcing organizational improvement activities currently in process rather than starting new efforts.

b. Local currency allocations/expenditures The attachment on this subject was reviewed and it was noted that the HRID Working Group would be seeking an additional allocation for the next year to support the costs of in-country project activities.

6. Upcoming activities

a. Allocation of remaining funds In the coming months the Project will need to determine how the remaining unallocated funds are to be spent. As noted above, primary attention will be given to strengthening institutions and activities currently being supported. Dr. Kandoole mentioned that the University would be submitting proposals in the near future. It was also noted that Kamuzu College of Nursing would be proposing an amendment for their existing HRID project activity which is aimed at strengthening the instructional capacity of the institution.

b. Project evaluation It was noted that plans need to be made to carry out another evaluation within the next year as a basis for determining whether USAID would be in a position to consider adding more resources to HRID. The HRID Working Group will be discussing this matter in the near future.

7. Any other business The next meeting is to be held in approximately 6 months, or sooner if the need arises.

MINUTES

HRID WORKING GROUP MEETING August 7, 1991

The HRID Working Group met on August 7, 1991 to review the status of several HRID Project matters. The following were in attendance:

Mr. J. Mkwamba (Chair)	Ms. J. Larcom
Mr. C. Mphaya	Mr. M. Sibande
Ms. J. Phiri	Mr. P. Mulawu
Mr. R. Klauss	

The following matters were discussed.

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

2. Matters arising In light of recent discussions with the University of Malawi regarding on the Womens Scholarship program, it was agreed that we would await further information from the University concerning the number of women in various programs who meet the minimum grade cutoff of 60% which had previously been established by the Working Group. There may be need to waive this cutoff in a few programs (e.g. law) to assure that women who are slightly below this grade can still be considered for funding. The University will liaise with the Working Group once they have end of term reports. In light of recent staffing additions and a decision to formalize an MIS unit within DPM&T, the MIS effort now seems to be back on track and is moving forward again. Two short-term consultants have arrived to assist the MIS team and plans to extend the system to Ministry of Education and Culture are underway.

3. Allowances for HRID funded students at the University of Malawi The Working Group reviewed the report of the allowance subcommittee and after further discussion it was agreed that a maximum of MK 100 per month should be given to those in the conversion and BA public personnel programs. There was also consensus that the MA sociology students should also be getting MK 100 per month and that any "savings" from reducing the monthly allowance from 200 to 100 should be used for the purchase of books and for research support for each of the students. This matter will be reviewed with the University as soon as possible, and all students should be expected to sign a form which spells out allowances and conditions of their scholarships.

4. U.S. annual participant conference Dorothy Anderson is working out dates and venue for the annual participant conference which is likely to be held in mid-late October. DPM&T would like to send two officers (a senior officer and the desk

officer for the project). This matter will be reviewed within DPM&T and USAID so that final plans can be made.

5. In-country awards ceremony It was agreed that we should plan such an event to take place sometime November-early December or the latter part of January. The HRID Project Office will liaise with DPM&T and USAID in making plans.

6. Certificate in Financial Management - Malawi College of Accountancy Based on cost estimates provided by MCA, it was agreed that HRID would support another offering of this course on a cost-sharing basis. HRID would cover the fixed costs (instructional), while participants' employers should be expected to cover the boarding, travel and other miscellaneous participant fees. The cost to HRID would come to MK 38,680.

7. ESCOM commodities An additional request for an estimated \$22,000 worth of equipment has been pending from ESCOM. To date the program has gone well, and a counterpart has now been trained. ESCOM has made quite a commitment to this effort, though there have been delays and shortages of basic tools and transport from time to time. It was agreed that a delegation from HRID should visit ESCOM as soon as possible to review the situation and then make a decision.

8. Any other business The issue of scholarship funding for the MA Sociology program was reviewed. As of now, it appears that one person will be funded through Canadian CIDA and another person has come up with half the costs. After considerable discussion, it was agreed to provide funding for up to 3 1/2 scholarships to support a second intake for the program. The funds will come from the National Commission on Women in Development delivery order which had set aside \$40,000 for one person to complete her PhD in the U.S. Since these funds will not be needed, the Chair of the Commission has agreed that these funds could be used to support local scholarships for this program. Accordingly, the University will be advised to proceed on this basis, with the expectation that a class of 5 students will form the second intake beginning late September.

