

PD-ABK-381
92899

Swaziland

Educational Policy, Management and Technology Project

Project Number 645-0230

Life of Project Plan and Budget

for the Period

1 August 1990 to 31 July 1995

LIFE OF PROJECT PLAN

F I R S T Y E A R

1. PROJECT MANAGEMENT:

- 1.1. A comprehensive life of project workplan and budget will be prepared within 90 days of the Chief of Party's arrival in Swaziland.
- 1.2. A detailed annual plan and budget, including quatitative benchmarks will be prepared within 90 days of the Chief cf Party's arrival in Swaziland.
- 1.3. Strategies for approaching each of the project components will be decided upon, together with the MOE and USAID.
- 1.4. An initial organising conference will be held to help to familiarise educational personnel with the Project and to generate ideas for it's development.
- 1.5. Arrangements for training abroad for two Testing, one Guidance, and one MIS staff will be made within the first year.
- 1.6. A formative evaluation plan for each of the components will be completed.
- 1.7. Quarterly reports and report of the first year's work will be prepared.

2. MANAGEMENT OF THE MOE AND THE MIS:

- 2.1. Staff of the RPU Testing Unit and regions who will be involved in the MIS will be trained in basic MIS concepts and procedures within the first 120 days of the project.
- 2.2. A survey of NOE information and decision needs and practices will be completed.

ANNUAL WORKPLAN CONT'D.

2. MANAGEMENT OF THE MOE AND THE MIS CONT'D.

- 2.3. Initial organisational development meetings will be undertaken.
- 2.4. Management Seminars for MOE staff will be held.
- 2.5. The Management Information Systems information needs will be defined and reporting formats will be completed.
- 2.6. The architecture of the MIS will be designed and basic hardware and software will be chosen.
- 2.7. An initial research study will be defined and a study of the education system's capacity to absorb increasing numbers of students will be carried out (schools mapping exercise)

3. CONTINUOUS ASSESSMENT:

- 3.1. Staff of the MOE's Educational Testing Unit (ETU) will be trained in criterion referenced testing.
- 3.2. Staff of the ETU will be trained in remediation strategies and the preparation of appropriate remedial materials.
- 3.3. The content and methods for training teachers in Continuous Assessment and Remediation will be completed and pilot tested.
- 3.4. A survey of teachers' and headmasters' knowledge, attitudes and practices regarding Continuous Assessment will be completed within the first ten months.
- 3.5. Supplies will be procured for the Testing Unit.
- 3.6. The first series of teacher training workshops on Assessment and Remediation will be completed for 1st grade.

ANNUAL WORKPLAN CONT'D.

4. GUIDANCE AND COUNSELLING:

- 4.1. Basic information and methods for Career Guidance will be completed, including the design of the Training Workshops.

5. MANAGEMENT TRAINING FOR HEADMASTERS:

- 5.1. Swazi personnel involved in the headmaster needs survey will be trained.
- 5.2. A survey of headmaster training needs will be completed.
- 5.3. The Management training syllabus for headmasters and others will be completed, and the training schedule will be worked out.
- 5.4. Management training instructors will be trained, and trainees will be registered.

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LIFE OF PROJECT PLAN

.S E C O N D Y E A R

6. PROJECT MANAGEMENT:

- 6.1. The second annual implementation plan will be prepared within 30 days.
- 6.2. The annual education conference will be held.
- 6.3. Quarterly reports will be prepared.
- 6.4. A report of the second year activities will be prepared.

7. MANAGEMENT OF THE MOE AND THE MIS:

- 7.1. Supplies and equipment for the MIS will be procured.
- 7.2. An educational research and policy study will be carried out. The area of study is expected to be identified by a research council which will be established.
- 7.3. The first phase of the Organisational Development effort will be completed.
- 7.4. Management Seminars for MOE staff will be carried out.
- 7.5. One educational administration staff and one guidance staff will be placed in MA programs in the US.
- 7.6. Materials and equipment will be procured for the first TIDC.
- 7.7. The MIS operating equipment and procedures will be shaken down and piloted.

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S E C O N D Y E A R C O N T ' D .

8. CONTINUOUS ASSESSMENT:

- 8.1. The second set of tests and remediation materials will be developed for grades 2 and 3.
- 8.2. The second set of teacher training workshops will be held.
- 8.3. Two members of the testing staff will be placed in 6-month internships in US educational institutions using continuous assessment.
- 8.4. Equipment will be procured for the testing unit.
- 8.5. The first set of Quarterly and Annual tests will be introduced to Grades 1 and 2 and data will be entered into the MIS in regional offices.

9. GUIDANCE AND COUNSELLING:

- 9.1. The first set of guidance training workshops will be held.
- 9.2. One guidance staff will be placed in MA programs in the US.
- 9.3. Career Guidance activities in the schools will be formatively evaluated.

10. MANAGEMENT TRAINING FOR HEADMASTERS:

- 10.1. Plan training schedules for 4 Regional centres. Distribute materials and accompany Trainers on trial TOT.
- 10.2. Provide training to 250 headmasters. Monitor and coach trainers.
- 10.3. Visit training centres and collect feedback evaluations. Provide logistic support and materials as needed. Record and log participants.

