

ZIMBABWE/B.E.S.T.

Basic Education and Skills Training Project



SEMI-ANNUAL REPORT
October 1, 1984 - March 31, 1985

In Collaboration:

Government of Zimbabwe
Agency for International Development
Academy for Educational Development

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SEMI-ANNUAL REPORT

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**ZIMBABWE BASIC EDUCATION AND SKILLS TRAINING PROJECT
ACADEMY FOR EDUCATIONAL DEVELOPMENT**

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

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I. BACKGROUND

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

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

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

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

II. STATUS OF WORK AND PROGRESS TO DATE

The report will focus on the achievements and progress made to date on the four main services that the Academy is to provide on the BEST contract:

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

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

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

Part of the period was spent in settling into routines and processes of the various offices. Equipment for the Harare office was ordered, shipped and delivered to customs where it awaited proper and expeditious processing. Two typewriters, a 3-M copier and an IBM computer finally cleared customs in November and other supplies took until December and January. USAID's agreement to pay for any customs or excise taxes expedited the clearance initially and finally a temporary permit was provided while the office applied for an NCI certificate and import license.

The installation of a customized phone system in October and the advent of direct dialing to the USA after the first of the year made for smoother communications in Zimbabwe and internationally. The IBM-PC provided better written communications, especially reports, through its wordprocessing capability, and most importantly, better reporting and monitoring capabilities of the Imprest Fund and other fiscal records. The Washington, D.C. office is planning to acquire a microcomputer for similar recordkeeping needs.

The first quarterly review of this period coincided with the writing and distribution of the first Semi-Annual Report and thus provided an opportunity to review the Report. The review also fell at the end of the calendar year, an opportune time to examine expenditures for the year and monthly projections for 1985. As Delivery Order #3 was not signed until the 28th of December, some conjectures and estimates about technical assistance needs and expenses were produced only after many calls and telexes between Harare and Washington, D.C. Office personnel evaluations and plans for expected work load increases were also made at that time.

The second review was held when Dr. Rudi Klauss, Field Office Coordinator, was in Washington in early February. The review was concerned primarily with new delivery order development and the work of the Harare office. During Klauss' visit the development of materials for both offices to use in orienting short- and long-term technical assistance personnel were reviewed and discussed. The Handbook and a health and medical information pamphlet were completed in Washington, D.C. as they would be needed shortly, while those materials needed in Harare had been planned and were developed by the end of March. The questions asked by those first selected to serve in long-term positions have already suggested new information to include and modify in subsequent editions of the orientation materials.

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

The major focus of the project for the Washington, DC office for the past half year has been in the recruitment of technical expertise. The first half of the period revolved around the approval of a long-term contract for technical assistance personnel, i.e., Operational Experts or OPEXers. Agreement on a contract was reached in late November, and was followed by the issuance of the first delivery order for OPEXers: Delivery Order #3.

Delivery Order #3 requested ten instructors for the vocational and technical institutes and three curriculum developers for the Ministry of Labor, Manpower Planning and Social Welfare (M/LMPSW). Resumes had been forwarded to Harare for review in anticipation of the delivery order and choices for interviews had been made by the Ministry. Interviews by a team from the Ministry and USAID were planned for November 26 to December 14 in order to include a recruitment visit to the American Vocational Association's (AVA) Annual Conference. The trip was cancelled at the last minute because of lack of clearance for departure from the Prime Minister's Office. A second trip for January 7 to 16 was similarly planned and cancelled.

Planning for and cancelling both trips kept the home office quite busy on the telephone with candidates, a task made more difficult by the Thanksgiving and Christmas holidays. When the third and eventual recruitment trip did take place a few weeks later, on January 31 to February 16, travel agents, hosts, hotels and interviewees were well known and familiar with the Project's needs. The recruitment team was led by Dr. E. Manyuchi, Director of Vocational and Technical Training and included Mr. W. Mbizvo, Principal Manpower Training Officer, Mr. L. Chisango, Chairperson of Kwe Kwe's Electrical Engineering Department, Mr. J. Gochera, the Public Service Commission's representative in London, and Dr. Rudi Klauss. As this was the first such series of interviews, it took some time for interviewers and interviewees to learn each other's needs and vocabularies. With experience the process became easier; future trips should not encounter the same minor difficulties.

Interviews were held in Washington, D.C., Tallahassee, Florida and San Francisco, California. Over thirty candidates were interviewed and twelve were selected for recommendation for employment, with one alternate for the two curriculum developers. Two of those recommended eventually declined, one preferring shorter assignments and the other to take a new offer from her employer, a third may not be approved for medical reasons. Much of the rest of the period was spent processing the various forms

and pieces of information required of the appointment process. It was hoped that appointments would be approved in time for many of the instructors to be ready to teach in early May when the second instructional period began.

The different interview locations provided opportunities for the team to view a variety of vocational and technical training sites and to talk with U.S. technical educators at various levels and in differing work. Additional stops in San Jose, California to visit the Singer Job Corps Center and in Columbus, Ohio at the Columbus Technical Institute and the National Center for Research in Vocational Education at Ohio State University complimented visits to Florida State University, Lively Area Vocational-Technical Center, and the Center for Studies in Vocational Education in Florida. These visits provided a welcome counterpoint to days of interviewing as well as an introduction to the American vocational training establishment. It is hoped that future interview teams will be able to make similar visits.

A visit to the American Vocational Association's Annual Conference in November was planned as both a recruitment opportunity and as an educative experience for the team. The Academy did take a booth in the exhibition hall, along with many manufacturers of teaching aids, equipment and text books, which was manned by Dr. John Hatch, Home Office Coordinator and Dr. William Reynolds, the Academy's Director of Vocational and Technical Training Programs. Special recruitment brochures were designed, presented and widely distributed throughout the convention. Responses to them and inquiries at the booth kept the home office busy responding to applicants for vocational and technical positions in subsequent months. A special mailing to 150 selected members of the American Council on Industrial Arts Teacher Education and the National Association of Industrial and Technical Teacher Educators in early March continued the flow of applicants. A dozen large binders are required to hold the current specially recruited pool of applicants.

The New Year also brought with it two projects that required immediate specialized recruitment. Delivery Order #5 was signed January 5 and sought short-term technical assistance for the M/LMPSW in the following areas: a vocational librarian, two equipment procurement specialists and a computer studies curriculum developer. Resumes were needed for review in Harare prior to the departure of the interview team for Delivery Order #3 so that further conversations could be held with those deemed most appropriate when the team came.

A librarian was found during the team's visit to Florida and is scheduled to visit Zimbabwe in September. Dr. Reynolds was tapped as the first equipment specialist and

is due to arrive in Harare in June. The prime candidate for the computer position was recommended for a long-term position and then declined for a significant promotion from her employer, leaving both positions unfilled. The delivery order was amended in mid-March to add a competency-based vocational/technical expert who would participate in a conference on competency-based education later that month. Dr. David Redfield, Florida State University, was recruited and prepared to depart when the conference was shifted at the last minute to June 24-28, 1985. Dr. Redfield plans to attend the re-scheduled conference, as will Dr. Reynolds who will be in Harare at that time.

The second major recruitment and selection effort was for the University of Zimbabwe. Initial recruitment for thirty positions in engineering, business, and medicine to be filled over a three-year period had been begun in a very thorough and extensive way by the Institute of International Education (IIE). When the decision was made in January by USAID to transfer this effort to the Academy's contractual responsibility for long-term technical assistance recruitment, IIE had submitted 18 candidates to the University and had over 60 awaiting processing. These candidates and new applicants were transferred to the Academy. In March, 97 candidates were reviewed; 47 were asked for further information and 9 candidates were submitted to the University. Decisions from the University on some of the original 18 candidates were also conveyed.

A good part of the month of February was spent by both the home and field offices becoming acquainted with the dimensions and expectations of the University's recruitment effort. Further understandings were developed as the field office pursued the development of a long-term contract and applicants asked questions of the home office. It is expected that a team from the University will go to Washington, D.C. to interview candidates in May.

Throughout this reporting period work continued on Delivery Order #1: the preparation and processing of the Grade 7 Examinations. Eric Eno continued as the consultant on the effort, returning to Harare in mid-October to see the process through. He was joined in mid-November by Mr. Kurt Moses, Director of the Academy's Systems Services Division. The delivery order was granted a no-cost extension until March to allow for the completion of the staff training in computer and exams processing. Mr. Eno returned to Harare on February 27 to run that training program.

During the past six months queries and applications continued to be received and processed in the home office. Except as mentioned above, no specialized recruiting efforts were mounted as the nature of future long-term needs had not been precisely defined. Resumes of likely candidates will continue to be sent to Harare for review, information, and winnowing.

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

Most of the efforts in this and the next area take place in the field. The central point from which interactions develop there is the BEST Working Committee which consists of representatives of the ministries, USAID/Zimbabwe and BEST program-funded projects. Klauss is a member of this group and one of the activities in technical assistance planning has been the development of project activities statements. Assistance with this activity was provided by the Improving the Efficiency of Educational Systems (IEES) Program of USAID/Washington, D.C. by Mr. Joe McDonald and Dr. Jim Cobbe.

Various forms of assistance were provided to Belvedere Teachers' College during this period. The initial request for was the identification of outstanding American teachers or educators as possible speakers at the official opening of the College. Some possible candidates were identified but a decision was made to not follow up on them. Delivery Order #6 provided for the presence of Dr. Hugh Gloster, President of Morehead College, Atlanta, Georgia, at the March 24 opening ceremonies and for subsequent consultancies at the University. Additional assistance was provided to USAID and the College in the form of compiling an annotated list of U.S. periodicals for use in secondary teacher education and persuading Florida State University to fill a request for samples of textbooks used in various subjects.

While the Academy and IIE share an office in Harare and seek to provide unified and complimentary services to the Government of Zimbabwe in manpower training and planning, the transfer of the University recruitment project from one organization to the other was a bit unusual. It had been agreed earlier in 1984 at a BEST Working Committee meeting that IIE would have responsibility for faculty and short-term recruitment for the University. As the need for faculty shifted from short term to long term, it was decided that it was easier to amend AED's contract for providing long-term technical assistance to allow for the spending of ZIMMAN funds than it was to change IIE's contract to allow them also to provide long-term technical assistance.

The amendment to AED's contract's Statement of Work was made in mid-January. On February 1, Dorothy Anderson, IIE's home office coordinator of the ZIMMAN Project and Dr. Barry Schuman, an IIE Vice President, visited AED's Washington, D.C. office to explain the University recruitment project, work done to date, and to discuss the transfer of files. IIE had done an extensive job of advertising for

the positions identified by the University so that a large number of inquiries were received. The files of those recommended to the University as well as resumes and applications of all those pending decisions were forwarded in late February; new resumes arrived in groupings thereafter.

Computers were another focus of assistance for this period. Delivery Order #2 provided a computer to the Ministry of Education's Examination Branch to assist with streamlining of the Grade 7 and ZJC Examinations. Labels and a re-inker for printer ribbons were also sent in support of that effort. A subcontract to Delivery Order #4 was signed in late February with The Little Computer That Could in Greenboro, North Carolina to develop software in support of the same examinations processing needs. The Academy was also asked to design or plan an introduction to computers in education course for three or four representatives of the Ministry which would be held in the USA in April.

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

The major initial effort in this area was the continued work on developing a long-term technical assistance contract. The contract was finally approved by all concerned in November. The delays stemmed from a desire to develop a contract that would be equitable for all contract agency expatriates, reasonable in terms of support and acceptable to the contracting agencies. Again, the field office carried the bulk of the work as it is closest to the ministries.

Development of delivery orders has been another avenue of assistance. Delivery Order #3 went through two different concepts: the first to provide departmental leaders for Gweru Technical Institute and curriculum developers, and the final version for instructors for technical institutes and curriculum developers. Delivery Order #4, assistance to the Ministry of Education for the development of examinations processes, was based on a report written by Mr. Eno at the end of Delivery Order #1. Delivery Order #5, for short-term specialized assistance to M/LMPSW, was also developed on a collaborative basis between the Project's field office and the Ministry.

The BEST Working Committee created subgroups to work on technical assistance plans for each of the projects. These plans then led to strategy designs for each of the sectors. Dr. Klauss worked on the technical assistance plans and in a three person subgroup developing the strategy documents for the National Vocational Training Center and the Mutare and Masvingo Technical Institutes. He was also involved, after the first of the year, in helping to shape the M/LMPSW staff developmental document.

Other planning assistance involved meetings with the Public Service Commission to explore management training needs and possible technical assistance, and consulting with the Ministry of Education on plans for regionalization of a computerized management information service. This latter included extensive meetings held by Mr. Moses when he was in Harare to help with Grade 7 Examinations. Dr. Klauss assisted in the planning for a request for computers for the Bulawayo Technical Institute in October, and assisted Mr. Joe McDonald with his initial visit during October-November to help the Government develop plans for evaluating the BEST Program. Both offices of the Project were involved in recruiting and supporting Mr. McDonald's mission.