E. TRIP REPORTS

September 4, 1991

REPORT OF THE FOURTH PRE-DEPARTURE ORIENTATION HELD AT THE
MALAWI COLLEGE OF ACCOUNTANCY, BLANTYRE, FROM JULY 29 TO
AUGUST 2, 1991

A pre-departure orientation was organized by the AED Project Office for the fourth group of long-term training participants to the United States. The program was conducted at the Malawi College of Accountancy in Blantyre from July 29 to 2nd August 1991.

The objectives of the orientation were:

1. To get an understanding and agreement on the purpose of the training awards and to further specify the participants' training objectives;
2. To prepare participants for their training programs in the United States;
3. To explain the United States Educational System;
4. To introduce participants to computers and develop their typing skills as academic tools;
5. to get participants to appreciate the American social and economic life; and
6. To explain the conditions of their scholarship awards and the support they will get from the Institute of International Education and the Project Office.

Resource persons for the program included Ms. Chris L. Kalilu and Nyembezi Nthambala from USAID/Lilongwe, Mr. McCallum Sibande from the Department of Personnel Management and Training. Members of staff of the College of Accountancy assisted in teaching computer and typing skills.

The Orientation was officially opened by the Deputy Secretary (Training) in the Department of Personnel Management and Training, Mr. J. Mkwamba. Also present at the opening was Ms. J. Phiri, Principal Training Officer in DPMT.

We had an opportunity to have one ex long-term participant who had been funded by USAID to study in the United States and a Peace Corp Volunteer speak to the orientation participants. These were Messrs. Blazio Masamba and Mike Holland. Their talks covered the academic and social adjustments the participants will have to make in order to cope with their academic and social environments. Video films borrowed from USIS on academic and student life in the United States were also used to reinforce what the participants had been told. Mr. Nyirongo and Ms. Wong, of USAID Health Office, spoke with the PHICS participants on issues regarding their training programs.

The time-table for the orientation is attached for information.

ffo

An informal evaluation of the orientation based on comments from the participants indicated that the orientation was very successful. Participants had a better understanding of what was expected of them and what adjustments they would have to make in order to achieve their training objectives. However, participants felt that they needed more time learning computer and typing skills.

Participants at the orientation were:

	<u>Name</u>	<u>Home Org.</u>	<u>U.S. Trg. Inst.</u>
1.	Ms. O. Kakhome	K.C.H.	Cath.Univ.of America (MA Nursing).
2.	M. Nkhata	M.B.C.	Univ. of Iowa (MA Mass Communication).
3.	S. Gunde	M.B.C.	Univ. of Pittsburgh (MPA)
4.	R. Salama	M.E.P.C.	Oklahoma City Univ. (MA International Trade)
5.	W. Kamthunzi	Bunda	Univ. of California (MA Agric.Engineering)
6.	A. Safalaoh	Bunda	Oklahoma State Univ. (MA Animal Science)
7.	A. Dimba (PHICS)	M.O.H.	Wichita State Univ.
8.	T. Masache (PHICS)	M.O.H.	Univ.of North. Iowa
9.	A. Kudzala (PHICS)	M.O.H.	Univ.of Maryland
10.	P. Mkandawire	Bunda	Virginia Poly. (Ph.D. H.Econ.)
11.	J. Ntambo	DEMATT	Ferris State Univ. (Cert. in Management)
12.	R. Ngaiyaye (PHICS)	M.O.H.	Not placed yet. (B.Sc. Communication)

1991 PRE-DEPARTURE ORIENTATION TIMETABLE HELD AT
THE MALAWI COLLEGE OF ACCOUNTANCY.

	8:00 - 10:00		10:30 - 12:00		2:00 - 3:00		3:15 - 4:30
MONDAY 7/29/91	Admin.info. Arrangements for the week Official Opening	B	Acquaintances Flow of week Orientation Objectives	L	Training Objectives	B	Introduction to Computers
TUESDAY 7/30/91	Conditions of Award	R	AID and MG Regulations	U	Computers	R	Computers
WEDNESDAY 7/31/91	General Discussion on Conditions and Regulations and IIE Support	E	Computers	N	Computers	E	Computers
THURSDAY 8/01/91	Academic and Social Life in the U.S. (Film)	A	Academic and Social Life in the U.S. (Panel Disc.)	C	Computers	A	Computers
FRIDAY 8/02/91	Computers	K	Computers	H	Q&A and Individual Details	K	Closing