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10. MANAGEMENT TRAINING FOR HEADMASTERS CONT'd

10.4. Revise training as per evaluations. Design research study.

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LIFE OF PROJECT PLAN

T H I R D Y E A R

11. PROJECT MANAGEMENT:

- 11.1. The annual implementation plan will be submitted.
- 11.2. The operation and utility of the MIS will be formatively evaluated by REO, MOE and school personnel.
- 11.3. The project staff will participate in the mid term evaluation.
- 11.4. The annual education conference will be held.
- 11.5. Quarterly reports will be prepared.
- 11.6. The third annual report of activities will be prepared.
- 11.7. Supplies and equipment for the second TIDC will be procured.

12. MANAGEMENT OF THE MOE AND THE MIS:

- 12.1. Routine use of quarterly and annual test data will commence in the REO's and the MOE,
- 12.2. The third set of research studies will be undertaken.
- 12.3. The Organisational Development effort will continue with the use of test, survey and research data as inputs to decisions.

THIRD YEAR CONT'D

13. CONTINUOUS ASSESSMENT:

- 13.1. The third set of tests and remediation materials will be developed, probably for Grades 4 and 5.
- 13.2. The third set of teacher training workshops will be carried out.
- 13.3. The second set of Quarterly and Annual tests will be introduced to the schools.
- 13.4. Two members of the Educational Testing Unit will be placed in internship programs.

14. GUIDANCE AND COUNSELLING:

- 14.1. The guidance methods and materials will be revised and refined.
- 14.2. Preparations will be made for the 2nd set of guidance workshops.
- 14.3. Arrangements will be made to place the second two Guidance staff members in MA programs in the US.

15. MANAGEMENT TRAINING FOR HEADMASTERS:

- 15.1. Hold refresher TOT, recruit new trainers.
- 15.2. Plan training schedules for 4 Regional centres. Distribute materials and accompany Trainers on trial TOT.
- 15.3. Provide training to 250 Headmasters, monitor and coach Trainers

THIRD YEAR CONT'D

15. MANAGEMENT TRAINING FOR HEADMASTERS CONT'D

- 15.4. Visit centres and collect feedback evaluations. Provide logistic support and materials as needed. Record and log in all participants.
- 15.5. Visit school sites of 40 headmasters, interview and give TNA.
- 15.6. Revise materials and training as per evaluations.

LIFE OF PROJECT PLAN

F O U R T H Y E A R

16. PROJECT MANAGEMENT:

- 16.1. The annual implementation plan will be submitted.
- 16.2. A systems wide formative review of the operations and articulation of all the project components will be carried out and revisions and refinements will be made.
- 16.3. The annual education conference will be held.
- 16.4. Quarterly reports will be prepared.
- 16.5. The fourth annual report on activities will be prepared.
- 16.6. Equipment and supplies will be procured for the third TIDC.

17. MANAGEMENT OF THE MOE AND THE MIS:

- 17.1. The fourth set of research studies will be carried out.
- 17.2. Routine MIS and systems improvement functions will be carried out.

FOURTH YEAR CONT'D

18. CONTINUOUS ASSESSMENT:

- 18.1. Two members of the Testing unit will be placed in internships.
- 18.2. The last set of tests and remediation materials will be developed, probably for Grades 6 and 7.
- 18.3. The fourth set of teachers' workshops will be carried out.
- 18.4. The third set of Quarterly and Annual tests will be introduced to the schools.

19. GUIDANCE AND COUNSELLING:

- 19.1. The fourth member of the Guidance staff will be placed in MA programs.
- 19.2. The second series of Guidance workshops will be carried out.

20. MANAGEMENT TRAINING FOR HEADMASTERS:

- 20.1. Hold refresher TOT, recruit new trainers.
- 20.2. Plan training schedules for 4 Regional Centres. Distribute materials and accompany Trainers on trial TOT.
- 20.3. Provide training to 250 headmasters, monitor and coach Trainers.
- 20.4. Visit centres and collect feedback evaluations. Provide logistic support and materials as needed. Record and log in all participants.
- 20.5. Visit school sites of 40 headmasters, interview and give TNA.
- 20.6. Revise materials and training as per evaluations.
- 20.7. Carry out research study with University in-put.

LIFE OF PROJECT PLAN

F I F T H Y E A R

21. PROJECT MANAGEMENT:

- 21.1. The annual implementation plan will be submitted.
- 21.2. An evaluation survey will be carried out of the efficiency of the continuous assessment and remediation program, the MIS and the guidance program.
- 21.3. A general summative evaluation of the achievement of project goals for all components will be carried out using the results of the surveys in 6 and 7 above. The following targets will be measured:
 - a) An increased number of Swazi students will be fluent in English and will have mastered the basic skills of reading and mathematics, and the application of these skills to real-life practical situations.
 - b) Logistic management in schools will have improved as indicated by an increase in the timely availability of required instructional inputs and commodities.
 - c) Headmasters will have become involved in improved instructional leadership as indicated by improved student test scores and an increase in the number of primary schools offering home economics and agricultural course.
 - d) The effectiveness of instruction will have improved as indicated by student test scores.
 - e) Teachers will be engaged in instructional activities at least 90% of their classroom time.
 - f) The MOE will be using empirically generated data to make policy and planning decisions.