- E. Review of goals established for the six month period.
1. Recruitment: Recruitment activities continued strongly throughout this period. A booth at the American Vocational Association's Annual Convention provided exposure to the Academy's work and Zimbabwe's needs to many vocational and technical educators and educational equipment and curriculum suppliers. Response to a special mailing forced the home office to refine its procedures for processing the inquiries and applications received. As part of the process of recruitment and selection, orientations materials were refined or developed for the first group of OPEXers. Assisting and supporting the settling in of long-term technical personnel was not possible in this period because of the delay in selecting and appointing personnel.
 2. Development of Delivery Orders: Sections C and D above have discussed the work of this goal, including the extension of Delivery Order #1.
 3. Expanded Field Contacts: Besides developments previously mentioned, Dr. Klauss met with the Yugoslavs on planning for assistance to Mutare Technical Institute and the West Germans for similar needs with regards to Msasa. Contacts were expanded with leaders of local industry allowing them to hear of the Project's efforts and for the Project to learn of their needs and interests in vocational training. Visits were also made to Mutare, Bulawayo, and Harare Technical Institutes, and extensive visits to the University of Zimbabwe as the Project became responsible for faculty recruitment there.
 4. Assistance With the Development of the BEST Program Evaluation: Activities in this area have been covered in C and D above in the work with Mr. McDonald and Dr. Cobbe and the strategy documents.
 5. Development of a Computerized Budgeting System: The arrival of an IBM-PC for the field office provided the opportunity of achieving this goal. The use of Supercalc has made it possible for a spreadsheet for the Imprest Fund to be developed and used. The home office has also begun to move towards developing familiarity with computer spreadsheets so as to be able to use them as soon as a computer becomes available.

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

Delivery Order #1

Started August 5, 1984, Delivery Order #1 provided 6.5 personmonths of technical assistance to carry out the handling and processing of the Grade 7 examinations. Completed March 31, 1985, the long-term goal of Delivery Order #1 was to establish an efficient and effective staff capability within the Examinations Branch of the Ministry of Education to administer, process and handle Grade 7 Examinations.

Delivery Order #2

Started September 6, 1984, Delivery Order #2 provided and shipped an IBM personal computer and accessories to the Ministry of Education's Examination Branch in order to expand the Examination Branch's micro-computer data processing/management system. Specifically, the computer will be used to streamline Grade 7 and ZJC Examinations processing.

Delivery Order #3

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

Delivery Order #4

Started January 4, 1985, Delivery Order #4 provides 3 personmonths of technical services to the Ministry of Education in support of the administration and processing of the Grade 7, the Junior Certificate, and the "O" Level Examinations. This delivery order covers the second phase of BEST assistance to

the Examination Branch, the first being covered under Delivery Order #1. It includes Examinations Branch software development, implementation, evaluation, training and support.

Delivery Order #5

Started January 4, 1985, Delivery Order #5 provides technical services in Library Development (1 personmonth), Computer Studies (3 personmonths) and Equipment Procurement (4 personmonths) in the vocational and technical training institutions for the Ministry of Labor, Manpower Planning and Social Welfare. The delivery order was amended to include the services of a competency-based education specialist to participate in a workshop in June 1985.

Delivery Order #6

Started March 27, 1985, Delivery Order #6 provides short-term assistance to the Ministry of Education for post-secondary education and teacher training. The work involves participation in the official opening ceremonies of the Bevedere Teachers' College in Harare, March 29-April 2, 1985.

III. GOALS FOR THE NEXT SIX MONTHS

The activities for the next six months will include the recruitment, orientation and support of long- and short-term technical assistance personnel, particularly those arriving under Delivery Order #3 and Delivery Order #5. Work will continue with the BEST Working Committee and with M/LMPSW in the refining of project activities statements for the NVTC, Mutare and Masvingo Technical Institutes. Special goals for this next period include:

- A. The completion of work on the long-term personnel contract for the University. That in turn will allow selection panels to be convened in the USA which will generate selection of candidates by the University. Some of these selected may be able to be at the University by the end of this next period.
- B. Assistance in the generation of new delivery orders for the next period or subsequent periods. Special focus will be on micro-computer needs of Bulawayo Technical Institute, long-term technical assistance for the technical institutes, special instructors for the proposed B.Sc. in Applied Technology and the regionalization of the management information system of the Ministry of Education.
- C. Preparation for and negotiation of the required Project budget review in the 12 to 18 months of the Project will be a focus of the last half of this period.
- D. Development of a home office computerized recordkeeping system, especially for financial accounts, and the refinement of the systems in the field office will take place during this period.
- E. Greater familiarity with the sites and people involved in the Project in Zimbabwe will be the goal of Dr. Hatch's visit to Zimbabwe in the last half of the period.

IV. ADMINISTRATIVE REPORT

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ZIMBABWE/BEST QUARTERLY STATUS REPORT

December, 1984

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Ernest Bay	001	5/20/84	6/2/84	16 days	Completed	Optical Scanner training MO Education	Field Service Area Supervisor, National Computer Systems, Inc. Performed earlier optical scanner training for AED, 1983.
Eric Eno	001	7/16/84	3/30/85 (?)	up to 5 mos.	Currently active	Grade 7 exam admin. support MO Education	Founder, Director; The Little Computer that Could Co. Consulted for Pragma Corp. in project design and education planning. Info. system analysis and development planning analysis for AED, 1980-82.
Kurt Moses	001	11/20/84	12/1/84	15 days	Completed	Coordination and evaluation, MO Education	Director, Systems Services Division, Academy for Educational Development.

ZIMBABWE/BEST QUARTERLY STATUS REPORT

March, 1985

<u>NAME</u>	<u>DO #</u>	<u>START DATE</u>	<u>END DATE</u>	<u>DURATION</u>	<u>STATUS</u>	<u>SERVICE TO BE PERFORMED INSTITUTION/MINISTRY</u>	<u>QUALIFICATIONS</u>
Ernest Bay	001	5/20/84	6/2/84	16 days	Completed	Optical Scanner training; MO Education	Field Service Area Supervisor, National Computer Systems, Inc. Performed earlier optical scanner training for AED, 1983.
Eric Eno	001	7/16/84	3/30/85	153 days	Completed	Grade 7 exam admin. support; MO Education	Founder, Director: The Little Computer that Could Co. Consulted for Pragma Corp. in project design and education planning. Info. system analysis and development planning analysis for AED, 1980-82.
Kurt Moses	001	11/20/84	12/1/84	15 days	Completed	Coordination and evaluation; MO Education	Director, Systems Services Division, Academy for Educational Development
Hugh Gloster	006	3/27/85	4/2/85	4 days	Currently Active	Speaker, Belvedere College Opening Ceremonies; MO Education	President, Morehouse College, Atlanta, Georgia.

C. Core Contract Expenditures

APRIL 1, 1984 - MARCH 31, 1985

Line Item	Expenditures To Date	1 Year Budget Allocation	5 Year Budget Allocation
I. Salaries			
A. U.S. Personnel			
Home Office Professional	37,162	35,000	203,293
Home Office Nonprofessional	13,182	17,500	101,647
Field Staff Professional	44,081	52,000	287,330
Field Staff Nonprofessional	0	0	0
Total U.S. Personnel	<u>94,425</u>	<u>104,500</u>	<u>592,270</u>
B. Cooperating Third Country Nationals	3,530	7,000	40,658
II. Consultants	800	2,200	9,840
III. Fringe Benefits	25,431	27,170	153,990
IV. Overhead @ 27%	50,821	51,825	288,350
V. Travel and Transportation			
U.S. Travel	718	1000	5,808
International Travel	11,680	7,500	44,986
Other Personnel Travel	0	0	0
Transportation of Household Goods, Baggage	3,162	2,900	6,566
Storage of Household Effects	1,300	1,000	3,000
Per Diem and Local D.C. Travel	7,131	5,890	20,653
Total Travel and Transportation	<u>23,991</u>	<u>18,290</u>	<u>81,013</u>
VI. Allowance			
Post Differential	3,703	5,200	28,733
Quarters	4,318	5,000	33,348
Education	1,162	3,100	19,050
One-time Household Set-up	8,500	8,500	8,500
Total Allowance	<u>17,683</u>	<u>21,800</u>	<u>89,631</u>
VII. Other Direct Costs (w/ Harare office space)	35,419	32,784	190,195
VII. Equipment, Vehicles, Materials, & Supplies	24,282	27,150	27,150
<u>TOTAL:</u>	\$ 276,382	\$ 292,719	\$ 1,473,097

D. Delivery Order #1 Expenditures

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

Line Item	Expenditures To Date	Budget Allocation
<u>SHORT-TERM</u>		
Salaries and Wages		
Moses 32 days	6,733	6,752
Secretarial 28 days	1,861	1,876
Employee Benefit @ 26%	2,235	2,243
Bay Consultant Fee	4,000	4,000
Travel and Per Diems		
Moses 2RT Wash/Harare	2,772	3,100
Bay 1RT Boston/Harare	1,734	2,300
Per diem Moses 17 days @ \$80	829	1,060
Bay 10 days @ \$80	1,092	1,100
Other Direct Costs	2,331	4,750
<u>LONG-TERM</u>		
Salaries and Wages		
E. Eno 157 days	30,600	30,600
Travel and Per Diem		
3RT Wash/Harare	10,781	10,840
Per diem 143 days	9,702	11,440
Incountry travel (Zimbabwe)	1,500	2,000
Other Long-term Direct Costs		
Examination forms	906	1,000
<u>TOTAL:</u>	\$ 77,076	\$ 83,061

E. Delivery Order #2 Expenditures

Signed 9/6/84

Line Item	Expenditures To Date	Budget Allocation
IBM PC	2,415	3,500
Printer	1,145	2,000
Graphics	828	1,000
Software	1,652	750
Diskette	622	450
Ram Chips	78	150
Labels	133	200
Transformer	214	0
Air Freight Costs	1,106	0
<hr/>		
<u>TOTAL:</u>	\$ 8,193	\$ 8,050

NOTE: Total Delivery Order #2 budgeted amount is \$9,000.

F. Delivery Order #3 Expenditures

Signed 1/2/85

Line Item	Expenditures To Date	Budget Allocation
First Year Figures		
U.S. base salary	0	455,000
Other Compensation	0	91,000
5% Recruitment Incentive	0	27,300
7% Retirement	0	38,220
Settling In Allowance	0	109,200
Travel per diem	0	9,750
Travel	0	52,000
Air Freight	0	29,250
Storage	0	35,620
Recruitment Costs (\$700 x 40 interviewees)		
Travel, per diem, misc. expenses	13,726	28,000
<hr/>		
<u>TOTAL:</u>	\$ 13,726	\$ 875,340

NOTE: Budget figures reflect first year costs for 13 long-term consultants. At end of period, no consultants had departed for Zimbabwe.

G. Delivery Order #4 Expenditures

Signed 1/4/85

Line Item	Expenditures To Date	Budget Allocation
External Technical Assistance		
1. Software Development Support		
30 p/d @ \$225	0	6,750
Travel		
2 roundtrips U.S.-Zimbabwe	0	6,000
Per Diem (42 days @ \$66)	0	2,772
2. Systems Development Support		
40 p/d @ \$225	0	9,000
Travel		
2 roundtrips U.S.-Zimbabwe	0	6,000
Per Diem (56 days @ \$66)	0	3,696
3. Hardware Evaluation		
10 p/d @ \$250	0	2,500
Travel		
1 roundtrip U.S.-Zimbabwe	0	3,000
Per Diem (14 days @ \$66)	0	924
4. OMR Training and Support		
10 p/d @ \$250	0	2,500
Travel		
1 roundtrip U.S.-Zimbabwe	0	3,000
Per Diem (14 days @ \$66)	0	924
5. Travel Preparation Costs	0	400
<u>SUB-TOTAL:</u>	0	47,466
Supporting Commodities and Training Supplies (Subcontracted to The Little Computer That Could)		
1. Examinations Software Development	15,969	80,000
2. Video Recording Equipment	0	5,000
3. Supplies, Communication	0	3,000
	15,969	88,000
<u>TOTAL:</u>	\$ 15,969	\$ 135,466

H. Delivery Order #5 Expenditures

Signed 1/4/85

Line Item	Expenditures To Date	Budget Allocation
<u>Technical Assistance Personnel</u>		
Library Specialist 1 person x 4 weeks x 5 days x \$200/day	0	4,000
Voc-Tech Equipment Specialists 2 persons x 8 weeks x 5 days x \$200/day	0	16,000
Computer Studies Specialist 1 person x 12 weeks x 5 days x \$250 day	0	15,000
<u>Travel and Indirect Costs</u>		
Airfare (4 roundtrips U.S.-Zimbabwe)	0	12,000
Per Diem (224 days @ \$66/day)	0	14,784
2 rental cars	0	3,000
<u>TOTAL:</u>	\$ 0	\$ 82,276

NOTE: Library Specialist is chosen, and scheduled for September 1985 arrival.
Equipment Specialist is chosen, and scheduled for June 1985 arrival.
Computer Specialist may be incorporated into Delivery Order #3.

Amendment made to the Deliver Order to include Vocational/Technical Education Expert ($\frac{1}{2}$ person month). This addition is to be completed within the existing budget.

Delivery Order #6 Expenditures

Signed 3/27/85

Line Item	Expenditures To Date	Budget Allocation
Consultancy Fee 3 days @ \$250/day	750	750
Travel Expenses		
Full-fare Economy Air Ticket	3,109	3,125
Per Diem/Travel 5 days @ \$60/day	300	300
Misc. Expenses/Contingency	44	100
<hr/>		
<u>TOTAL:</u>	\$ 4,203	\$ 4,275

APPENDIX A

TRAVEL OF CORE CONTRACT PERSONNEL

October 1, 1984 - March 31, 1985

<u>DATE</u>	<u>TRAVELER</u>	<u>DESTINATION</u>	<u>PURPOSE</u>
October	R. Klauss	Bulawayo	To visit Bulawayo Technical College, review purchase of computers for the college, and discuss staff development requirements.
Nov. 30 - Dec. 4	J. Hatch	New Orleans, LA	To attend Annual AVA Convention and man a recruitment and information booth for BEST Project candidates.
Dec. 4 - 6	R. Klauss	Mutare	To ascertain status on development of new facility funded by USAID and to discuss future BEST Project technical assistance requirements.
Jan. 30 - Feb. 19	R. Klauss	Various cities in the U.S.	To accompany team from the Ministry of Labor on U.S. tour and to work with team on the selection of long-term technical assistance personnel for Delivery Order #3.
Feb. 5 - 15	J. Hatch	Various cities in the U.S.	To accompany team from Ministry of Labor on U.S. tour to visit U.S. vocational/technical institutes and to interview candidates for long-term positions.