TRIP REPORT OF VISIT TO ESCOM (BLANTYRE)
August 28, 1991
Rudi Klauss

On August 28th, I had a meeting with Mr. Kainja, Commission secretary of ESCOM and Tod Smith to discuss the status of Tod's technical assistance support to the Commission, their request for some additional training equipment, and Tod's gradual phase out from ESCOM. (He is scheduled to complete his assignment in November.)

Mr. Kainja reported that feedback from graduates and supervisors of graduates from the two courses which have been completed to date was good. In addition to training ESCOM employees, the first group included one participant each from Blantyre Water Board and Sucoma. The third group currently in training includes two from Air Malawi and one from Blantyre Water Board. Tod's counterpart is coming along well and has taken charge of the third course, with Tod providing backup support as and when appropriate. This course will finish in mid February, 1992. In addition to working with his counterpart, Tod has been assembling an oil reclaiming unit from various parts that are available at ESCOM. Such a unit had been originally requested to be purchased through the HRID Project at an estimated cost of \$8,500. However, by using parts available at ESCOM and with an additional purchase of about MK 1500 of parts he will be able to complete this unit. The net savings to ESCOM could be considerable (MK 400,000 - 600,000 per year saved in the purchase of oil for transformers), once it is operational later this year. He is also working in installing high voltage testing equipment for the training unit.

ESCOM had requested three additional training commodities from the Project (reclaiming oil unit, an echo-flex fault locator and infrared scanner). The reclaiming oil unit is no longer needed since Tod has been able to assemble this with parts at ESCOM. These other items are still needed. The estimated cost of the other two items is about \$7,500.

We also discussed the sustainability of this effort over the long term. Mr. Kainja feels that the program is in a good position to carry on, now that the counterpart has acquired the experience of conducting training and after having received additional training in South Africa at ESCOM expense. As we talked about ESCOM's commitments to this area, he noted that ESCOM's annual training budget is increasing annually and they are projecting a training budget of approximately MK 1 million per year over the next five years. Thus, ESCOM's commitment to training in general is demonstrated in its annual budget. They are also prepared to offer switchgear training to more non ESCOM students. However, the constraint at this point is hostel accommodation. This problem may be sorted out in the next few years.

We also reviewed the phase down aspects of Tod Smith's contract. Given that the third course offering had been delayed and is now scheduled to finish in February, 1992, we discussed whether it would be desirable for Tod to continue through this third cycle before leaving Malawi. ESCOM feels this would be desirable. This would also allow him to complete the oil reclaiming unit, install the High Voltage testing equipment, and oversee training on the use of the two remaining training commodities they would like to obtain through HRID. The estimated additional cost for Tod and for the two training items is about \$27,000. A decision on the possibility of the extension needs to be made by the end of September since his current contract expires in early November.

PATRICK MULAWU TRIP REPORT TO BLANTYRE AND ZOMBA

APRIL 9 TO 13, 1991

The purpose of the trip was to help new HRID participant candidates practice for the GRE test which they were to take on April 13, 1991 and secondly, to join Mr. Mabeti in visiting the employers of the Certificate in Financial Management graduates that had completed the course at the Malawi College of Accountancy in order to assess the effectiveness of the course. I was also to meet with three PHICS participant candidates to explain and assist in the completing of application forms and PIO/Ps.

Wednesday April 10: I met with Mr. Mabeti at the Malawi College of Accountancy and discussed what our approach was going to be when we meet the employers of the graduates of the Certificate in Financial Management as a means of evaluating the course. Mr. Mabeti had designed a questionnaire, copy attached, around which he had suggested we base our discussions with employers. I had also shared with Mr. Mabeti our M & E plan specifically on the impact indicators and that I wanted these issues covered during our discussions.