FIFTH YEAR/PROJECT MANAGEMENT CONT'd.

21.3 cont'd.

- g) Repetition and dropout rates will have been reduced by 30%.
- h) Cooperation among teachers, headmasters and communities will have increased.
- i) Awareness among students, parents and others of career choices and information about careers will have increased.

21.4. The final education conference will be held.

21.5. A final report will be prepared.

22. MANAGEMENT OF THE MOE AND THE MIS

22.1. The final research studies under the Project will undertaken.

23. CONTINUOUS ASSESSMENT:

23.1. The final set of teachers test and remediation workshops will be carried out.

23.2. The final set of Quarterly and Annual test will be introduced to the schools.

24. MANAGEMENT TRAINING FOR HEADMASTERS:

24.1. Establish format for final evaluation with MIS consultant.

24.2. Run trial of evaluation instrument.

24.3. Revise training as needed.

FIFTH YEAR/MANAGEMENT TRAINING FOR HEADMASTERS CONT'D.

- 24.4. Conduct final training with remaining group.
- 24.5. Run Project evaluation among trainees. Collect analyse data and write final Summary Evaluation.
- 24.6. Prepare final report on Management Training for the Project.

MANAGEMENT INFORMATION SYSTEMS

Five Year Plan

- | | 1990 | | | | 1991 | | | | 1992 | | | | 1993 | | | | 1994 | | | | 1995 | | | | | | | | | | | | | | | |
|----|---|---|---|---|------|---|---|---|------|----|----|---|------|---|---|-----|------|---|---|----|------|----|---|---|---|---|-----|---|---|---|----|----|----|--|--|--|
| | 1 | 2 | 3 | 4 | Jan | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | Jan | 7 | 8 | 9 | 10 | 11 | 12 | 1 | 2 | 3 | 4 | Jan | 7 | 8 | 9 | 10 | 11 | 12 | | | |
| 1 | Identify information currently available within the system | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 | Analyze methods and timeliness of processing information | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Find out how information is disseminated and used | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Determine prospective audience and additional requirements | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Assess methods for conducting continuous assessment, including data entry | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | Produce draft design of MIS including dissemination procedures | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 | Specify hardware and software configuration | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 8 | Revise data collection instruments and procedures | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9 | Draft illustrative tables, charts, and reports | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 10 | Prepare estimates of the future school age population | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 11 | Conduct school mapping exercise | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 12 | Present findings | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 13 | Delineate short term consulting needs in MIS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 14 | Give on-the-job MIS training to colleagues | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 15 | Assist in identifying an individual for formal MIS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 16 | Provide MIS assistance, coordinate w/EPMT | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 17 | Coordinate activities with other donor organisations | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 18 | Disseminate reports | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 19 | Procure hardware & software | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 20 | Pilot sample data collection | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 21 | Collect continuous assessment data | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 22 | Revise CA procedures | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 23 | Make final changes in MIS | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 24 | Write final report | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Continuation of many of these tasks falls under the purview of the Organization and Management Advisor.

Please refer to his chart

HEADMASTER TRAINING

Five Year Plan

	1990												1991												1992												1993												1994												1995											
	1	2	3	4	5	Jan	7	8	9	10	11	12	1	2	3	4	5	Jan	7	8	9	10	11	12	1	2	3	4	5	Jan	7	8	9	10	11	12	1	2	3	4	5	Jan	7	8	9	10	11	12	1	2	3	4	5	Jan	7	8	9	10	11	12												
1. Interviews, general tasks																																																																								
2. Conduct Training Needs Survey																																																																								
a. Formulate survey questions																																																																								
b. Design Study																																																																								
c. Design Analysis																																																																								
d. Draw samples of Headmasters																																																																								
e. Prepare interview schedules																																																																								
f. Train Data Collectors																																																																								
g. Try out instruments																																																																								
h. Interview, observe, etc																																																																								
i. Analyze data																																																																								
j. Find resources, time, etc																																																																								
3. Brief MOE on Needs																																																																								
4. Workshops: set priorities																																																																								
5. Develop training materials																																																																								
6. Select off-shelf materials																																																																								
7. Develop new materials																																																																								
8. Design and pilot tryouts																																																																								
9. Plan, design & schedule training																																																																								
10. Appoint trainers & send for TOT																																																																								
11. Coach trainers in tryouts																																																																								
12. Prepare announcements																																																																								
13. Register trainees																																																																								
14. Arrange training sites																																																																								
15. Duplicate, distribute tmg materials																																																																								
16. Design followup eval components																																																																								
17. Conduct headmaster training																																																																								
18. Conduct followup evaluation surveys																																																																								
19. Revise training																																																																								
20. Prepare report on training																																																																								
21. Conduct revised training																																																																								
22. Do second evaluation survey																																																																								
23. Revise training as needed																																																																								
24. Conduct 2nd revision training																																																																								
25. Perform final evaluation survey																																																																								
26. Prepare final training report																																																																								
27. Hold refresher TOT, recruit new trainers																																																																								
28. Provide logistic support for training																																																																								