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APPENDIX B
HOME OFFICE MONTHLY REPORTS

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Academy for Educational Development

AED

International Division

ZIMBABWE BASIC EDUCATION AND SKILLS TRAINING PROJECT

Monthly Progress Report No. 7

October 1, 1984 - October 31, 1984

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

PERSONAL SERVICES CONTRACT

The Government of Zimbabwe approved a draft of the long-term personal services contract which AED amended slightly. The amendments appear to be acceptable and it is expected that the contract will be formally approved by USAID, GOZ and AED in early November.

DELIVERY ORDER #1

Mr. Eric Eno returned from his second tour of work with the MOE Examinations Branch on October 4. During that tour he assisted with fine tuning and testing of the processes for handling all aspects of the Grade Seven Examination. He went back to Harare on October 16 to assist with the actual processing of the scoring, grading and handling of the Examination.

The D.O. also has a planning and training aspect that has not been fully implemented as the preparation for the Examination used up most of the time. Because this aspect has not been completed, AED has requested an extension of the date of the D.O. for three months until the end on March, 1985. This no-cost extension is expected to be approved as the work has been started and needs to be completed.

RECRUITMENT

Much of the activity of this month has been spent in preparing for the end of November when the GOZ will have a team in the United States to interview candidates for positions under the Ministry of Labor, Manpower Planning and Social Welfare. The availability of the Ministry to recruit people through AED depended on the approval of the long-term personal services contract and the development of a plan for the use of the BEST funds. As both activities are expected to be completed by the middle of November and because the new academic year begins January 15, AED was asked to begin looking for: a) department chairmen for the Gweru Technical College who were also familiar with teacher education; b) computer science instructors; and c) curriculum development

officers for the Ministry. The necessary D.O. will be issued prior to the arrival of a team from the Ministry which would come to interview candidates, attend the American Vocational Association Annual Convention, and visit Florida State University to discuss evaluation training programs.

As a result, much searching of lists, telephoning, reading of resumes, and talking with possible candidates was begun. Materials about Zimbabwe were ordered and supporting materials about contract and life in Zimbabwe prepared. John Bing, of Inter-Link Associates, was interviewed about designing a cross-cultural/pre-departure training program. Arrangements for transportation to New Orleans, hotel bookings and AVA booth reservations and designs have been made. Bill Reynolds, the Academy's Director for Vocational and Technical Training Programs, will also be attending the AVA meeting and assisting with recruiting and interviewing at the Academy's booth.

ADMINISTRATIVE

- 1) Request for approval of guard service for the Klauss household was forwarded to USAID based on USAID/Harare's determination that such service was allowable.
- 2) The office IBM-PC was handcarried to Zimbabwe by Eric Eno along with a re-inker for the MOE printers. Clearance of customs in Harare has taken longer than expected and it is now known that we should expect about a two-month delay from the time clearance is requested for any item.

FUTURE

Most of the ensuing three months will be spent in recruiting, interviewing, contracting, preparing, and sending long-term personnel to Zimbabwe for the Ministry of Labor, Manpower Planning, and Social Welfare. This will include drafting a D.O. to cover the interview costs as well as the usual work involved. It is expected that the visit of a team from the Ministry will also allow for a chance to discuss future D.O. needs.

Internally, end-of-year activities involve budget preparations, and personnel evaluations will also be a focus of efforts.

JDH
11/6/84

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Academy for Educational Development

AED
International Division

ZIMBABWE BASIC EDUCATION AND SKILLS TRAINING PROJECT

Monthly Progress Report No. 8

November 1, 1984 - November 30, 1984

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

PERSONAL SERVICES CONTRACT

The personal services contract for long-term personnel was accepted and approved by the GOZ, USAID and AED. The approval allows for formal recruitment of personnel for delivery orders for Zimbabwe.

DELIVERY ORDER #1

Delivery Order #1 was approved for extension from December 31, 1984 until March 30, 1985 by USAID on November 16. The extension was needed to complete the work of the delivery order in the areas of planning and training. This work has begun but will not be completed by the original date because of the extensive effort needed in preparation for the Grade Seven Examinations. There will be no additional costs involved with the extension.

Kurt Moses departed on November 18 for a ten-day trip to Harare. The purpose of his trip was to oversee the processing of the Examination and to assist the Ministry of Education in planning for future uses of computers in the handling of management information data and in budget and resource planning. The MOE envisions a regionalized microcomputer network for these activities.

RECRUITMENT

The major activity of the month involved preparation for the arrival of an interviewing team from the Ministry of Labor, Manpower Planning and Social Welfare (LMPSW) which was scheduled to begin November 26. Candidates were recruited, preselected and invited for interviews in Washington, New Orleans and Tallahassee before word was received that the team would not be holding interviews. The team was reduced in number and its purpose was changed to a study tour, with a day to be spent at AED to discuss recruitment, salaries and the comparability of training and qualifications for vocational and technical educators in the United States and Zimbabwe. The day before the team was to arrive word was received that final clearance for departure had not been received from the GOZ, and the trip was postponed until January.

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Recruitment for the anticipated positions continued and plans were made for the recruitment of people at the American Vocational Association Annual Convention in New Orleans from November 30 to December 3. Preparation for the Convention included creating a visual display on the Academy and Zimbabwe, notification of prior contacts and prospective recruits of the AED booth, and the development and collection of special recruitment and informational materials. Bill Reynolds, Director for Vocational and Technical Training Programs, accompanied John Hatch to the Convention to assist with the recruitment effort.

ADMINISTRATIVE

A preliminary monthly budget for 1985 was developed. Because of the short time available for preparing it, telex and phone were used to get projections from the field office.

1984 personnel evaluations were also prepared at the end of the month.

At the first of the month, the Semiannual Report on the BEST Project was prepared and submitted to USAID in Nairobi as required by the contract. The quarterly administrative review with Stephen Moseley, John Hatch and Joan Parker provided an opportunity to discuss the reports in a draft form.

FUTURE

Primary activities will involve the preparations for the expected January visit of an interviewing team from LMPSW. This will include additional recruitment and screening of candidates as well as arranging for and holding the interviews.

After Kurt Moses returns from Harare, a review of the needs for D.O. #1 will be held and plans made for a trip by Eric Eno to Harare in February to complete the necessary work. It is expected that the review will also cover possible future MOE delivery order needs.

A final monthly 1985 project budget will need to be prepared before the end of 1984 after the draft budget has been reviewed.

JDH
11/30/84

Academy for Educational Development

AED
International Division

ZIMBABWE BASIC EDUCATION AND SKILLS TRAINING PROJECT

Monthly Progress Report No. 9

December 1, 1984 - December 31, 1984

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

DELIVERY ORDER #1

Kurt Moses returned from his November trip with draft budgets based on work carried out in this D.O. and previous AED work with the Ministry of Education. The first, Delivery Order #4, is for phase II of automating the MOE's information gathering needs on a regional basis. The total budget for planning, software development, hardware and training is estimated at \$728,000.

The second budget, Delivery Order #5, estimated at \$139,000, was for the Examinations Branch for training and software and systems development. This D.O. would be in addition to the continuing D.O. #1 in February and March. Eric Eno, who returned from seeing the Seventh Grade Examinations through its hurdles successfully in late December, would be a major contributor to this new endeavor.

DELIVERY ORDER #3

The Delivery Order for 13 long term professionals to assist with curriculum development and teaching in the technical institutes was signed in Harare by Rudi Klauss on December 28th. A telex received from Harare on December 21st provided names of people to contact for interviews, based on the Ministry of Labor, Manpower Planning and Social Welfare's review of previously culled resumes.

Phone calls began at once to arrange for interviews in Tallahassee, Washington, D.C. and San Francisco during the weeks of January 7th to 16th. Because of the holidays many people had to be found at their homes, and some did not know what their schedules would be during that time. The month ended with 32 people contacted, two unreachable and all but 7 scheduled for interviews. Tickets were arranged and mailed, hotel reservations made as needed, and interview spaces arranged for.

RECRUITMENT

John Hatch and Bill Reynolds, AED's Director of Vocational and Technical Training Programs, attended the Annual Convention of the American Vocational Association in

New Orleans, November 30 to December 3. A booth was hired and manned in the Exhibition Area which displayed information about Zimbabwe and the Academy's interest in recruiting people to work abroad in vocational and technical education. Over 2,000 special brochures highlighting the Academy's interests were distributed, 100 applications picked up and scores of people talked to.

In addition, an eight-inch stack of relevant material was collected from other booths for shipment to Harare. Dr. Reynolds enrolled as a charter member of the new International Section of AVA and attended two of its meetings as well as those of a few other sections. The convention provided an exposure of the Academy and the needs of the BEST project to an attendance of over 6,000 people. Application forms and inquiries continue to come in, swelling our recruitment bank considerably.

ADMINISTRATIVE

The preliminary monthly budget for 1985 was reviewed and amended, as were personnel evaluations. The estimated 1985 budget for the project was approximately \$2.25 million dollars.

An open house at Creative Associates was attended and Santa (Hatch) visited AED's Christmas party. Hatch also attended two Society for International Development meetings on Africa, and met with Wilbert Riley, International Marketing V.P. of the National Computer System's Scanner Systems Division. He also gave assistance to an IQC request for a labor economist for the Zimbabwe Regional Management Training Project, and met with Mr. Robert Corson an external management consultant to the Academy.

FUTURE

Immediate activities will involve the interviewing of candidates for D.O. #3 with the visiting MLMPSW team in Washington, D.C., Tallahassee and San Francisco. As D.O. #4 and #5 are expected to be received and signed when the team arrives, work will begin preparing to implement them. D.O. #6, for short term library and teacher training assistance, should also be signed; recruitment for candidates for those positions will begin.

Academy for Educational Development

AED
International Division

ZIMBABWE BASIC EDUCATION AND SKILLS TRAINING PROJECT

Monthly Progress Report No. 10

January 1, 1985 - February 28, 1985

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

DELIVERY ORDER #1

The Delivery Order was extended through March to allow for additional, but planned, training of the Examinations Branch staff. Eric Eno, who has been major implementor of the D.O. in Harare, returned to Harare on February 27 to implement the two weeks of training. Mr. Eno went first to Cambridge, England in order to work with the data processing team active in Zimbabwe prior to arriving in Harare.

DELIVERY ORDER #3

Plans for the visit of an interviewing committee from the Ministry of Labor, Manpower Planning and Social Welfare were completed for their January 6th arrival in the early days of the month, only to hear on January 4th that the committee had not received clearance to leave the country. Phone calls were made, reservations cancelled, and eventually, plans remade for a visit to begin on January 31st that would include visits to vocational education institutions and meetings with curriculum planners.

The committee, headed by Dr. E. Manyuchi, Director of Vocational and Technical Training, included Mr. W. Mbizvo, Principal Manpower Training Officer, Mr. L. Chisango, Chairperson of the Electronics Department at Kwe Kwe Technical College, and Mr. J. Gochera from the Public Service Commission and stationed in London. The committee, accompanied by Rudi Klauss, arrived in the evening of January 31st and proceeded to orientation and interviews in Washington on February 1st, 2nd, and 4th. On the 5th, John Hatch joined the group as it headed first to Tallahassee, Florida and then on to San Francisco, San Jose, Columbus, Ohio, and New York City, from where the group departed on February 16th.

Part of the time in Florida was spent interviewing. A large amount of time was spent as guests of Florida State University's Learning Systems Institute. Conversations were held on microcomputers in education, competency based education, instructional systems development, and the FSU/AID project on Improving the Efficiency of Educational Systems (IEES). Visits were made to Florida's Center for Studies in Vocational Education and the Lively Area Vocational-Technical Center.

The two days in San Francisco were filled with interviews, but in San Jose the day was spent as guests of the Singer Job Corps Center. As the Center contracts out work, visits

were made to two training centers, including the San Jose Regional Occupational Center. The day in Columbus was spent half at Ohio State University's National Center for Research on Vocational Education talking with curriculum developers, and half of visiting the Columbus Technical Institute.

Prior to its departure, the committee selected 12 candidates plus one alternative which they would recommend for employment. A variety of materials were mailed to these candidates for completion before the formal recommendation could be made and the other candidates were informed of their status. A lot of time has been spent on the phone explaining forms and answering questions from the nominees.

DELIVERY ORDER #4

Signed on January 4th in Harare by Rudi Klauss, the Delivery Order is designed to be phase two of the development of the capacity of the Ministry of Education to monitor process, mark and grade the Grade Seven Examination. The D.O. involves the development and application of computer software, training of personnel in the usage of the software, the purchase of video cassette recorder and players for the development of training films, and the training of regional and school personnel in proper examination processing. The D.O. also envisions the production of optical marking forms and supporting software for localization of the Examination effort.

Four subcontracts were signed on February 22nd with The Little Computer That Could to develop the needed software by the end of March as the first step in carrying out the D.O.

DELIVERY ORDER #5

The order was signed January 4th in Harare and work was begun at once to find candidates prior to Rudi Klauss' departure on January 30th for the United States. The D.O. seeks four short-term consultants to the Ministry of Labor, Manpower Planning and Social Welfare for work to be completed by the end of May. Needed were a librarian for a month to assist in the development of vocational/technical core reference and A/V materials, two vocational/technical equipment specialists for two months each to make recommendations on equipment needs for the technical institutes, and one person to assist with the development of computer studies curricula for three months. An initial group of candidates' resumes were sent for consideration prior to Klauss' departure.

As one of the candidates for the computer studies position was selected under D.O. #3, it is likely that there will not be a need for someone to work in that area on a short-term basis.