We were to visit four employers in the Blantyre/Limbe area namely Malawi Railways, The New Building Society, Stagecoach and Sedom. At Malawi Railways we met with Messrs. Ndao and Chintsanya who are supervisors of Mr. Kafatiya who had attended the course. Their assessment of Mr. Kafatiya's performance after attending the course was all positive. Mr. Kafatiya manages the Malawi Railways Credit Society, and we were told that Mr. Kafatiya's management and reporting of the society's activities has greatly improved since he attended the course. Mr. Kafatiya is being considered for promotion as a result of his improved performance at his job, which is seen to be a result of his having attended the course. Malawi Railways would be willing to send other participants to the course and pay for the course subject to funds being available.

At Sedom we met with Mr. Kondowe and Mrs. Howahowa. Three participants from Sedom attended the course namely Messrs. Moyo, Chiya and Nandolo. We were told that the performance of the three officers that attended the course has improved and that they believe it is as a result of their attendance at the course. The officers are now demonstrating a better understanding of project appraisal and accounting procedures. Mr. Nandolo has been made district officer for Kasungu. Sedom would be willing to pay for the cost of the course for its members of staff to attend a similar course subject to funds being available.

At the New Building Society we met with Mr. Juga, Area Controller of the Society. Two participants from the Society

195

Lilongwe. Mr. Juga could not discuss with us his assessment of the performance of these officers and suggested that we discuss this with Mr. Maganga at headquarters in Lilongwe.

At Stagecoach we were not able to meet with anybody as the officer we were to meet had gone away. Mr. Mabeti will follow up on this.

The following employers in the Central Region have yet to be met to get their feed back on the impact of the course with regards to performance of their employees who attended the program: Salima ADD, Kasungu ADD, Kachawa Credit Union and the New building Society.

Thursday April 11: I met with the participant candidates who were to prepare for the GRE test. Nine candidates attended the practice sessions and only one did not attend as she had not received the invitation to attend. Mr. Nyirenda of the Polytechnic led in the practice sessions.

I met with three PHICS candidates based in the Southern Region to explain and assist in the completion of the application forms and PIO/Ps.

Friday April 12: I was available at the GRE practice sessions which ended at 4:30pm that day. On Saturday April 13, I travelled to Zomba with those candidates that were to take the GRE test that day.

MALAWI COLLEGE OF ACCOUNTANCY.

CERTIFICATE IN FINANCIAL MANAGEMENT EMPLOYER'S FEEDBACK QUESTIONNAIRE.

ALL RESPONSES WILL BE TREATED WITH THE GREATEST CONFIDENTIALITY.

QUESTION 1

BRIEFLY OUTLINE YOUR EVALUATION OF YOUR EMPLOYEE'S PERFORMANCE BEFORE AND AFTER THE COURSE.

QUESTION 2

EXPLAIN BRIEFLY HOW RELEVANT YOU FEEL THE COURSE IS TO YOUR ORGANISATION'S OBJECTIVES.

QUESTION 3

WHAT OTHER COMMENTS DO YOU HAVE IN TERMS OF STRUCTURE , CONTENT AND SUGGESTIONS ON THE COURSE?

QUESTION 4

WOULD YOUR ORGANISATION BE WILLING TO SPONSOR MORE EMPLOYEES ON THE COURSE IN THE FUTURE? (PLEASE STATE IF THERE ARE ANY RESERVATIONS)

TRIP REPORT
April 29-30, 1991

Rudi Klauss

On April 29th I travelled to Zomba to participate in the opening of the Ministry of Local Government workshop for senior appointed and elected officials in local government councils. Unfortunately, the formal opening involving the Minister had to be cancelled due to a funeral. However, the course started on schedule with some 22 participants at the Ministry of Works training center in Zomba. This course is being offered four times in the coming weeks to provide coverage to all local government councils throughout the country.

I also met briefly with Dr. Kandoole and OPEXers Jean Davison and Aaron Adiv. All seems to be going well with them.

Late in the morning I continued on to Blantyre and in the afternoon met with Richard Graham at the Polytechnic to discuss a hardware problem on the HRID provided computer for the marketing conversion program. We visited with the technical director of the local IBM distributor (CSS) to discuss the problem of replacing the motherboard.