GUIDANCE AND COUNSELING

Three Year Plan

	1st Year												2nd Year												3rd Year							
	1	2	3	4	5	Jan	7	8	9	10	11	12	1	2	3	4	5	Jan	7	8	9	10	11	12	1	2	3	4	5	Jan	7	8
1. Become familiar with current system																																
2. Discuss goals, concepts & org. principles w/MOE																																
3. Develop activity, strategy and plans																																
4. Plan domestic & overseas training program																																
5. Design overseas training program																																
6. Select participant training candidate																																
7. Prepare paperwork, arrange program																																
8. Design domestic workshop																																
9. Hold discussions w/business leaders																																
10. Plan conference for guidance personnel & bus. ldrs.																																
11. Develop jobs manual																																
12. Survey business for data periodically																																
13. Develop procedure for school/business relations																																
14. Develop curriculum																																
15. Infuse primary into Farum publication																																
16. Design inservice workshop for TTC lecturers																																
17. Plan workshop for TTC lecturers																																
18. Hold workshops																																
19. Collect tests																																
20. Field test tests																																
21. Brief MOE on progress in activity																																
22. Write annual reports																																

SECTION VIII

INSTITUTE FOR INTERNATIONAL RESEARCH
SWAZILAND EDUCATION POLICY, MANAGEMENT & TECHNOLOGY PROJECT

S U M M A R Y B U D G E T

	<u>YR 1</u>	<u>YR 2</u>	<u>YR 3</u>	<u>YR 4</u>	<u>YR 5</u>	<u>GRAND TOTAL</u>
I. <u>SALARIES & WAGES:</u>						
A. Home Office	27,176	21,125	22,181	23,290	24,455	118,227
B. Field Staff	172,046	180,649	131,319	68,074	71,478	623,566
C. Swazi Local Hires	10,478	13,994	16,094	18,508	21,334	80,408
TOTAL SALARIES & WAGES	209,700	215,768	169,594	109,872	117,267	822,201
II. <u>FRINGE BENEFITS:</u>						
A. Home Office	8,791	6,834	7,176	7,534	7,911	38,246
B. Field Staff	55,657	58,440	42,482	22,022	23,123	201,724
C. Swazi Local Hires	3,387	3,659	3,932	4,206	4,482	19,666
TOTAL FRINGE BENEFITS	67,835	68,933	53,589	33,762	35,516	259,636
III. <u>OVERHEAD:</u>						
A. Domestic Overhead @ 38.73%	13,930	10,828	11,370	11,938	12,535	60,602
B. Foreign Overhead @ 15.84%	36,068	37,872	27,530	14,271	14,985	130,726
TOTAL OVERHEAD	49,998	48,700	38,900	26,209	27,520	191,328

	<u>SUMMARY BUDGET CONT'D</u>					<u>GRAND TOTAL</u>
	<u>YR 1</u>	<u>YR 2</u>	<u>YR 3</u>	<u>YR 4</u>	<u>YR 5</u>	
IV. CONSULTANT FEES	66,500	68,450	60,703	44,570	33,427	279,650
V. TRAVEL, TRANSPORTATION & PER DIEM	162,365	168,188	117,499	70,941	62,975	581,968
VI. ALLOWANCES	102,450	32,370	13,455	6,600	6,855	161,730
VII. OTHER DIRECT COSTS	27,215	27,333	26,166	22,982	22,977	126,673
VIII. MATERIALS, SUPPLIES AND EQUIPMENT	25,000	10,000	10,000	10,000	10,000	65,000
IX. TRAINING	144,000	211,168	237,176	237,176	169,178	999,698
X. SUB-CONTRACTS	316,915	395,969	117,693	118,200	0	948,777
TOTAL DIRECT COSTS & OVER- HEAD COSTS	1,171,979	1,246,879	850,775	680,313	485,716	4,435,661
XI. G & A @ 10.45%	122,472	130,299	88,906	71,093	50,757	463,527
TOTAL COSTS	1,294,450	1,377,178	939,681	751,405	536,473	4,899,188
AWARD FEE (see attached fee worksheet)	39,846	43,989	37,397	26,516	24,209	171,957
TOTAL COSTS & FEE	1,334,296	1,421,167	977,078	777,921	560,682	5,071,145

INSTITUTE FOR INTERNATIONAL RESEARCH
SWAZILAND EDUCATION POLICY, MANAGEMENT & TECHNOLOGY PROJECT

D E T A I L E D B U D G E T

	<u>BASE</u>	<u>YR 1</u>	<u>YR 2</u>	<u>YR3</u>	<u>YR 4</u>	<u>YR 5</u>	<u>GRAND TOTAL</u>
I. <u>SALARIES & WAGES</u>							
5% Annual Salary Increase	1.05						
A. HOME OFFICE							
1. Principal Investigator							
Paul Spector	\$6,415	12,830	6,736	7,073	7,426	7,797	41,862
Mnths ..		2	1	1	1	1	6
2. Program Asst.	\$2,500	11,875	12,469	13,092	13,747	14,434	65,617
Mani Sangaran	Mnths..	4,75	4,75	4,75	4,75	4,75	23.75
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BASE HOME OFFICE SALARIES		24,705	19,204	20,165	21,173	22,232	107,479
LEAVE ACCRUAL @ 10%		2,471	1,920	2,016	2,117	2,223	10,748
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TOTAL HOME OFFICE SALARIES		27,176	21,125	22,181	23,290	24,455	118,227
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DETAILED BUDGET CONT'D.