DELIVERY ORDERS IN DEVELOPMENT

Delivery Order for the Ministry of Education, referred to in Report #9 as D.O. #4, has been delayed to allow for the development of further personnel and budgeting details. The D.O. will be for the first phase of a three year project to regionalize management information system of the Ministry of Education through the use of microcomputers.

Systems design, software development, equipment purchases and personnel training will comprise the major efforts of this D.O.'s activity.

RECRUITMENT

In addition to the recruitment needed for D.O. #5 and the interviewing work for D.O. #3, the home office sent letters to related deans/department chairs of over 150 institutions who are members of the American Council on Industrial Arts Teacher Education or the National Association of Industrial and Technical Teacher Educators, telling them of the Project's needs and asking them to identify faculty who might fit current and expected vocational/technical education needs. The letter went out under the signature of Dr. William Reynolds, the Academy's Director of Vocational and Technical Training Programs.

ADMINISTRATIVE

- I. The BEST Project was amended on January 18 to enlarge the Statement of Work to allow the Project to disburse ZIMMAN funds. This will allow the Project to provide long-term personnel to the University of Zimbabwe, one of the beneficiaries of the ZIMMAN Project.
- II. To that end, Mr. Barry Schuman and Ms. Dorothy Anderson of the Institute of International Education's (IIE) ZIMMAN Project visited with Hatch and Stephen Moseley on February 1st to explain the work they had previously devoted to the recruitment of faculty for the University of Zimbabwe (UZ) and to hand over to the BEST Project the UZ recruitment project. Since then IIE has sent letters to all candidates whose resumes have already been sent to UZ for consideration telling them of AED's responsibility for UZ, and forwarded to AED both the files of those who wish to remain candidates and all new inquiries for UZ positions.

IIE has done a very extensive and thorough job of recruiting and selecting candidates for UZ, for which AED is very appreciative and grateful. As a result of IIE's work, their letter to the applicants and the expected first appointments in May, a great deal of office work and telephone answering has taken place in recent weeks.

- III. At the request of USAID/Harare, the office has been:
 - a. active in trying to find some good candidates to present a paper at the opening of Belvedere College in March. Several recommendations were made, but the nature of the opening ceremonies has recently changed and a major presentation is not deemed to be appropriate or necessary.
 - b. compiling a list of teacher education and subject specific periodicals for consideration for use at Belvedere. Work has begun on the task, but because of the work on D.O. #3, #5 and the ZIMMAN Project, the list has not been completed.

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- c. developing a personalized computer course for four members of the MOE and Belvedere College. The object of the course, to be offered in May, is to provide an intensive introduction to the capacity of computers for planning, their use in teacher training and general hands-on familiarity with computer software capabilities.
 - d. assisting Florida State University in the identification and subsequent support of an expert in competency based education and its application to vocational education for a conference March 18-22 in Harare.
- IV. Because of the amount of work this month, there has been a larger number of telephone and cable conversations than previously. The availability of direct dialing to Harare has made the process easier.

FUTURE

Major efforts for the next two months will involve the placement of the initial BEST candidates, including pre-departure orientation. The ZIMMAN Project, its 15 current candidates plus new candidates, will also involve a considerable amount of activity. A delivery order for UZ recruitment needs to be received, a salary packet developed and negotiated, and selection interviews held with a team from the University--now planned for April.

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Academy for Educational Development

AED
International Division

ZIMBABWE BASIC EDUCATION AND SKILLS TRAINING PROJECT

Monthly Progress Report No. 11

March 1, 1985 - March 30, 1985

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

DELIVERY ORDER #1

Eric Eno completed work on this Delivery Order with two weeks of training of the Ministry of Education Examinations Branch staff. He returned to the United States on March 22. Eno's report on the training will be received in early April, and a final report in the form of a long-range plan proposal will be readied after that.

DELIVERY ORDER #3

Much of the activity this month revolved around processing materials and questions of the chosen candidates for positions in Zimbabwe. Materials were sent, verified on their return to the office, then posted to Harare for Ministry of Labor approval and then Public Service Commission approval. Only after the Commission has approved a candidate does he/she become a contractee.

Time was spent trying to answer questions raised by the various forms and the prospect of moving to Zimbabwe. Frequently the questions had to be referred to Harare for answers. Among the issues raised is the yet-to-be-resolved question of how much reimbursement candidates might receive for predeparture expenditures. It is expected that an average figure for specifically reimburseable items will be agreed upon.

Since the selection of candidates in February, two have withdrawn, one may need to withdraw due to a medical problem, and three have salary negotiations still incomplete. One withdrew because he preferred not to take an assignment for longer than one year, and the other withdrew because of an employer's subsequent outstanding offer. The salary differences involve conditions of previous overseas service and weak salary histories due to retirement or previous overseas service with private voluntary agencies. It is expected that the issues will be solved amicably. A back-up candidate has been alerted for the candidate with medical problems.

DELIVERY ORDER #4

Software development by a subcontractor, The Little Computer That Could (LCTC), began during the month to provide support to the Ministry of Education's monitoring, processing and marking of the Grade Seven Examinations. Phone calls have been

exchanged and drafts made in defining the task of the Software and Systems Development Support personnel needs. The tasks should be agreed upon, personnel selected, and work begun on the those two aspects of technical assistance before the end of April.

DELIVERY ORDER #5

Ms. Margaret Winkler of the Florida Educational Information Service has been selected by the Ministry of Labor as the Library Specialist. It is planned that she will go to Harare in the first week of September to assist with the development plans of the National Vocational Training and Development Centre.

Dr. William Reynolds, AED's Director of Vocational and Technical Training Programs, has been selected by the Ministry of Labor as a specialist in equipment definition for the technical institutes. He will spend the month of June in Zimbabwe.

The Delivery Order was amended on March 12 by a PIO/T to provide for a consultant on Competency Based Vocational/Technical Education. Dr. David D. Redfield of Florida State University was chosen to present a paper and be a participant in a conference planned for March 18-22 in Harare. The conference was postponed until June only a few days before Dr. Redfield was to depart, but he remains ready to attend and present his paper at that time.

Because one of the withdrawals from Delivery Order #3 was a Computer Studies expert, work has begun to identify a short-term expert as originally envisioned by the Delivery Order. It is hoped that such a person may be found at an institution which could provide other such experts and training for participants from Zimbabwe.

DELIVERY ORDER #6

On April 24, Delivery Order #6 was signed in Harare and Dr. Hugh M. Gloster, President of Morehouse College, left Atlanta for Harare and the opening of Belvedere Teacher Training College. The last minute nature of this Delivery Order's activity came about in part because the invitation from the Ministry of Education was sent by mail and did not arrive until ten days before the opening, and in part from a delay in letting the Ministry know that Dr. Gloster was able to clear his schedule and accept the invitation. Forseeing possible delays, ticket and travel advance arrangements had been made to assure that Dr. Gloster would be able to attend the opening. Dr. Gloster is due to return on April 2.

ZIMMAN

AED's statement of work was amended in January to allow for the disbursement of ZIMMAN funds for long-term personnel for the University of Zimbabwe (UZ). In February, the Institute of International Education (IIE) passed over candidates they had been processing for UZ plus applications received. Eighteen candidates had been submitted to UZ and over sixty applications were awaiting processing.

Initial sorting and evaluations were made and 47 of the 97 applicants were asked to submit UZ applications for further consideration. Nine UZ applications were received and sent on to the University by the end of the month. IIE will be passing on their review form and names of the experts they had identified who are willing to evaluate candidates prior to submission to UZ.

RECRUITMENT

Basic efforts have been correspondance with UZ applicants and responses to and evaluation of new applications generated by the large mailing that went out in mid-February under Dr. Reynolds' signature.

ADMINISTRATIVE

Much telex and telephone activity was generated by changing plans for the Belvedere Teacher Training College Opening and the conference on competency based vocational/technical education. Now that dates are established and Belvedere is "opened," that exercise will end.

Additional efforts were placed on ascertaining more about the text books that the Ministry of Education wished to see for its curriculum development efforts. Florida State University has agreed to take over that activity. The generation of a list of periodicals used for secondary teacher education has almost been completed. The annotated list will be sent to USAID/Harare in early April.

The office attended two sessions of the annual International Development Conference in Washington, DC on "Microcomputers and Development" and "Development Education". We had a call from Dr. Manyuchi, Ministry of Labor, who was in town on government business, which provided an opportunity to discuss the progress of Delivery Order #3. It was decided to continue to send applications to the Ministry of Labor for review so that subsequent visits to the United States by Ministry officials might be used for interviewing applicants and thus identifying needed candidates only.

FUTURE

The processing, including orientation and sending, of Delivery Order #3 vocational/technical instructors to Zimbabwe will be the major focus of the next month. In addition there is the possibility of arranging for interviews for Business Studies faculty for UZ, and the hosting of four administrators from the Ministry of Education in the United States for an AED-designed course on computers and management.

Reports to be generated in April include the Final Report for Delivery Order #1, and quarterly, half-yearly, and annual reports for AID as required by the Contract. As the second year of the Project begins in April, the reviews producing the required reports will also serve as a basis for assessing budgetary and contractual needs that might need renegotiation in the next six months.

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Continued recruiting for the Computer Studies position of Delivery Order #5 will be a high priority. Specialized recruiting for computer, civil and electrical applicants for the technical institutes will also be highlighted so that a good pool of candidates will be available for an anticipated late-September round of interviews for January placement.

A new Delivery Order for assistance in establishing a microcomputer based system of regional information management for the Ministry of Education is expected next month. Some efforts will have to be spent on starting that process.

APPENDIX C
FIELD OFFICE MONTHLY REPORTS

ZIMBABWE /BEST MONTHLY ACTIVITY REPORT

OCTOBER 1984

Rudi Klauss
Field Co-ordinator, Harare

I Program

A. Letter of Agreement

Major attention was given to finalizing the Letter of Agreement and obtaining the necessary concurrences. In this connection there were several meetings, discussions, and exchanges of draft revisions which resulted in a final version which was submitted to the Ministry of Finance, Economic, Planning and Development and AED/Washington for approval. Still pending at the end of the month was the Ministry's official concurrence and submission to the AID contracts officer in Nairobi for the remaining clearance. All substantive points have been agreed to, however.

B. Technical Assistance Plan

In addition to the Letter of Agreement, several meetings were held with Dr. Manyuchi and Mr Munetsi (IMPSW) to develop a technical assistance plan for use of BEST resources with IMPSW. Considerable progress was made on a draft plan which incorporates long and short term TA requirements through AED with staff development plans for technical colleges and Ministry headquarters such that an integrated plan emerges with a strategic focus on alleviating the manpower shortages in the vocational and technical training area.

C. Micro computers for Bulawayo

I visited Bulawayo Technical College to review the RFQ for purchase of computers for the college, and also discussed their T.A. as well as staff development requirements. I had previously discussed the RFQ with Sue Buzzard (AID/W) and John Lewis (USAID/Harare) and conveyed their questions and concerns to the staff at Bulawayo for purposes of revising and elaborating the RFQ. A revised RFQ was to be

submitted later in the month which would address the issues raised by AID/W and USAID/Harare.

D. Best Evaluation

Joe McDonald arrived on October 15 to work with the GOZ in developing an evaluation plan for BEST. I arranged and participated in initial meetings with Ministry officials and Joe, and I spent time reviewing with him the AED component of BEST. He has been using the AED office as a base during his stay in Zimbabwe.

E. Exams Branch

Eric Eno returned October 19 to continue working with Exams Branch on the processing of the Grade 7 exam. His work is progressing quite smoothly. We also initiated a no cost extension of D.O.1 through March 31, 1985 to allow for a completion of the scope of work set out in the D.O.

F. Long term consultants

Further discussion was held with Dr. Manyuchi to determine priorities for recruiting long term consultants. It was agreed that the 4 positions in Gweru were immediate top priority along with 2-3 curriculum development specialists and computer education specialists.

G. BEST program plans

At the October 25 meeting of the BEST Working Committee several proposals for allocating BEST funds to MOE and IMPSW were discussed. Written proposals are to be discussed subsequently with each Ministry to elaborate specific needs and priorities in relation to USAID funds and AED as implementing agent for any technical assistance needs.

II Administrative matters

A good deal of time was taken up with attempting to clear the IBM PC, 3M copier, and 2 Typewriters. A process was finally devised to secure USAID's guarantee to pay excise and duty on these items should the Ministry of Finance for some reason not provide the necessary letter of exemption. This would allow us to clear the items now while the Ministry takes approximately two months to process the documentation.

III Plans for coming month

A. The Letter of Agreement will be finalized as well as a well developed draft of the technical assistance plan for LMPSW. Kurt Moses is expected to be in Harare the last two weeks of November. His visit will provide an opportunity to discuss technical assistance needs in the coming months with both Ministries.

B. Administrative

The new office equipment, once cleared through Customs, will be set up. The new phone system is also to be operational in early November.

Zimbabwe/BEST Monthly Activity Report

November 1984

Rudi Klauss

Field Coordinator, Harare

I. Program

A. Letter of Agreement All remaining points were resolved concerning the Letter of Agreement and the officially agreed to document was forwarded to the USAID Contracts officer in Nairobi for approval as required in the AED contract.

B. Technical Assistance Plan Several meetings were held with officials in LMPSW to further specify the format, content and process for formulating the plan. Based on discussions in October, a preliminary listing of technical assistance requirements and staff development requirements for the technical colleges and the National Vocational Training and Development Center was prepared by the Ministry. At the same time a three person working group was established to begin developing the evaluation plan for the various activities to be funded at the technical colleges and national center. As work proceeded on this matter we decided to merge the technical assistance planning exercise with the evaluation plan for BEST. This should result in a strategy document that can both guide key decisions in the coming years as well as serve as a mechanism for monitoring progress toward the achievement of the overall strategy. Moreover, such a document should be quite useful to the Ministry in its broader effort to improve the vocational training system. The overall strategy paper is being divided into subprojects: the National Vocational Training Development Centre; Mutare Technical College; Masvingo Technical College; Technical College of Bulawayo; Harare Polytech; Gweru Technical College; and Kwekwe Technical College. Since the NVTDC will serve as the nerve centre for the various technical colleges we are working on the strategy statement for this institution as the first priority. The target is to have a draft plan for the NVTDC completed in December.