I also stopped to see Sam Mpasu at ACCIM to provide an update on the commodities which are now being ordered. Delivery is expected in early June.

On April 30th, I met with the NCR representative to discuss problems of maintenance support to DPM&T. NCR has been slow to respond to calls for support and the Wayne Harris (the local manager of NCR) promised to try to improve their response time.

Trip Report
Rudi Klauss
Blantyre June 24-25, 1991

On June 24th, I travelled to Blantyre to meet with officials from DEMATT and Malawi College of Accountancy.

DEMATT The purpose of the DEMATT meeting was to review the progress of HRID support to DEMATT in preparation of the Monitoring and Evaluation Report. I met with Leonard Mangulama (Field Services manager) and Phyllis Horea (training officer) to review the status of various activities. Overall, they indicated that good progress was being made on all activities. Current issues needing attention include: finalizing Allen Ntambo's short-term training program, two short-term courses in Botswana for DEMATT staff, and a status report of funds remaining for training and commodities. A more complete report of project activities is provided in the M&R report.

Malawi College of Accountancy The purpose of this meeting was to discuss MCA's request to continue the accountancy conversion program and the Certificate in Management program. To date, they have received applications from 10 suitable candidates for the conversion program and in light of this development would like to offer this course one more time starting in September. I indicated that the HRID Working Group would consider their request at its next meeting. We also discussed the possibility of MCA offering another iteration of the Certificate in Financial Management program. Several organizations have indicated an interest in sending individuals to this program but are finding it difficult to cover all the costs. MCA will send us a budget which splits the instructional costs from the lodging and meals costs. If a decision to support this program is made in the next few weeks they are prepared to start the first module in August-September.

Other business I visited with Sam Mpasu briefly to verify their receipt of the commodities which have been provided by HRID. The commodities were delivered on June 24th and are being set up. They would like to arrange a formal "handing over" ceremony as soon as possible. I also visited with Jim Hellerman briefly at DEMATT to verify receipt of commodities they had been expecting for the MSE program. All items except the copier have now been received.

**Rudi Klauss
TRIP REPORT
ZOMBA-BLANTYRE**

July 3-4, 1991

On July 3rd I drove Dr. Karin Hyde to Zomba where she began her two year assignment as Research Fellow at the Centre for Social Research. We met with Dr. Kandoole initially and then went to the Centre where we met with the Centre staff. Jean Davison has offered to let Karin stay in her house for 3-4 weeks until alternative, permanent housing is found.

Late in the afternoon I continued on to Blantyre and the next morning had a brief meeting with Sam Mpasu at the Chamber secretariat. The commodities purchased through HRID had been received the day before and were being installed. Training on the desktop publishing software will be arranged in the coming weeks.

I also stopped by Malawi Bureau of Standards to leave a per diem check for Mr. Chirwa who is currently conducting his in-country field research for his Masters thesis.

Upon completion of these visits, I returned to Lilongwe-arriving in the afternoon of July 4th.

time for them to enroll in the fall semester. In addition to some being scheduled to take the GRE June 1, most had only taken the TOEFL on May 11. Because of the late nominations, arrangements had to be made for a special TOEFL test date for May 11.

On Friday, May 31, Patrick and I met with Dr. Kandoole, the vice-principal, Chancellor College, the University of Malawi. We discussed the participants from Chancellor College who are currently enrolled in degree programs in the United States under Malawi HRID.

That weekend, Patrick and I spent one night at the Nkopola Lodge which is situated on the beautiful Lake Malawi. I had been to Malawi innumerable times but had never had or taken the time to visit the Lake, which gave meaning to why Malawi is referred to as "the warm heart of Africa." I would like to return there when I could spend more time.

The last day before my departure from Malawi, there was a follow-up meeting at USAID, with Joan Larcom and Chris Kaliu. We discussed the timing of the annual student conference and agreed that it should be held as early in the academic year as possible to enable new students to benefit from the experiences of the "older" students. Joan said she would discuss the matter with the mission director and try to convince her that the conference should be held earlier rather than later.