		<u>YR 1</u>	<u>YR 2</u>	<u>YR 3</u>	<u>YR 4</u>	<u>YR 5</u>	<u>TOTAL</u>
I.	<u>SALARIES & WAGES CONT'D</u>						
B.	FIELD STAFF						
1.	Educational Mgt/ Admin. Specialist						
	Roy Thompson \$4,900	53,459	56,132	58,939	61,885	64,980	295,395
	Mnths..	10.91	10.91	10.91	10.91	10.91	55
2.	Criterion Referenced Testing Spec.						
	Aida Paigna \$4,411	48,124	50,530	0	0	0	98,654
	Mnths..	10.91	10.91	0	0	0	22
3.	Mngt.Training Specialist (see New Mexico State University sub-	0	0	0	0	0	0
	Mnths..	0	0	0	0	0	0
4.	Mngt. Inf. Systems Specialist						
	Richard Johnson \$5025	54,823	57,564	60,442	0	0	172,829
	Mnths..	10.91	10.91	10.91	0	0	33
BASE FIELD STAFF SALARIES		156,406	164,226	119,381	61,885	64,980	566,878
LEAVE ACCRUAL @ 10%		15,641	16,423	11,938	6,189	6,498	56,688
TOTAL FIELD STAFF SALARIES		172,046	180,649	131,319	68,074	71,478	623,565

DETAILED BUDGET CONT'D.

	<u>BASE</u>	<u>YR 1</u>	<u>YR 2</u>	<u>YR 3</u>	<u>YR 4</u>	<u>YR 5</u>	<u>TOTAL</u>
I. SALARIES & WAGES CONT'D.							
C. Swazi Local Hires							
1. Admin. Asst. \$699		6,605	8,770	10,085	11,598	13,388	50,446
Margaret Kirk Mnths..		9.45	10.91	10.91	10.91	10.91	53.09
2. Secretary \$315		2,920	3,952	4,545	5,227	6,001	22,655
Phyllis Mncina Mnths..		9.27	10.91	10.91	10.91	10.91	52.91
LEAVE ACCRUAL @ 10%		953	1,272	1,464	1,683	1,935	7,807
TOTAL SWAZI LOCAL HIRE SALARIES		10,478	13,994	16,094	18,508	21,334	80,408
TOTAL SALARIES & WAGES		209,700	215,768	169,594	109,872	117,267	822,700

DETAILED BUDGET CONT'd.

II. <u>FRINGE BENEFITS:</u>	<u>RATE</u>	<u>YR 1</u>	<u>YR 2</u>	<u>YR 3</u>	<u>YR 4</u>	<u>YR 5</u>	<u>GRAND TOTAL</u>
A. HOME OFFICE & FIELD STAFF. Home Office & Field Staff benefits are treated as indirect cost & budgeted @ 32.35% of salaries & leave accrual.							
1. Home Office	32,35%	8,791	6,834	7,176	7,534	7,911	38,246
2. Field Staff	32.35%	55,657	58,440	42,482	22,022	23,123	201,723
TOTAL HOME OFFICE & FIELD		64,448	65,274	49,657	29,556	31,034	239,969
B. SWAZI LOCAL HIRES Swazi Local Hires benefits are treated as a direct cost and budgeted as follows:-							
a. Group Life Ins per yr. \$100 Years..		200 2	200 2	200 2	200 2	200 2	1,000 10
b. Workers Comp Ins. As a % of salaries. 2.5%		437	459	482	506	532	2,416
c. Medical Aid - Base \$2,750 Years..		2,750 2	3,000 2	3,250 2	3,500 2	3,750 2	16,250 10
TOTAL SWAZI LOCAL HIRE BENEFITS		3,387	3,659	3,932	4,206	4,482	19,666
TOTAL FRINGE BENEFITS		67,835	68,933	53,589	33,762	35,516	259,635

DETAILED BUDGET CONT'D.

	<u>RATE</u>	<u>YR 1</u>	<u>YR 2</u>	<u>YR 3</u>	<u>YR 4</u>	<u>YR 5</u>	<u>GRAND TOTAL</u>
III. <u>OVERHEAD:</u>							
A. Domestic Overhead @ 38.73% applied as a % of Home Office Salaries, Leave & Benefits.	38.73%	13,930	10,828	11,370	11,938	12,535	60,602
B. Foreign Overhead @ 15.84% Applied as a % of Field Staff Salaries, Leave & Benefits.	15.84%	36,068	37,872	27,530	14,271	14,985	130,726
TOTAL OVERHEAD		49,998	48,700	38,900	26,210	27,520	191,328
IV. <u>CONSULTANT FEES:</u>							
Assume an average rate of \$250/day, 22 days/month.							
A. Continuous Assessment	\$5,500	27,500	28,875	36,385	19,102	20,057	131,919
Mnths...		5	5	6	3	3	22
B. Career Guidance	\$5,500	27,500	27,500	12,127	12,734	0	79,861
Mnths...		5	5	2	2	0	14
C. Management	\$5,500	11,500	12,075	18,191	12,734	13,370	67,870
Mnths...		3	3	3	2	2	13
TOTAL CONSULTANT FEES		66,500	68,450	66,703	44,570	33,427	279,650

DETAILED BUDGET CONT'D.