C. Kurt Moses visit. Kurt Moses visited Harare from November 20 to 30. The main focus of the visit was to meet with Ministry of Education officials concerning the existing work in Exams Branch under delivery orders 1 and 2, and to discuss future technical assistance requirements with MOE. As a result of his visit, considerable progress was made in developing the requirements of a delivery order which would implement the computerization of regional education offices and related management improvement efforts. Discussions were also held regarding additional support for the Exams Branch. This will be further developed as an additional delivery order. All in all

Kurt's visit was very timely and critical to moving forward on these additional technical assistance requirements to be carried out under the AED contract.

D. Exams Branch Grade 7 processing. Eric Eno continued his assistance in this area. Overall the exams processing was proceeding reasonably well, with the expectation that the results would be out on target (approximately December 7).

E. BEST evaluation plan. Joe McDonald completed his evaluation assignment and left on November 14. The draft document which he prepared in collaboration with MOE for one project in the curriculum development unit will serve as model for other project activities funded under BEST. This model is being incorporated into the strategy document referred to above in the technical assistance plan for LMPSW.

F. Management training. We had a meeting with Minister Christopher Anderson (including Ambassador Miller, Richard Shortlidge and myself) to discuss the possibility of providing some assistance in the area of middle management training. As a result of this meeting a followup session was held with Mr. Mugore of the same ministry where more specific ideas were further explored. This is an area which may develop in the coming months, but it is not clear yet how we might most usefully provide some assistance. I also had a meeting with Owen Murray from A.D. Little who was passing through Harare. He has been working some with the AED project in Pakistan. We discussed in general terms management training issues in Southern Africa.

G. Other program activities. A fair amount of time was devoted to preparing for the proposed visit of a Ministry team visit to Washington and the AVA convention, which ultimately did not materialize at the last minute. The cancellation was due to the nonapproval of the visit by the Prime Minister's office. Discussions were held following the cancellation regarding the rescheduling of such a visit for sometime in January.

I also had a meeting with the heads of the various trade associations within the Confederation of Zimbabwean Industries. The purpose of the session was to familiarize industry with our project and to set the stage for some followup meetings with individuals to discuss how the BEST project might assist industry and government to work together more closely, and to help assure the long term institutional viability of the vocational training system which supplies the skilled workforce needed by industry.

II. Administrative matters.

During the first few days of November we were finally able to clear the all of the office equipment which was being held in Customs. Thus we now have the two IBM typewriters, the IBM PC system, and the 3M copier. All arrived in good condition and are being fully utilized. The local staff are beginning to learn to

use the computer, particularly the word processing program. We also plan to start putting our financial reports and budgeting information in computer files. This will speed up the monthly imprest fund report and allow us to track and project expenditures more quickly and accurately.

The PABX phone system was also installed in early November, thus completing the various pending equipment requirements for the office.

III. Plans for December.

A. Program. The major program activity for December will be to continue the strategy planning exercise with the Ministry of LMPSW. This will include visits to Mutare and possibly to Masvingo. Eric Eno completes his assistance on the Grade 7 exams and will depart December 14. In the last week of his stay he will be preparing for his return visit in late February and a status report on the Grade 7 exam assignment.

B. Administrative matters. We will plan to begin setting up the financial reporting and budget system on the computer. Budget projections for the coming year also need attention during December.

Zimbabwe /BEST Monthly Activity Report

December 1984

Rudi Klauss

Field Coordinator, Harare

I. Program

A. Strategy/activity statements During December considerable time was spent with Tobias Boka (Min. LMPSW) and Golden Chekenyere (USAID) in developing a draft strategy/activity statement for the National Vocational Training Development Centre. The draft was completed toward the end of the month and submitted to Mr. Muringi and Richard Shortlidge for comment and review. Specific factual information and Ministry data must still be incorporated into the document as part of the review by the Ministry. We hope to complete the document with the various revisions and additions in January 1985. We also began discussing the preparation of similar statements for Mutare and Masvingo technical colleges, but the draft work will not begin until January.

B. Mutare Visit From December 4-6 Tobias Boka (Min of LMPSW), Richard Shortlidge, and I visited Mutare Technical College. The purpose of the visit was to get an update on the status of the construction activities and to learn more about how USAID support will fit into the overall expansion of the college. This information will form the basis for preparing the draft strategy/activity statement for this particular project funded under BEST. A more complete description of this visit is provided in a separate trip report submitted to the Ministry and USAID.

C. Delivery Order 3 This delivery order covers the recruiting and hiring of up to 13 long term technical assistance personnel to be assigned to the NVTDC and three of the technical colleges. The delivery order was signed in the latter part of the month and provided the necessary basis for implementing the recruiting trip by three officials of LMPSW to the U.S. scheduled to begin January 7, 1985. In preparing for this recruiting effort, considerable communication occurred during the month with the Ministry concerning which persons from those whose resumes had been forwarded should in fact be interviewed. The Ministry provided a final list of recommendations requesting interviews for 27 persons and no interviews for 16 other persons. There was also a good deal of time spent in communicating with AED/Washington regarding the trip and the arrangements to be made for the interviews in various locations in the U.S.

D. Short-term technical assistance for the Ministry of Labour, Manpower Planning, and Social Welfare A draft delivery order was prepared for short-term technical assistance in the following areas: one expert to assist in the development of the libraries at the NVTDC and the technical colleges; two experts to assist in determining equipment needs for the technical colleges and the NVTDC as a prerequisite for USAID funding to acquire needed equipment for these institutions; one expert to help develop computer curriculum for implementation in the technical college system. These experts will be required over the next 3-4 months and may begin their work as early as February 1985.

E. Grade 7 Exams Processing The Grade 7 exams were processed according to the original schedule and were out by December 7. AED consultant Eric Eno, who had been assisting in this activity for the past several months, spent the last week of his assignment (until December 14) preparing for his next visit in late February and in writing a report subsequently used by the Ministry of Education in developing a project paper that forms the basis of a new delivery order. This delivery order will involve assisting the Ministry to strengthen its capacity in the administration and processing of examinations.

F. Computerization of MOE Regional offices and Management Improvement As a follow-on to Kurt Moses' visit in November, additional work was done in developing a delivery order which would fund the MOE's plans to install microcomputers in the regional offices and to streamline management/administrative processes through the use of these computers. Various discussions were held to clarify the requirements and a draft delivery order was prepared for MOE consideration. Further discussions and revisions are expected to continue in January.

II. Administrative matters Final authorization to clear two boxes of AED office supplies was received in early December from the Department of Customs, and the boxes were picked up at the airport warehouse. This clearance procedure has taken about 7-8 weeks. Unfortunately, there appears to be no alternative to this mechanism at present. We will simply have to plan on these kinds of delays in getting needed project supplies and materials from the U.S. for the project.

III. Plans for January

A. Program Work will continue on developing the strategy/activity statements for the NVTDC as well as for Mutare and Masvingo technical colleges. This may include a trip to Masvingo so that we can obtain additional information on plans for that facility. Follow-on work regarding the LMPSW recruiting trip to the U.S. is expected to continue during January. Time will also be dedicated to finalizing delivery orders for exams processing, for computerization of the regional MOE offices, and for short-term TA needs in LMPSW. Work on this latter delivery order will include planning for the arrival of some of these short-term consultants who may begin their assignments in early

February.

B. Administrative We will proceed with putting our financial records on the office computer, incorporating budget projects for CY85 into the financial management information system.

ZIMBABWE/BEST Monthly Activity Report

January 1985

Rudi Klauss

Field Coordinator, Harare

I. Program

A. Ministry of Education Discussions were held with Ministry of Education officials concerning two new delivery orders for technical assistance. One project concerns further work with the Exams Branch to streamline the administration of national exams. This project was finalized within the Ministry and signed off as Delivery Order 4. Work on this activity is scheduled to begin in the coming several weeks.

The second project activity concerns the introduction of microcomputers and supporting management/administrative systems for regional education offices. Additional information needed to shape this project was provided by telex from Kurt Moses which the Ministry used in preparing its project activity document for this task. Completion of the document is expected in February or early March.

B. Ministry of Labour, Manpower Planning and Social Welfare Preparation for the rescheduled recruiting trip to the U.S. took up considerable time during January. The Ministry provided its final selection of candidates to be interviewed from among the resumes which had been provided by John Hatch in AED/Washington. An itinerary was developed which would allow for interviews in three locations; Washington D.C., Tallahassee, and San Francisco. In addition, it was agreed that visits to vocational/technical training institutions in the U.S. would also be arranged within the context of the travel schedule and as time permitted. The recruiting team left on January 30 and was scheduled to return on February 19.

Resumes were also forwarded to the Ministry for the short-term consultant assignments spelled out in Delivery Order 5. Once the Ministry has provided its recommendations concerning preferred persons to perform these assignments, we can proceed to arrange for their travel to Zimbabwe.

Work also continued with the project activity statements for the NVTDC and Mutare Technical College. In order to understand the role of West German technical assistance at the NVTDC, discussions were held with Mr. Imoehl of GTZ. This information is to be incorporated into the NVTDC project activity statement so that the document provides a comprehensive description of the nature and level of donor resources being committed to the center. Final changes were also made on the Mutare project.

activity statement. Still to be addressed is the project activity statement for Masvingo.

Some additional work was also done with the Ministry on a staff development document which would form the basis for planning USAID resource commitments to strengthen the staff in the technical college system. There was some discussion of considering alternatives to the conventional scholarship approach (under which 18-20 people would be sent to the U.S. for BSC degrees in various engineering disciplines). One potential alternative would be to develop a program whereby future technical college instructors would receive a considerable portion of their academic and practical training in Zimbabwe, supplemented by some short-term work and educational experience in the U.S. over a 3-4 year time span. This kind of approach would not only be less expensive, but more importantly, it could help strengthen institutional capacity within Zimbabwe to train technical instructors in the future without extensive external assistance.

II. Administrative matters

During January we continued developing our capacity to use the office IBM PC in support of administrative and program activities. In particular, the monthly imprest funds reports are now being prepared on a computer spreadsheet. This will simplify financial reporting and enable us to track expenses in relation to projected budget figures in a more efficient manner.

III. Plans for February

Much of February will be taken up by the recruiting trip to the U.S. Upon return to Zimbabwe on February 19, there will be considerable followup stemming from the trip which should occupy most of the remainder of the month. Other anticipated activities include working with LMPSW on refinements of the Mutare Project Activity Statement and selecting a library science short-term consultant to carry out the assignment covered in Delivery Order 5.

Zimbabwe/BEST Monthly Activity Report

February 1985

Rudi Klauss

Field Coordinator, Harare

1. Program

A. Ministry of Labour, Manpower Planning, and Social Welfare.

During the initial two and one half weeks of February I was travelling with a team from the Ministry in the United States to recruit personnel for the technical/vocational system. After interviewing 30 candidates in Washington D.C., Tallahassee, and San Francisco, 12 people were selected for positions with the Ministry. In addition to the interviews, visitations to vocational/technical training institutions were arranged which provided the team an opportunity to learn about various approaches to this type of education in the U.S. Thus the trip was not only successful in identifying suitable individuals for instructional and curriculum development positions; it also enabled the recruiting team gain a broader understanding of U.S. technical/vocational education systems.

Upon return to Zimbabwe, much of the remainder of February was spent on followup matters pertaining to the recruitment activity. A number of questions concerning the Government of Zimbabwe contract and terms of service were clarified with the Ministry and the Public Service Commission during this period.

In addition to the above, documentation was forwarded to the Ministry on two possible candidates for the library science short-term consultancy under Delivery Order 5. The Ministry indicated its preference for Ms. Margaret Winkler and suggested that her trip be scheduled for September 1985.

B. Ministry of Education

Toward the end of February final arrangements were made for Eric Eno's return to work with Ministry of Education. His assignment involves presenting a seminar/workshop on microcomputer applications for officers from the following units: Examinations, Curriculum Development, Psychological Services, Finance, and Planning. The seminar was originally intended to begin February 25 but has been rescheduled to start March 4.

C. University of Zimbabwe

Additional discussions were held with the registrar at the University of Zimbabwe concerning several candidates for teaching positions with various faculties. The departments are currently reviewing background material on several persons and will be making decisions on these applications in the coming weeks.

II. Administrative matters

We continued to work on clearing three boxes of project related supplies for the AED/Harare office through Customs. Steps were initiated to obtain the NCI Certificate and import license, after which Customs can process these goods for clearance. Officials at Customs agreed to grant a temporary import permit which would allow us to clear the items while the GOZ processes the documentation through its various steps.

We also encountered some delays in receiving the transfer of funds from AED's bank in the U.S. to our account at Grindlays Bank. While the funds had been presumably sent the beginning of February via wire transfer, the local bank had not received the money as of the end of the month.

III. Plans for March

Activities during March are expected to focus on the following areas:

1. Processing the documentation for the long-term technical assistance personnel selected by the Ministry of Labour, Manpower Planning, and Social Welfare for assignments in Zimbabwe. This will require considerable communication between AED/Washington and with the Ministry to assure that completed documents are cleared through the various steps as quickly as possible.

2. Arranging for a technical expert to participate in the Ministry's conference on vocational/technical education which is scheduled for March 18-22.

3. Assisting with the preparation of draft project activity statements for Mutare and Masvingo technical colleges.

4. Coordination with the Ministry of Education on finalizing the delivery order pertaining to the introduction of microcomputers and related management/administrative practices for regional education offices.