I also inquired about the status of the amended budget request and possible contract extension after March, 1993. I was told that it is very likely that the contract will be extended for two additional years following the first five years, as there are provisions in the contract to do so. Joan apologized for the delay in responding to the request for a budget amendment and assured me that action would soon be taken on it. The third item that was discussed at this meeting was the matter of follow-up activities which is usually given high priority in USAID-funded contracts. Joan said she would follow up on this and try to arrange a date for some type of activity to honor former participants where they would be presented with certificates.

A meeting was held with the deputy secretary, Mr. Samuel Chawari and Ms. Njoloma, the PHICS project coordinator, both in the Ministry of Health. Again the matter of late nominations was discussed. They are very pleased with IIE's success in placing as many people as we do on such short notice. They, too, promised to do better about selecting candidates in a more timely fashion. This discussion was duplicated in a meeting with Gary Newton, USAID's health officer who is responsible for the PHICS project.

The nine days spent in Malawi were very enjoyable and productive. I left with the feeling that USAID, the Government of Malawi, and AED are very pleased with IIE's performance in the Malawi HRID project.

Socially, the Malawians expressed genuine support for IIE by inviting me to their homes, visiting me at the hotel, and as mentioned earlier in this report, Mr. Mkwamba hosting a dinner at a local restaurant in my honor. In fact, the night before my departure, Patrick Mulawu, DPM&T staff, and former participants came to the hotel to say "goodbye." In addition, one of the participants who had just arrived in Malawi to conduct research toward her master's degree, came to the hotel with four members of her family to visit me.

Now, if we can just receive the nominations in a more timely fashion...!

- 702

F. CONSULTANT REPORTS

AFTER ACTION REPORT

BARBARA A. BROWN
Contact no. 612-0230-C-00-8009
Malawi HRID Project

May 1, 1991

I. WORK SCOPE AND PROBLEMS ENCOUNTERED

Programming, Testing, Debugging and Technical Support:

- set up structures for 47 tables in test directory, compiled and built 51 modules/programs for testing.
- learned the Malawi setup of the NCR system and the VI editor in order to use in debugging.
- Added code changes requested by Eric.
- Tested Initial Survey entry code thoroughly, fixing and retesting about 35 code problems that affected approximately 2000+ lines of code. The testing covered 7 main files: SURVINIT, SURVENTR, HELPMODS, SURVVALD, CONFLOG, RPRTCLOG. This took until the end of the schedule to fix and is now up and running live.
- Had George write most of the new code and mark it so he understood what was being fixed and why.

NCR / INFORMIX Problems:

- Fixed the Termcap files for NCR (UNIX) and INFORMIX so they matched setup suggested by INFORMIX support.
- Changed source code to get around problem in INFORMIX code arr_count command.

- Went through NCR kernel to find where keystroke buffer size and rate were set and told George how to change them to eliminate the errors caused by the cursor keys.

Design of System Enhancements:

- Went through the code and made notes on duplicate code that can be eliminated, but mainly concentrated on the table setups. Made notes on designs for tables that could greatly improve performance. Went through report generating code with George and how new reports could be generated as he needed them. Changed design of report-generating code to use less paper.

Software version control and fix levels:

- Reviewed with George how to set up different levels of the same files to handle different versions of the same code. Also taught him how to mark the source code to identify changes and track them at different levels of code and how to note the reason for code changes (eg. problem fix, design change, new design).

Technical documentation:

- Commented the 7 files that I spent all of my time on with more specific comments and had George comment part of it so that I knew he understood the code and I understood how much commenting would need to be done to enable efficient technical support. No technical document was written because no time in schedule for it. I did get a chance to review with George, Richard, and Joe what they would like to see in a technical support document.

Data Center Standards:

- Spoke with George on how this data center was being run and made a few suggestions. These all centered around delegating work out to others so backup support is still there if someone is not in. There was not alot of time to address much else as far as developing data center standards.

II. RECOMMENDATIONS

Programming:

- make sure all changes that are written and tested in the test directory get moved over to the live directory
- fix SURVINT code as suggested by INFORMIX support
- test fix to multiple posts problem

NCR / INFORMIX Problems:

- Change SURVINT code to incorporate suggestions from INFORMIX support to get around arr_count code problem
- Get documented list of all INFORMIX problems and get all possible patches to fix them
- Delete old termcap files out of system
- Get NCR support to look at the setup of the kernel, specifically the INODE setting and the keystroke setting. Also see if anything else could be changed to improve performance when handling large databases.