	<u>BASE</u>	<u>YR 1</u>	<u>YR 2</u>	<u>YR 3</u>	<u>YR 4</u>	<u>YR 5</u>	<u>GRAND TOTAL</u>
V. <u>TRAVEL, TRANS & PER DIEM:</u>							
A. International Airfares							
1. Home Office							
a. Principal Investigator	\$4,900	9,800	4,900	4,900	4,900	4,900	29,400
Trips...		2	1	1	1	1	6
2. Field Staff (Assumed ave R/T fare of \$4,900.							
a. To Post							
4 RTAs and 2 dependants.	\$2,450	14,700	0	0	0	14,000	14,700
Trips...		6	0	0	0	0	6
b. From Post							
4 RTAs and 2 dependants.	\$2,450	0	9,800	2,450	0	2,450	14,700
Trips...		0	4	1	0	1	6
c. R & R.							
4 RTAs and 2 dependants.	\$4,900	0	29,400	0	4,900	0	34,300
Trips...		0	6	0	1	0	7
d. Home Leave							
Thompson & Johnson only.	\$4,900	0	0	9,800	0	4,900	14,700
Trips...		0	0	2	0	1	3

DETAILED BUDGET CONT'D.

V.	<u>TRAVEL, TRANS & PER DIEM CONTD.</u>	<u>BASE</u>	<u>YR 1</u>	<u>YR 2</u>	<u>YR 3</u>	<u>YR 4</u>	<u>YR 5</u>	<u>GRAND TOTAL</u>
3.	<u>CONSULTANTS:</u>							
	Assumed 1 trip per each Consultant Month.							
a.	Continuous Assessment	\$4,900	24,500	24,500	29,400	14,700	14,700	107,800
	Trips...		5	5	6	3	3	22
b.	Career Guidance	\$4,900	24,500	24,500	9,800	9,800	0	68,600
	Trips...		5	5	2	2	0	14
c.	Management	\$4,900	9,800	9,800	14,700	9,800	9,800	53,900
	Trips...		3	3	3	2	2	11
TOTAL INTERNATIONAL AIRFARES			83,300	102,900	71,050	44,100	36,750	338,100

INSTITUTE FOR INTERNATIONAL RESEARCH
SWAZILAND EDUCATION POLICY, MANAGEMENT & TECHNOLOGY PROJECT

D E T A I L E D B U D G E T

	<u>BASE</u>	<u>YR 1</u>	<u>YR 2</u>	<u>YR 3</u>	<u>YR 4</u>	<u>YR 5</u>	<u>GRAND TOTAL</u>
V. TRAVEL, TRANS & PER DIEM CONT'D.							
B. Per Diem							
1. Home Office							
a. Project Coordinator							
2 wk trips							
3 days int travel @ \$6							
11 days Mbabane @ \$85							
= \$953 per trip.	\$953	1,906	953	953	953	953	5,718
	Trips....	2	1	1	1	1	6
2. Field Staff							
a. To Post							
RTAs and dependants							
2 days int travel per trip							
@ \$6/person/day	\$6	72	0	0	0	0	72
	Days....	12	0	0	0	0	12
b. From Post							
RTAs and dependants							
2 days int travel per trip							
@ \$6/person/day	\$6	0	48	12	0	12	72
	Days....	0	8	2	0	2	12
c. Upcountry Per Diem							
Each RTA 1 trip per month							
2 days per trip @ \$85/							
day ave rate.	\$170	8,160	8,160	4,080	2,040	2,040	24,480
	Trips....	48	48	24	12	12	144

DETAILED BUDGET CONT'D

3. CONSULTANTS:

1 month trips

4 days int travel @ \$6

24 days Mbabane @ \$85.

\$2,064	26,832	26,832	22,704	14,448	10,320	101,136
Trips....	13	13	11	7	5	49

TOTAL PER DIEM

36,970	35,993	27,749	17,441	13,325	131,478
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C. Local Travel

1. Project Vehicles

Maintenance

\$50/vehicle/month

\$50	2,400	3,600	4,200	3,600	3,600	17,400
Vehicle						
Months...	48	72	84	72	72	348

2. Car Hire (Consultants) \$550/com

7,150	7,150	6,050	3,850	2,750	26,950
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3. Mileage (Personal Vehicles) 0.24/mile

500	520	250	150	150	1550
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TOTAL LOCAL TRAVEL

10,050	11,250	10,500	7,600	6,500	45,900
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D.

Transport & Storage of

Household Goods & Vehicles

for 4 RTAs.

1. Surface Shipment 2500

lbs. net.

a. To Post @ \$125/Cwt per

shipment.