ZIMBABWE/BEST Monthly Activity Report

March 1985

Rudi Klauss

Field Coordinator, Harare

I. Program

A. Ministry of Education. Beginning March 4th, AED consultant Eric Eno conducted a two week training course for several MOE officers on microcomputer applications for various administrative and program management activities of the Ministry. The course included 5 morning class sessions followed by individualized tutoring/instruction in the afternoons of the first week and all of the second week to help participants begin to apply software packages to activities in their respective units of the Ministry. As an outgrowth of this training course, an MOE computer users group has been established which participants can turn to for further support as they begin applying the training to their work. The users group will meet at the AED conference room once a month beginning in April.

At the request of the Ministry, arrangements were made under a new delivery order (No. 6) for Dr. Hugh Gloster, President of Morehouse College, to visit Zimbabwe. Dr. Gloster was invited to participate in the official opening of Belvedere Teachers College on March 30, 1985. Dr. Gloster, a leading American educator, gave a speech at the convocation and participated in a number of other discussions with officials of the Ministry and the University of Zimbabwe during his stay.

A revised draft project activity document for computerization and management improvement of regional education offices was distributed by the Ministry for further internal discussion within the Ministry and comment by AED and USAID. A final document is expected to be approved in April.

B. Ministry of Labour, Manpower Planning, and Social Welfare. We continued to work with the Ministry on improving the draft project activity statements for the National Vocational Training Development Centre and Mutare Technical College. The improvements/revisions were based largely on suggestions and ideas which flowed from a one day workshop presented by two IEES consultants from Florida State University. The revised draft documents still require additional factual and policy input from Ministry officials; these needs are specifically highlighted in the drafts.

During the month, documentation was received from AED/Washington on all candidates recruited for long-term positions within the vocational/technical education system. The

Ministry in turn reviewed and processed them for consideration by the Public Service Commission. Final decisions and travel arrangements should take place in April.

Early in the month, Delivery Order 5 was amended to include the participation of an AED/consultant in a Ministry conference on vocational and technical education, scheduled for March 18-22. Dr. David Redfield was identified and approved by the Ministry for this assignment. Shortly before his scheduled arrival, however, we were advised by the Ministry that the conference had to be postponed until June 24-28. Dr. Redfield's trip has been rescheduled accordingly.

C. University of Zimbabwe Meetings were held with Rob Blair, Registrar at the University, to discuss the recruiting of lecturers for various departments under ZIMMAN. We also discussed the terms and conditions of the University of Zimbabwe contract under which such persons would be hired and the Letter of Agreement that is to be signed between AED and the contractors. A draft letter has been prepared for final review by the University. Once agreement has been reached with the University, the Letter of Agreement will be forwarded to AED/Washington and USAID/Nairobi for final comment and approval.

D. Improving the Efficiency of Educational Systems (IEES) During March, Joe MacDonald and Jim Cobbe (IEES consultants from Florida State University) were in Harare to assist the Ministry of Education and the Ministry of Labour, Manpower Planning, and Social Welfare in the process of preparing project activity statements for projects to be funded by BEST. These consultants conducted a one day workshop for the ministries which I attended and they subsequently used the AED conference room as a base of operation for the duration of their stay in Zimbabwe. Their work was very relevant to various projects that AED may become involved in under BEST, and the professional interaction with these consultants was very helpful to my work with the ministries. This type of collaboration with IEES will continue to be important throughout the life of the project.

II. Administrative matters

A draft orientation packet was developed which will be distributed to newly arriving long-term contractors. We also dealt with a number of informational queries raised by the long-term personnel pertaining to matters such as local medical insurance programs, items to bring for personal use, formalities for bringing in pets, customs matters, etc.

III. Plans for April

During April we expect to be involved in the following priorities:

1. Final preparations for the arrival of the first

group of long-term contractor personnel for the Ministry of Labour, Manpower Planning, and Social Welfare. This will include making sure that all the necessary documentation is complete for their arrival in Harare and preparing an orientation program to assist their initial settling-in process.

2. Finalization of the delivery order for management improvements and computerization of regional education offices is expected in April.

3. We expect to secure final approval for a Letter of Agreement to cover long-term lecturers for the University of Zimbabwe.

4. Planning for a short-term consultant to work on computer curriculum with the Ministry of Labour, Manpower Planning, and Social Welfare will also occur.

APPENDIX D
CONTRACTOR REPORTS

1. Eric Eno

October 8, 1984

December 15, 1984

April 1, 1985

2. Hugh Gloster

ERIC ENO

FOUNDER/DIRECTOR OF THE LITTLE COMPUTER THAT COULD

THIRD INTERIM REPORT - MINISTRY OF EDUCATION

Eric J. Eno

ACADEMY FOR EDUCATIONAL DEVELOPMENT

October 8, 1984

This report covers activities for the period from 19 September to 5 October, and coincides with the dates of my presence in Harare. Most activity during this period was in support of the Grade 7 examination, although some assistance was provided in the packing phase of the ZJC examination, and additional microcomputer training was provided for clerks in the Accounts section of Head Office.

Grade 7 Exam

Activities during this period focused on testing the plans and preparations for marking the Grade 7 Exam, and designing and equipping the work area where completed exams will be processed and filed.

1. Dummy Run

Testing has focused on the dummy run, which provides an opportunity for testing the full range of data processing capabilities for the actual examination. While the test was not complete by the close of this reporting period, it has proved useful in uncovering problems with the scanning and marking of the answer papers. By testing the equipment and programs in advance we have discovered and corrected mechanical and software problems that would have caused delays of at least one week had they not been discovered until marking of the actual examination. Software problems encountered in matching the marks with the candidate records were still under investigation as of the close of this report, and tests of further phases of marking were awaiting resolution of this problem. It is hoped that these problems will be completely resolved within a few days, and testing can proceed from there.

However, if further delays are encountered in this testing, they should not delay the marking (scanning) of answer sheets. The programs and equipment for reading the candidate responses to examination questions have been tested and found satisfactory. Since this preliminary marking is expected to continue until 9 November, there seems to be adequate time remaining for Treasury Computer Bureau to analyze and correct any problems which may be discovered in further testing.

2. Packing

Packing and despatching of question papers for Grade 7 has taken about 1 week longer than anticipated in my earlier reports. This has been due to delays in placement of supernumeraries with Exams Branch, delays in the provision of Examination booklets by Government Printing and Stationery, and by unanticipated

shortages of canvas mailing bags for despatching papers to the test centres. Despatch of Grade 7 papers was not completed until the final day of this reporting period, and this had the effect of delaying the training of clerical staff in the processing procedures for receipt, marking and filing of grade 7 answer sheets.

3. Staff Training

Since all available staff were required for completion of packing and despatch, training plans for processing completed answer sheets had to be delayed. Current plans are to train staff on the morning of 22 October, immediately before work is started on processing answers from the Harare Region. Should Exams Branch desire to conduct any training in the interim, the procedures contained in the most recent report, and flow charts and input/output analyses attached to this report could form a basis for such training.

4. Physical Facilities

The general plan for organizing and furnishing the work area for Grade 7 processing was reviewed and agreed upon, but the area has not yet been completely set up. About 50% of the required shelving has been borrowed from other offices, but we are still awaiting the receipt of shelving ordered from the Ministry of Construction. Contingency plans call for the use of cardboard packing cartons for use as temporary storage areas for the overflow of answer sheets if the shelving does not arrive in sufficient time to be used this year.

During the time before the examinations begin to come in from schools, the branch plans to continue clearing out the work area in Coughlan Building and setting up the required furniture.

The microcomputer to be used for monitoring the progress of the grade 7 exercise had not yet arrived as of the last day of this report, so arrangements were made to borrow a microcomputer from Head Office until the arrival of the computer designated for Exams Branch. Data files for grade 7 examination centres are being updated by Exams Branch clerks, and are expected to be complete by 12 October.

Z.I.C Exam

The principal assistance which I provided for the JC Exam came in the area of packing and despatch of examination papers. Packing is an activity that can benefit enormously from the power of the computer for sorting, counting, and printing test centre information. After discussions with the PTC management at Causeway Post Office, we determined that it would be feasible and acceptable to use computer generated mailing labels for the despatch of JC exam papers, and that registration forms could also be generated by the microcomputer.

Generating the registration forms was a simple matter, but we were unable to acquire blank mailing labels up to the final day of this report. However, I did write a program to print these labels and I arranged for the entry of the test centre files into the microcomputer. When the labels arrive, Exams Branch personnel will be able to produce labels for test centres which have not been despatched before that time. Meanwhile, mailing tags are being printed by hand, but the consolidated registration forms which were generated by the computer are being used.

Packing has been a major effort, requiring the despatch of some 3,500 canvas bags for examination papers, and 1,000 large canvas bags for answer sheets and stationery. The entire exercise has been delayed by the late receipt of forms and question sheets from Government Printing and Stationery. Although it is hoped that additional space and supernumeraries made available by the completion of Grade 7 packing will speed up the process, it remains questionable whether papers will be despatched in sufficient time for the examination to be given as scheduled.

Microcomputer Training

During the period of this report, I trained two clerks from accounts branch in data entry techniques and elementary programming techniques using the DBase II Data Base Management System. These clerks will program preliminary modules for use in a system for monitoring the loan accounts of ZINTEC teachers during the next two weeks, after which I will assist them in fine tuning the modules and synthesizing them into a complete system. By writing the initial programs and testing them, they will gain the experience which will enable them to become competent programmers, while at the same time contributing to the solution of a pressing problem in the accounts branch.

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FIFTH INTERIM REPORT - MINISTRY OF EDUCATION

Eric J. Eno

ACADEMY FOR EDUCATIONAL DEVELOPMENT

15 December 1984

This report covers activities for the period from 16 November to present. It includes direct support in marking and recording Grade 7 Examinations, planning and coordinating computer support enhancements for future examinations, developing local facilities for production of optical mark reader forms, and additional microcomputer training for examinations branch staff and accounts branch staff.

Grade 7 Examination

Results for Grade 7 examinations were released to the regions as scheduled in the first week of December, and certificates were in the process of being printed as this report is written. While the outcome of this exercise has been gratifying, it could not have been achieved without the presence of back-up procedures which we had set in place for the exercise. For example, nearly all English scripts for Harare Region had to be rescanned after they appeared as missing marks on the first error listing. The fact that we were able to recover hundreds of other missing marks can be attributed to the fact that the scripts had been properly filed after they were returned from Treasury Computer Bureau. Hundreds of other marks were found to be associated with transferred candidates whose candidate numbers had been changed at the school, but not in the computer. Good manual filing and record keeping at Examinations Branch permitted timely correction of these errors.

Computer hardware problems caused the staff of Treasury Computer Bureau to spend many late-night hours attempting to track down and overcome disk drive errors, and nearly forced delay of the results lists by an additional week. The fact that the computer was required for payroll late in the week of Dec 2-8 meant that results had to be verified and printed in the early part of that week or else postponed to late in the following week. Once again, reliability of the NCR Criterion and its dedication to higher priority jobs nearly caused delays in examinations processing. Were it not for the persistence and professionalism of the TCB staff, in particular Miss Virginia Kawanzaruwa and Mr. Ngwarai Mazike, the job would never have been completed on schedule.

These problems point to the need for computer resources which are dedicated to examination processing at critical times in the examinations cycle. Beyond machine access, a further issue which this year's difficulties point to is that of data access. On numerous occasions, direct access to individual records would have reduced the workload faced by Exams Branch, and would also

have facilitated the problem-solving process for TCB. Unfortunately the NCR NEAT Operating System would not support such access.

A system that would support on-line data inquiry and update utilities would greatly facilitate the investigation of questions and correction of errors in individual records. Both of these problems are addressed in a proposal to further upgrade educational computing resources under the BEST program.

The overall Grade 7 exercise has demonstrated an ongoing need for staff upgrades in data processing related functions in the Ministry of Education. While we were able to install effective ongoing procedural changes in the Grade 7 Examination, they cannot in themselves assure that the examination will be processed without delays in future years. One critical role played in this year's examination was the effective coordination of functions between TCB and Examinations Branch. Since there was no person in either MOE or TCB with both the time and the experience to perform in this role, much of it was done by expatriate technical assistance. In future years, such outside help is not expected to be available. The consequences of allowing DP/User interface problems to go on without proper attention for days or weeks is all too familiar in the history of recent examinations. The question of staff development and establishment upgrades will be treated in the above mentioned proposal under BEST, and will be a subject of the long range plan.

Future Plans

During this period I proposed specifications for new examinations processing software which were then reviewed and approved in a joint meeting of Examinations Branch and Treasury Computer Bureau. These specifications have become an attachment to the proposal for additional assistance under the BEST project.

Proposals for additional computer equipment to be dedicated to the use of MOE were discussed and coordinated with Examinations Branch, Treasury Computer Bureau, and MOE Planning Office. These suggestions have been incorporated in the BEST proposal.

Suggestions for staff development opportunities in Examinations Branch were formulated and approved by Exams Branch and MOE Planning Office.

Optical Mark Forms were printed by a Zimbabwean printing firm for testing on the NCS scanning machinery. Tests were run during the second week of December with unsatisfactory results. Further analysis will be done by experts from NCS to determine what corrective actions might be taken to develop a local capability of producing these forms. At this time we are optimistic that at least the printing can be done locally. If this proves feasible, we expect to register candidates and record marks for future examinations using OMR technology.

This period saw considerable liaison with officials of the Cambridge Examinations Syndicate with regard to anticipated requirements for administrative support in developing domestic capabilities for local processing of Cambridge Examinations. I have made plans to visit the Cambridge facility before my return to Zimbabwe in February to assess data processing needs for localization of these examinations.

Microcomputer Training

Additional Exams Branch staff were introduced to the use of the microcomputer, and a prototype version of the ZINTEC Loans system was completed during this period. Plans were completed for a formal two week microcomputer course to be held in February for selected MOE staff officers.