Design of System Enhancements:

- Changes to screen layout as requested by users
- Consolidate DEFINES into 1 module
- Consolidate messages into 1 module
- Delete duplicate code
- Break up large tables and link as smaller tables to enhance performance
- Develop new reports as requested
- Eventually migrate code from 4GL to C when become more automated

Software version control and fix levels:

- Define the current level and design cutoff, then define the next release design and assign a level to it. Each design or level should have 3 directories for it: the original code directory, the test directory, and the final live directory to be used.

Technical Documentation:

- The code needs commenting, both at the beginning of each module to define specifically what the module does and at the beginning of all the functions within each module. Document all test/increment loop conditions.

- A design (or internals) document has to be written to be used as a reference for technical support and the person writing the user's guides. It minimally has to include:

- general system design - define what this system is supposed to do
- design and interfaces of subsystems
- module design description, including all interfaces (calls)
- description of all DEFINES (global or otherwise)
- description of all tables and what modules alter them
- description of flows of all data
- description of all input screens and all output (printouts, etc.)
- listing, location, and explanation of all messages
- quantify expected performance
- description of all NCR/INFORMIX interface requirements
- description of directories and fix levels and how to change code
- description of all testcases that completely test each module
- description of future release levels and where the changes are expected to be in the code

This document should be put online for use by different support people in addition to the technical support team. It can be used as the teaching document for technical classes.

Data Center Standards:

My experience with data center standards are that they vary depending on the number and skill level of the people supporting them. But the following areas have to be addressed:

- programmer assignments and backup**
- scheduled system backups**
- scheduled rotation of jobs for education, backup and moral purposes**
- defined way of keeping people informed of changes, both within the data center and people that interface with the center**
- scheduled maintenance down time**
- defined way of getting feedback from system users that could result in problem fixes or performance enhancements**

From: Eric Eno 
To: DPM&T Development Team
Rudi Klauss
Kurt Moses
Date: 28 April 1991
Subject: Trip Report, Malawi HRID Project
7-29 April, 1991

1. The purpose of this trip was to deliver release 1.0 of the Automated Personnel Information System, to test the system, to familiarize users with the system functionality, and to train technical staff in the programming aspects of the software.

2. During the trip, we installed the software on the DPM&T computer and developed a series of tests for the survey processing module of the system. We were able to complete thorough testing for the survey entry module, and to partially complete testing of the events processing module. This release of the system has been accepted by the Malawi government as indicated in Attachment 1 to this report. Functional descriptions for the entire system have been included as Attachment 3 and the Acceptance Test Design Document for the survey processing module is included as Attachment 4.

3. Together with the development team, we developed a tentative schedule of project events for the remainder of 1991. This schedule is outlined in Attachment 2 to this report. It will be supplemented by a separate report by Barbara Brown, and by a more detailed document specifying responsibilities for individual project team members.

4. We held a combined training/demonstration of the system for personnel officers during this visit, and found a very positive response to the system functionality. In addition, we provided a brief demonstration for members of the HRID working group, who similarly expressed positive views of the system.

5. The Malawian members of the Development Team should be singled out for commendation. The team was functioning effectively during the entire three weeks of this visit, and everyone displayed a keen interest in learning the system and facilitating its implementation in the Department.

6. We established contact with the regional distributor of Informix software, InfoWare, a Botswana registered company. Company representatives provided outstanding telephone and fax support to our technical questions, and we have made arrangements for provision of longer term technical and upgrade support for our Informix products.

7. The single disappointing aspect of this trip was the continued lack of effective technical support from NCR for the computer system. NCR's response time to problems was unacceptable. Part of the problem stems from the fact that the support technician for Lilongwe has no telephone, and seems to have inadequate diagnostic equipment to effectively complete his job. I hope that continued contacts with the NCR general manager in Blantyre will remedy this situation.