\$3,125	12,500	0	0	0	0	4
Shipment	4	0	0	0	0	4

DETAILED BUDGET CONT'D

	<u>BASE</u>	<u>YR 1</u>	<u>YR 2</u>	<u>YR 3</u>	<u>YR 4</u>	<u>YR 5</u>	<u>GRAND TOTAL</u>
D. 1. Transport & Storage of Household Goods & Vehicles for 4 RTAs cont'd.							
a. From Post @ \$125/Cwt/shipment.	\$3,125	0	6,250	3,125	0	3,125	12,500
	Shipments	4	0	0	0	0	4
2. Airfreight Est cost @ \$470/Cwt plus Insurance							
a. Bergsma RTA and 2 dependants 600 lbs gross	\$2,820	2,820	2,820	0	0	0	5,640
	Shipments	1	1	0	0	0	2
b. Thompson, Passigna & Johnson RTA only 250 lbs gross/shipment	\$1,175	3,525	1,175	1,175	0	1,175	7,050
	Shipments	3	1	1	0	1	6
3. <u>STORAGE:</u> FOR 4 RTAs.							
a. Pack & Pickup @ \$1500	\$1,500	6,000	0	0	0	0	6,000
	Pickups..	4	0	0	0	0	4
b. Delivery @ \$300	\$300	0	600	300	0	300	1,200
	Deliveries	0	2	1	0	1	4

DETAILED BUDGET CONT'D.

3. STORAGE CONT'D.

c. Storage @ \$150/month	\$150 Months...	7,200 48	7,200 48	3,600 24	1,800 12	1,800 12	21,600 144
Total Transport & Storage of HHG and POV		32,045	18,045	8,200	1,800	6,400	66,490
TOTAL TRAVEL, TRANSPORTATION & PER DIEM		162,365	168,188	117,499	70,941	62,975	581,968

DETAILED BUDGET CONT'D.

	<u>RATE</u>	<u>YR 1</u>	<u>YR 2</u>	<u>YR 3</u>	<u>YR 4</u>	<u>YR 5</u>	<u>GRAND TOTAL</u>
VI. <u>ALLOWANCES:</u>							
A. Electricity, water conservancy TA houses.	\$100 Per Month	4,800	4,800	2,400	1,200	1,200	14,400
B. Accountable Allowance (Furniture & Appliances) 4 field staff x \$9,000 each.		36,000	0	0	0	0	36,000
C. Temporary Lodging Assume 15 days @ \$85/day for each of the 4 RTAs and 3 days on departure for each of the RTAs and 2 dependants.	\$85 Days....	5,100 60	1,020 12	255 3	0 0	255 3	6,630 78
D. Education Allowance.							
1. Thompson, Passigna & Johnson							
No school age dependants.							
2. Bergsma							
1 in 7th Grade	\$4,950	4,950	4,950	0	0	0	9,900
Years....		1	1	0	0	0	2
E. Guard Services for Residences \$450/residence/month.	\$450 Res.Mnths	21,600 48	21,600 48	10,800 24	5,400 12	5,400 12	64,800 144

DETAILED BUDGET CONT'D.

	<u>BASE</u>	<u>YR 1</u>	<u>YR 2</u>	<u>YR 3</u>	<u>YR 4</u>	<u>YR 5</u>	<u>GRAND TOTAL</u>
VII <u>OTHER DIRECT COSTS CONT'D.</u>							
Other direct costs b/fwd.		3,900	3,900	3,900	3,900	3,900	19,500
B. Field Office Support.							
1. Communications \$300/mth for telephone, fax, postage, courier	\$300 Months..	3,600 12	3,600 12	3,600 12	3,600 12	3,600 12	18,000 60
2. Office Supplies	\$100 Months..	1,200 12	1,200 12	1,200 12	1,200 12	1,200 12	6,000 60
3. Printing & Photocopying 5000 pages/month @ \$.05	\$250 Months..	3,000 12	3,000 12	3,000 12	3,000 12	3,000 12	15,000 60
4. Office Rent - None Provided by USAID/GOS.							
C. Passport/visa, \$25/trip	\$25 Trips...	175 7	150 6	300 12	175 7	150 6	950 38
D. Medical Exams \$100 per RTA & dependant To end from Post	\$100 Trips...	600 6	400 4	100 1	0 0	100 1	1,200 12
E. Med Evac Insurance \$125/person/year x 4 staff and 3 dependants.	\$125 Person/yrs	875 7	875 7	375 3	375 3	375 3	2,875 23

DETAILED BUDGET CONT'D.

VII.	OTHER DIRECT COSTS CONT'D.	<u>BASE</u>	<u>YR 1</u>	<u>YR 2</u>	<u>YR 3</u>	<u>YR 4</u>	<u>YR 5</u>	<u>GRAND TOTAL</u>
F.	DBA Insurance \$3.99/\$100 of fld staff salaries and Consultant fees.	3.99%	6,865	7,208	6,691	3,732	3,652	28,148
G.	National Conference Support Costs - 1 per year.		7,000	7,000	7,000	7,000	7,000	35,000
TOTAL OTHER DIRECT COSTS			27,215	27,333	26,166	22,982	22,977	126,673
=====								
VIII.	<u>MATERIALS, SUPPLIES & EQUIPMENT:</u>							
A.	Office Furniture & equipment.		15,000	0	0	0	0	15,000
B.	Commodities - see Multi-service International Sub-contract							
C.	Local procurement in Swaziland (portion not done by Multi-services)		10,000	10,000	10,000	10,000	10,000	50,000
TOTAL EQUIPMENT			25,000	10,000	10,000	10,000	10,000	65,000
=====								
IX	<u>TRAINING:</u>							
A.	In-Country Studies & Training		144,000	164,000	144,000	144,000	124,000	720,000

DETAILED BUDGET CONT'D.