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INTERIM REPORT - MINISTRY OF EDUCATION

Eric J. Eno

ACADEMY FOR EDUCATIONAL DEVELOPMENT

1 April 1985

This report covers activities leading up to and including my on-site presence from 1-21 March. As such, it is the final report of my activities under Delivery Order #1. Activities included in this report are staff training, planning for computer and software enhancements in support of examinations, liaison with local printers to develop an in-country source for Optical Mark Readable Forms, and completion of a micro-computer based system for control of ZINTEC loan accounts.

Staff Training

The bulk of activity during this period was directed toward the provision of a two-week course for professional officers within the Ministry of Education on the uses of the IBM PC microcomputer and the tools available to the Ministry in conjunction with this computer. The nine officers who participated in the course received 25 hours of group instruction covering the use of the computer and its operating system, the Volkswriter Deluxe word processing system, the DBase II Data Base Management System, and the Lotus 1-2-3 electronic spread sheet. In addition, they received a cumulative total of 41 hours of individual instruction in computer applications of interest to them, and an additional 84 hours of computer use to practice what they had learned in the instructional periods.

Several participants are developing continuing applications for use of the microcomputer in their work, and all participants have joined together to form the nucleus for a Ministry of Education computer users group. It is hoped that through this informal group additional computer awareness will be generated throughout all areas of the Ministry. Such a group offers the opportunity to share experiences and perspectives on computing in a collegial and non-threatening but professional environment.

Proposed applications emerging from this seminar which are potentially very valuable to the Ministry are:

1. A system for monitoring Ministry-wide establishment levels and salary expenditures to date.
2. A system to manage the item bank of questions for the Grade 7 Examination.
3. A system for high-volume mailing management within Examinations Branch. Such a system could also be beneficial to Policy Registry if it were perfected and computers were available to the Registry.

Enhanced Computer Support Systems

A. Examinations Software

Initial software design including data file structures and system flows were reviewed with the staff of Examinations Branch and Treasury Computer Bureau. Revisions arising out of these reviews were incorporated into new design specifications which have been renegotiated with the software vendors. The initial registration modules and materials packing modules are expected to be available in Zimbabwe during the final week of May, 1985.

The registration software will incorporate a special one-time facility to convert the registration data already collected and entered by the TCB data entry group into files for use by the new system. In subsequent examinations, registration data is expected to be collected and entered using Optical Mark Readers.

The new software will be used to generate the Computerized Entry Schedules for candidates, and will be used to enter changes to candidate files both from examinations data terminals and from batch processed files.

Marks entry and results generation software modules will be delivered in July, 1985 to allow sufficient time for thorough testing prior to their actual use in November and December. Statistical reporting modules are still in the design stages and are expected to be available in September, 1985.

B. Hardware Enhancements

In a series of meetings between myself, Ministry of Education officials and Treasury Computer Bureau officials, we reached a consensus agreement that additional computer resources for serving MOE should have a high-priority. We explored ways which BEST may be able to assist the Government of Zimbabwe in providing optimal hardware support for MOE's data processing needs, and agreed that it would be appropriate and desirable to utilize BEST funding for some hardware enhancements.

At the suggestion of Richard Shortlidge, USAID project officer, I communicated to Charles Chinyanga, Director of Treasury Computer Bureau, the desire of USAID to assist in the acquisition of sufficient computing equipment to support the requirements of the Ministry of Education along with the caveat that any BEST grant support for such equipment would have to be requested by the Ministry of Education. This requirement implies, of course, that the MOE must be satisfied with whatever assurances provided by TCB regarding the priority assigned to MOE needs in allocation of the equipment to new applications. I also suggested that it would be an appropriate use of the BEST grant to assist TCB in developing an effective user liaison programme of the sort envisioned by Mr. Chinyanga.

I left my meeting with the TCB staff with assurances that TCB would work closely with MOE to develop a suitable request for hardware support under BEST. It was the hope of all present at this meeting that such a request could be developed, approved and funded within six months.

The most critical items of hardware required for implementation of the new examinations systems will be 10 data terminals to be installed in Examinations Branch. These terminals should be ordered and installed as soon as possible.

Optical Mark Forms

During this period I met with representatives of Typocrafters and Mardon Press concerning the possibility of local printing of Optical Mark Forms. Earlier experiments using the facilities of Aloe Press produced unsatisfactory results, largely due to the fact that the printing was done on cut sheets of paper. NCS recommends that printing be done on rolls of paper which are subsequently cut to very precise specifications. It was determined that Typocrafters would be the only printer in Zimbabwe with the ability to print directly on roll stock. These continuous forms could then be precision cut using the continuous paper cutter located at TCB. Mr. Hurd of Typocrafters also indicated that his firm would attempt to procure a precision sheet cutter attachment for their press if further experiments planned for this year proved successful. NCS has been supplied with information regarding the capabilities of Typocrafter's press and has been asked to evaluate the suitability of such a press for this purpose. As of this writing no reply has been received from NCS.

For the 1985 examinations we plan to use redesigned answer sheets provided by NCS for automated marking of papers where appropriate and locally printed forms for further experimentation with candidate registration and marks entry. An order for forms and blank paper will be placed with NCS shortly.

ZINTEC Loans Programme

During the time I spent on site, I revised prototype programmes for the ZINTEC Loan Management System and combined them under a master programme which starts up automatically when the computer is turned on. The two accounts branch clerks who had been assigned to this project were given final training in the use of the system, which is now operational.

Long Range Plan

In the course of my visit, I reviewed the preliminary recommendations contained in the initial draft of the long range plan with appropriate MOE officials. Of particular interest was the section dealing with future staffing requirements. The plan, currently under revision, is expected to be completed in mid May.

Regional Training

To date, little attention has been paid to training requirements at the local level. In earlier reports I suggested that the Ministry attempt to develop such training programmes using video recording equipment so that training would be less of a burden on Exams Branch Officers. Video equipment has been requested in Delivery Order #4 which will be ordered in a few weeks. It is hoped that Exams Branch will outline a training programme in the coming months that will utilize VCR technology and that Regional Offices will make arrangements for the utilization and safekeeping of the video monitors and VCR devices which will be acquired under this project.

Next Steps

I have attached three schedules of events for the 1985 local examinations and software development. These schedules highlight significant events in the conversion to the new examination processing system and provide suggested timetables of events in these examinations.

Distribution

	<u>No. of Copies</u>
Ministry of Education - Secretary	1 cy
Deputy Secretary - Services	1 cy
Deputy Secretary - Planning	1 cy
Chief Education Officer - Services	1 cy
Chief Education Officer - Planning	1 cy
Exams Branch	2 cy
Treasury Computer Bureau	1 cy
USAID	1 cy

HUGH M. GLOSTER
PRESIDENT, MOREHOUSE COLLEGE

REPORT ON TRIP TO HARARE, ZIMBABWE, ON MARCH 27-APRIL 2, 1985 TO SERVE
AS AMERICAN REPRESENTATIVE AT OPENING OF BELVEDERE TEACHERS COLLEGE

At 7:25 p.m. on March 27 I departed from Atlanta via Delta 10Y and reached London at 8:00 a.m. the next day. After spending the day at the Gatwick Hilton in London, I departed at 5:55 p.m. via Air Zimbabwe 121M and reached Harare at 6:00 a.m. on March 29. Messrs. Rudi Klauss of AED and Richard Shortledge and John Hicks of AID met me at the airport and escorted me to the Meikles Hotel, where I stayed during my visit to Harare.

At 9:30 a.m. I went to the United States Embassy for a briefing by Ambassador David Miller and AID Director Roy Stacey. They discussed the various American programs in Zimbabwe and the importance of the opening of the Belvedere Teachers College in Harare. At 12:30 p.m. I attended a luncheon meeting of the Rotary Club in Harare and was the guest of honor on that occasion. At 2:15 p.m. I had a meeting with Dr. E.J. Chanakira, the Minister of Education in Zimbabwe, who briefed me on the organization and operation of the Zimbabwean school system and referred to the importance of the addition of Belvedere Teachers College to higher education in the country. At 4:30 p.m. I had a meeting with AID Director Roy Stacey, who gave me information about AID programs in Zimbabwe and provided a description of Belvedere Teachers College.

At 8:30 a.m. on March 30 I went to Belvedere Teachers College to join Prime Minister Robert Mugabe, Ambassador David Miller, Education Minister E. J. Chanakira, and others for a tour of the new institution. At 9:30 a.m. I took part in a dedicatory program in which Prime Minister Mugabe was the principal speaker and brief remarks were given by Ambassador Miller, Education

Minister Chanakira, Principal K. A. Youds, and myself. I am attaching a copy of the statement which I made on this occasion. During the afternoon I was taken on a very interesting and informative tour of Harare and the surrounding area. At 6:30 p.m. I was the guest of honor at a reception hosted by Education Minister Chanakira at the Ambassador Hotel. During this reception Mr. Chanakira formally welcomed me, and I gave a reply in which I commended the good relations between Zimbabwe and the United States and stressed the importance of Belvedere Teachers College in the educational program of the country.

On Sunday morning, March 31, I was taken on another enjoyable tour of the area, and at 3:00 p.m. I was the guest of honor at a dinner given by AID Officer and Mrs. John Hicks. (Mr. Hicks is an alumnus of Morehouse College, where I am President.) The guests at this affair were Embassy, AID, and Zimbabwean officials and their wives. At 6:00 p.m. I was the guest of honor at a reception at the residence of Prime Minister and Mrs. Mugabe, who had previously been guests of Morehouse College in September of 1983, when Mr. Mugabe received an honorary degree from Morehouse College. During this reception, where food and beverages were served, Mr. Mugabe, Ambassador Miller, members of the Zimbabwean Cabinet, and I made brief remarks stressing international friendship and cooperation.

On Monday, April 1, I visited the campus of the University of Zimbabwe in the morning and that of Belvedere Teachers College in the afternoon. During these visits I met the chief administrative officers and heads of schools and departments and talked with these individuals about their staff and faculty needs. I was the speaker at an assembly of the student body of Belvedere Teachers College, and during my remarks I discussed the progress

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of black higher education in the United States. Several members of the faculty and other individuals in Zimbabwe had attended predominantly black American colleges.

I departed from Harare at 10:25 p.m. on April 1 via Air Zimbabwe 124M, reached London at 7:50 a.m. on April 2, departed from London at 12 noon on Delta 11Y, and reached Atlanta at 2:55 p.m.

It is my opinion that my visit to Zimbabwe was successful in every way and had no problems of any kind. I was thoroughly briefed by American and Zimbabwean officials and was given printed materials to introduce me to the country and its educational system. My Zimbabwean hosts in the fields of government and education were most gracious and friendly; and so were American Embassy, AID, and AED officials.

Signed: Hugh M. Gloster
Hugh M. Gloster
President of Morehouse College

June 6, 1985

Enclosure

APPENDIX E
LONG-TERM PERSONNEL AGREEMENT

LETTER OF AGREEMENT
BETWEEN
ACADEMY FOR EDUCATIONAL DEVELOPMENT
AND

Article 1 - General

This Letter of Agreement is entered into between the Academy for Educational Development, (hereinafter referred to as "the Academy"), and _____, with a permanent address at _____ (hereinafter referred to as the "Contractor"), and confirms the terms and conditions of salary supplementation and other financial and administrative support of the Contractor, who has been appointed to the following position by the _____ of the Government of Zimbabwe, (hereinafter referred to as the "Employer").

Position: _____

Location in
Zimbabwe:
where required initially
to be assigned to _____

Assignment: _____

Term of Service: _____

Article II - Definitions

Throughout this Letter of Agreement, the following definitions shall apply:

- A. "Employer" shall mean the Ministry or other agency designated by the Government of Zimbabwe providing basic in-country salary payments that executes the Contractor's letter of appointment with the Government of Zimbabwe.
- B. "Employment Agreement" shall mean the employment contract between the Government of Zimbabwe and the Contractor.
- C. "Contractor" shall refer to the person executing the Employment Agreement with the Government of Zimbabwe and signing this Letter of Agreement.
- D. "The Academy" shall refer to the Academy for Educational Development, Inc., a non-profit organization located at 1255 - 23rd Street, N.W., Washington, D.C. 20037.
- E. "AID" shall refer to the United States Agency for International Development.
- F. "Dependents" shall refer to the Contractor's spouse, children under 21 years of age, parents who are 51 percent dependent on the Contractor for support, and sisters and brothers who are under 21 years of age and incapable of self-support and 51 percent dependent on the contractor for support.

- G. "Annual base salary" shall refer to all compensation earned on an annualized basis including salary, wages and other benefits in the U.S. or country of domicile and work. Supporting documentation on such earnings will be required.

Article III - Employment Agreement

The terms and conditions of service for the position described above are set forth in a separate agreement of appointment between the Contractor and the Employer dated _____ (hereinafter referred to as the "Employment Agreement"). The Contractor shall perform all duties required in and pursuant to the Employment Agreement. In performing services thereunder and under this Letter of Agreement, the Contractor shall be an employee of the Employer and not of the Agency for International Development (AID) or the Academy. Notwithstanding any condition, direction, or provision contained within this Letter of Agreement to the contrary, the Contractor's performance under this Letter of Agreement is not to interfere with or be deemed to take precedence over the performance of duties as an employee of the Employer pursuant to the Employment Agreement. This Letter of Agreement is subject to Contractor's receipt of the employment permit, visas if necessary and any other documents necessary for him/her to be employed in and remain in the country of Zimbabwe.

Article IV - Salary Supplement

The intent of this Article IV is to provide a fair and equitable salary supplement, taking into account changes that may occur during the term of this Letter of Agreement. Salary Supplement shall begin and end concurrently with the salary paid by the Employer.