4 Attachments

- 1. Acceptance Document**
- 2. Tentative Schedule**
- 3. Functional Specifications**
- 4. Test Design Document**

MEMORANDUM

TO: John Hatch. AED

FROM: Nick Wedeman, Malawi HRID 

SUBJECT: Malawi Participants -- 1991

Please find below two different lists for the Malawi HRID participants that were in the United States in 1991. The first list includes participants who were in the United States for all of 1991 or arrived to began their programs in 1991. I have included the date of arrival for the participants whose programs started in 1991. The second list includes the participants who either completed or terminated their programs in 1991.

<u>Name</u>	<u>Field of Study</u>	<u>Institution</u>
1) L. Banda	Pub. Admin. (MPA)	Clerk-Atlanta U.
2) Joseph Chikagwa	Elect. Engin (M.S.)	NC Agrl & Tech. State U. (8/13/91)
3) Mary Chimwele	Devel. Admin. (M.A.)	Western Michigan U. (9/2/91)
4) Sridget Chiwaula	Communications (M.S.)	Indiana State U.
5) Andrew Dimba	Phys. Asst. (B.S.)	Wichita State U. (8/13/91)
6) Sam Gunde	Pub. Admin. (MPA)	U. of Pittsburgh (8/8/91)
7) C. Malata Chirwa	Civ. Engineering (M.S.)	Iowa State U.
8) Olive Kakhome	Nursing (MSN)	Catholic U. (8/18/91)
9) A. Kamperewera	Public Health (B.S.)	Washington State U.
10) W. Kamthunzi	Ag. Engineering (M.S.)	UC-Davis (9/11/91)
11) Amose Kudzala	Environ. Health (B.S.)	U. of MD-Eastern Shore (8/22/91)
12) E. Liabunya	Nursing (MSN)	U. of Pennsylvania
13) Tannach Masache	Environ. Health (B.S.)	U. of Northern Iowa (8/15/91)
14) T. Matanda	Nursing (MSN)	U. of Wisconsin-Madison
15) P. Mkandawira	Fam Relations (Ph.D.)	Virginia Poly. In. & St. U. (8/8/91)
16) M. Mkwezalamba	Economics (Ph.D.)	U. of Illinois Champaign-Urbana
17) Peter Mumba	Chemistry (Ph.D.)	Kansas State U.
18) S. Nakiumwa	Pys. Asst. (B.S.)	Howard U.

- | | | |
|---------------------|-------------------------|--|
| 19) Stephen Ngwira | Ag. Engin. (Ph.D.) | U. of Illinois Champaign-Urbana |
| 20) Naomi Ngwira | Ag. Economics (Ph.D.) | Michigan State U. |
| 21) Molland Nkhata | Mass Comm. (M.S.) | U. of Iowa (8/15/91) |
| 22) A. Safalaoh | Poultry Science (M.S.) | Oklahoma State U. (8/11/91) |
| 23) Robert Salama | Int'l Trade (MBA) | Oklahoma City U. (8/22/91) |
| 24) F. Sambakunsi | Trans. Economics (M.S.) | Penn State U. |
| 25) Henry Sefu | Phys. Asst. (B.S.) | Howard U. (Transferred from Wichita State
in Jan. 1992) |
| 26) Clement Thindwa | Int'l Trade (MBA) | Monterey Inst. of Int'l Studies |
| 27) Edith Mkawa | Nursing (MSN) | Howard U. |

Participants who departed in 1991

- | | | |
|--------------------|-------------------|---|
| 1) Mildred Kenala | Nursing (MSN) | Ball State U.
Terminated (6/17/91) |
| 2) Anthony Masanza | Pub. Admin. (MPA) | Virginia Commonwealth U.
Completed - 7/15/91 |
| 3) Charles Msosa | Pub. Admin. (MPA) | Virginia Commonwealth U.
Completed - 8/20/91 |
| 4) I. Mtimaukanena | Nursing (MSN) | Catholic U.
Completed - 12/5/91 |
| 5) Justin Nyongo | Pub. Admin. (MPA) | Virginia Commonwealth U.
Completed - 12/13/91 |
| 6) Linda Semu | Sociology (M.S.) | U. of Illinois Champaign-Urbana
Completed - 8/8/91 |