<u>IX.</u>	<u>TRAINING CONT'D.</u>	<u>BASE</u>	<u>YR 1</u>	<u>YR 2</u>	<u>YR 3</u>	<u>YR 4</u>	<u>YR 5</u>	<u>GRAND TOTAL</u>
B.	Training in US.							
1.	Internships - see Northwest Regional Educational Laboratory Subcontract.							
2.	Masters Degrees (6, 2 yrs. each) Totals from TCA Worksheets (attached)		0	47,168	93,176	93,176	45,768	279,288
TOTAL TRAINING			144,000	211,168	237,176	237,176	169,768	999,698
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<u>X.</u>	<u>SUBCONTRACTS:</u>							
A.	Multi-services International, Inc. (MSI) Procurement of Commodities		195,663	270,238	101,863	102,370	0	670,134
B.	Northwest Regional Educational Laboratory (NWREL) Internship Training.		31,660	31,660	15,830	15,830	0	94,980
C.	New Mexico State University Management Training Specialist Long Term Advisor.		89,592	94,071	0	0	0	183,663
TOTAL SUBCONTRACTS			316,915	395,969	117,693	118,200	0	999,698
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SECTION VII

END OF PROJECT STATUS

1. LOGISTICS MANAGEMENT IN SCHOOLS IMPROVED.

This will be indicated by the timely availability of commodities.

It will be verified by a study conducted in a random sample of 30 schools in each region.

2. EFFECTIVENESS OF INSTRUCTION IMPROVED AS INDICATED BY STUDENT TEST SCORES.

Verification measure for Grade 1 after Year 2:

PERFORMANCE IN ACHIEVEMENT TESTS:

At the beginning of School year 1992, administer the Grade 1 end-of-year achievement test as a "pretest" to students entering Grade 1 (Group A). Administer the same test as a post test to students just leaving Grade 1 and entering Grade 2 (Group B).

At the end of the school year, administer the same test (or a parallel form of the test) to the Grade 1 cohort (Group A-1) to measure learning gains during that year. Compare test results of Group A with Group A-1 and those of A-1 with B.

3. HEADMASTERS ENGAGED IN IMPROVED INSTRUCTIONAL LEADERSHIP:

This will be indicated by an improvement in student test scores as indicated in 2.

Also there should be an increase in the number of schools taking practical subjects, which will be indicated in the annual school mapping update.

END OF PROJECT STATUS CONT'd.

4. TEACHERS ACTIVELY ENGAGED IN INSTRUCTIONAL ACTIVITIES AT LEAST 90 PERCENT OF THEIR CLASSROOM TIME:

SELF-REPORT BY TEACHERS AND REPORTS FROM THEIR HEADMASTERS.

Interview a random sample of teachers and headmasters asking them to specify how many minutes/hours of their (teachers) classroom time is spent in: direct instruction; providing remediation; testing; scoring tests; filling out attendance records; supervising cleaning; attending meetings, etc.

INDIRECT MEASURES:

Collect data on number of lessons/units covered during the year. Assuming that the textbooks were designed to be completed in one school year, at least 90% of the lessons should have been covered by the end of the third term.

5. THE MOE IS USING EMPIRICALLY GENERATED DATA TO MAKE POLICY AND PLANNING DECISIONS.

A management information system (MIS) is critical to the management and decision making needs of the MOE. Without access to up-to-date and valid information, policy makers can make only blind attempts at improvement with little knowledge of the effects. At the conclusion of the project, a MIS to handle the information collection, storage, and dissemination will be in place. Even more importantly, the MOE will use the data to make policy and planning decisions.

OBJECTIVE INDICATORS:

1. Basic hardware and software in place.
2. Procedures for daily operation specified.
3. At least one individual on staff trained at MA level.
4. Five empirical studies related to policy matters conducted.

END OF PROJECT STATUS CONT'd

OBJECTIVE INDICATORS CONT'D.

5. Policy makers are actually using the data.

VERIFICATION:

1. Site visits to HQ and REOs.
 2. Personnel on Research Planning staff.
 3. Reports on studies.
 4. RPU reports.
 5. Quotations of RPU statistics in policy speeches.
6. HIGH QUALITY AND APPROPRIATELY TRAINED SWAZI STUDENTS AND HIGH SCHOOL LEAVERS AS INDICATED BY BASIC SKILLS MASTERED AND ENGLISH LANGUAGE FLUENCY.

PERFORMANCE OF STUDENTS in skills-based tests in Maths and English; performance in structured interviews in English of a random sample of high school leavers.

7. REPETITION AND DROPOUT RATES REDUCED BY 30 PERCENT.

For the next five years, collect data from all the schools on the number of students promoted and retained and the number who leave school before finishing the seventh grade. Compare the findings for the first and the fifth years.

8. INCREASED COOPERATION AMONG HEADMASTERS, TEACHERS AND SCHOOL COMMITTEE.

This will be indicated by records of staff and school committee meetings which will be verified in the same study as No.1.