- A. The annual rate of Salary Supplement for the Contractor under this Letter of Agreement is generally determined by establishing the contractor's annual base salary and subtracting therefrom the total salary paid to the Contractor by the Employer. To this amount has been added a percentage of the Contractor's annual base salary as a recruitment incentive, plus 7% of the annual base salary to cover retirement contributions to arrive at the total salary supplement. Based on this calculation the total salary supplement for the first year will be at an annual rate of US \$ _____. If the Employer adjusts the total salary paid to the contractor upward by 5% or more other than regular annual increments during the term of the Agreement, the Academy, at the direction of AID, may reduce the Salary Supplement accordingly, effective at any time on or after the effective date of the Employer's adjustment. Should the exchange rate between U.S. dollars and Zimbabwe dollars fluctuate by more than 10% during a 12-month period, there may be an adjustment in the amount of Salary Supplement. Such an adjustment shall be subject to review and written authorization by AID. For the purposes of this Agreement, the initial exchange rate for the 12-month period shall be that in effect on the first day of the first full month under the concurrent terms of this Letter of Agreement and the Employment Agreement. The Contractor is responsible for notifying the Academy in writing of the exchange rate in force on that date.

The Contractor must immediately notify the Academy in writing of any change in Contractor's payments from the Employer and the effective date thereof. The Academy shall notify the Contractor in writing of any change in Salary Supplement and the effective date thereof.

The Contractor will receive 5% increase to his/her annual base salary at the beginning of Year Two of the Agreement. Any adjustments to the Contractor's Salary Supplement due to changes in the Contractor's host country salary will be made following the terms set forth in Article IV. If the Contractor renews his/her Agreement at the end of this term of service, he/she will receive a 5% increase to the base salary at the beginning of the third and fourth years of the Agreement in the same manner as in Year Two of this Agreement.

- B. The Academy shall pay the Salary Supplement to the Contractor at a monthly rate of \$ _____ and shall mail salary payments on the 10th day of each month of the U.S. calendar for the preceding calendar month. Payments shall be deposited by the Academy in the U.S. bank account of the Contractor. Payments for the partial months in which services begin and end and for any other month in which the Employer notifies the Academy that less than a full month was worked shall be calculated at a rate per work day of 1/260 of the annual rate.
- C. Payments of Salary Supplement shall be made for a period not to exceed _____ and shall have a term that is concurrent with the Employment Agreement. It is the responsibility of the Contractor to inform the Academy in writing of the start or effective dates of the Employment Agreement. However, payment of the Salary Supplement is contingent upon funding by AID. Upon lapse of funding, the Contractor's Term of Service under this Letter of Agreement shall automatically terminate. No Salary Supplement shall accrue for any period for which AID does not fund the Academy. The Academy shall use its best efforts to obtain the funding necessary to complete this Agreement but shall not, under any circumstances, be liable for a failure of AID to continue funds.

Article V - Taxes

Payment under this Letter of Agreement and the Employment Agreement may be subject to taxation by the U.S. Government in accordance with the Internal Revenue Code now and as it may be from time to time amended. The Academy assumes no responsibility for determining to what extent, if any, U.S. or Zimbabwe taxes may be payable. Since the Contractor is, in relation to the Academy, an independent contractor and not an employee, the Academy shall not deduct from Salary Supplements paid to the Contractor federal, state, or local income or Social Security taxes or any other type of withholding. However, the Academy may report to the Internal Revenue Service any or all payments to the Contractor.

Article VI - Allowances and Reimbursable Expenses

- A. The Contractor shall receive the Allowances and Reimbursable Expenses and be subject to the restrictions and limitations set forth in Schedules A and the Employment Agreement attached hereto and incorporated herein as part of this Letter of Agreement. However, the Allowances and Reimbursable Expenses are contingent upon funding by AID. Upon lapse of funding, the Contractor's Term of Service under this Letter of Agreement shall automatically terminate. No

Allowances or Reimbursable Expenses shall accrue for any period for which AID does not fund the Academy. The Academy shall use its best efforts to obtain the funding necessary to complete this Agreement but shall not, under any circumstances, be liable for a failure of AID to continue funds.

- B. There shall be no adjustments in the amounts of Allowances or Reimbursable Expenses because of any changes which may occur in the exchange rates between the currencies of the host country and the United States or for any other reasons.

Article VII - The Employer's Undertakings

The Employer is expected to provide or reimburse the Contractor for items set forth in the Employment Agreement. The Academy, however, is not responsible for or a guarantor of the Employer's undertakings in this regard, and such undertakings are entirely independent of this Letter of Agreement.

Article VIII - Work Week, Vacation, Holidays, Sick Leave

- A. The work week, vacation, holidays, and sick leave shall be in accordance with the practices of the Employer as provided pursuant to the Employment Agreement.
- B. No overtime shall be reimbursable hereunder.
- C. The Academy shall not make payments to the Contractor of Salary Supplement and Allowances for portions of vacation and sick leave not taken during the Term of Service of the Agreement, except as follows: If the Contractor has accumulated official vacation leave which he or she has not been able to use for valid official reasons, the Academy, at the instruction of the Employer, shall make a lump-sum payment to the Contractor of Salary Supplement at the end of the Term of Service. The number of vacation leave days for which such payment may be made shall be limited to the number of days earned by the Contractor during a six-month period per year. In other words, no more than half the vacation earned in the contractor's total Term of Service may be paid as a lump-sum payment at the end of the Term of Service unless the employer's established policy prohibits the contractor from using leave in excess of this amount. It is the responsibility of the Contractor to provide a quarterly statement to the Academy's Field Coordinator of all vacation leave accumulated and taken to date under the Employment Agreement.
- D. If the Employer authorizes leave (other than vacation or sick leave referred to above) between Terms of Service, the Academy may make Salary Supplement payments only for the portions of such leave, not to exceed 45 calendar days, for which the Employer makes its usual contribution in cash or in kind.

Article IX - Limitations on Benefits

Role of the Academy during Appointment

This Letter of Appointment is issued pursuant to the terms, conditions, and requirements of the Academy's contract with USAID, Contract No. 613-K-606-C-00-4010 including the General Provisions, Form AID 1420-41C (10-82), and the Additional General Provisions, Form AID 1420-41D (10-82). The Contractor will comply with all terms and conditions of the General Provisions and Additional General Provisions as they relate to this Letter of Appointment. Thereunder, the Academy has the following responsibilities in relation to the Contractor's appointments:

1. to provide a predeparture and initial arrival orientation for the Contractor and his or her dependents;
2. to provide prompt and required payments as specified herein;
3. to maintain leave records;
4. to provide a Field Coordinator in Zimbabwe who will maintain general liaison with personnel under the Academy's contract with USAID and the officials of the Government of Zimbabwe, and, where appropriate, help to facilitate the orderly conduct of the terms and conditions of this Letter of Agreement. The Coordinator shall be the point of contact with the Contractor with regard to any payments, authorizations, and other matters with USAID/Zimbabwe and the Academy's home office. From time to time the Coordinator shall issue articles or otherwise bring information about this Letter of Agreement and the Academy's contract with AID to the attention of the Contractor.

Wherever required and/or appropriate, and while not, in any way interfering with the direct employment relationship between the Contractor and the Employer, the Academy's representatives in Zimbabwe shall be available to facilitate the Contractor pursuant to the terms and conditions of this Letter of Agreement.

In line with the above statement, the Contractor and his or her dependents recognize that:

- A. They may encounter other U.S. citizens and citizens of other nations who are employed by the Employer and otherwise in the host country under agreements which are substantially different from the Contractor's agreement;
- B. It is not intended or expected that all aliens employed in the host country whether or not financed in whole or in part by the host country government, and/or those receiving USAID-related payments, should have the same compensation, allowances, or privileges;
- C. The employment, compensation, allowances, and privileges of the Contractor shall be determined solely by his or her agreements with the Employer and the Academy;

- D. All questions and disputes concerning the conditions and terms of employment shall be matters between the Employer and Contractor. The Academy may not intervene in such matters.
- E. Once the Contractor arrives in the host country, the Academy's responsibility for administrative support of the Contractor shall be limited to the administration of payment of Salary Supplements and Allowances and Reimbursable Expenses.

Article X - Termination

- A. If the Contractor resigns prior to the completion of services required during the Term of Service as a result of medical or health considerations pertaining to the Contractor or his or her dependents for reasons which the Academy, in its sole and unreviewable discretion, considers to be sufficient, the Contractor shall be reimbursed for return travel and transportation to the United States in the same way as if the Term of Service had been completed. Salary Supplement and Allowances shall cease to accrue effective as of the date of resignation.
- B. If the Contractor has served in the country of assignment for less than one year (calendar or academic, whichever is applicable), the Academy may decline payment or, if payment has already been made, require reimbursement from the Contractor of all expenses related to travel and transportation for the Contractor and his or her dependents to the host country. No reimbursement shall be made for such travel and transportation expenses for the Contractor's and his or her dependents' return to the United States. If the Contractor has served in the country of assignment for more than one year (calendar or academic, whichever is applicable), but less than the complete Term of Service, the Academy may require the contractor to bear the costs related to return travel and transportation to the United States for the Contractor and dependents, but the Contractor shall not be required to refund travel and transportation costs. Salary Supplement and Allowances shall cease to accrue effective as of the date of resignation.
- C. If the Contractor is terminated by the host government or the Employer for misconduct, incompetence, failure to provide contracted services or other cause, the Contractor shall be reimbursed for return travel and transportation to the United States for the Contractor and dependents in the same way as if her or she had completed the Term of Service; and Salary Supplement and Allowances shall cease to accrue effective as of the date of termination.
- D. If the Contractor is terminated by the host government or the Employer for any reason other than misconduct, incompetence, or failure to perform contracted services, including death, the Contractor shall be reimbursed for return travel and transportation to the United States for the Contractor and dependents in the same way as if he or she had completed the Term of Service, and the Academy may, in its sole and unreviewable discretion, pay the Contractor his or

her Base Salary for a period not to exceed six months from date of termination, or until the Term of Service would have expired but for termination, whichever is earlier. If the Contractor is gainfully employed but at a compensation during the period specified above less than the Academy's Base Salary, the Academy shall not pay a greater amount than the difference between the Contractor's Base Salary and his or her compensation for such employment. The Contractor agrees actively to seek, find, and accept gainful employment to minimize costs under this provision.

- E. This Letter of Agreement terminates automatically upon the termination of the Employment Agreement.

Article XI - Refunds

If the Contractor is required to pay any amounts to the Academy pursuant to this agreement, the Academy may, in its sole and unreviewable discretion, deduct any such amounts from the Salary Supplement or other payments which are due or may become due from the Contractor.

Article XII - Assignment of the Academy's Obligations

The Academy may, with the approval of AID, assign this Letter of Agreement or any portion thereof to any other organization or entity, by delivery to the Contractor of written notice of such assignments and a written undertaking by the assignee to assume and perform all of the Academy's obligations to the Contractor hereunder which are so assigned, and thereafter the Academy shall have no further obligation with respect to the obligations so assigned.

Article XIII - Force Majeure

The Academy shall not be liable to the Contractor by reason of any failure in performance of this Agreement in accordance with its terms if such failure arises out of causes beyond the control and without the fault or negligence of the Academy. Such causes may include, but not be restricted to: acts of God, restraint of a sovereign state, fires, floods, hurricanes, cyclones, epidemics, war declared or undeclared, civil disturbances, showdowns or subversive activities, strikes, or quarantine restrictions which delay or interfere with or prevent the effective performance of the terms of the agreement. If performance of the contract becomes impossible due to the aforementioned causes beyond the control and without fault or negligence of the Academy, the Contractor may be terminated by the Academy and be subject to the conditions set forth in Article X, Terminations, subject to approval and reimbursement from AID.

Article XIV - Maximum Obligation of the Academy

Notwithstanding any other provisions to the contrary in this Letter of Agreement (including attached schedules), the maximum obligation of the Academy under this Letter of Agreement for Salary Supplement shall be _____ for the Term of Service set forth in Article I of this Agreement. Maximum obligation of the Academy for Allowances and Reimbursable Expenses shall be limited to amounts and limitations set forth in Schedule A attached. Should additional funds be required to meet or increase said maximum obligation, the Academy shall request such funds from AID. If for any

reason such additional funds are not made available, the Academy may at its discretion reduce the Term of Service of this Agreement as necessary to limit expenditures to an amount not exceeding funds actually provided by AID to the Academy.

Article XV - Governing Law

This Agreement shall be construed and enforced in accordance with the laws of the District of Columbia.

Article XVI - Effective Date

This Letter of Agreement shall become effective on the date the Employment Agreement becomes effective.

Article XVII - Termination and Changes in the USAID/Academy Contract

This Letter of Agreement is entered into pursuant and subject to Agency for International Development Cost Reimbursement Contract No. 613-K-606-C-00-4010 between AID and the Academy, as it may be amended from time to time. In general, all provisions of the aforesaid Contract shall apply to the relationship between the Contractor and the Academy.

Article XVIII - Reports

The Contractor shall provide the Academy and his or her Employer with periodic reports and such other reports as may be required by the Employer upon completion of the Contractor's first six months of service and again upon completion of twelve and eighteen months with a final report due upon completion of the Contractor's Term of Service.

Article XIX - Outside Employment

The Contractor agrees to devote all of his or her working hours to the performance of the obligations and duties to his or her Employer. Contractor agrees that he or she shall not engage, for profit or otherwise, in any other business or occupation during working hours, including the making of loans under or investments in any business or profession in Zimbabwe directly or indirectly, in accordance with laws of the country of assignment. The Contractor is prohibited from engaging in any political activity in Zimbabwe. The Contractor shall comply with all laws, norms, and regulations of Zimbabwe.

Article XX - Correspondence

The Contractor acknowledges that the Academy may be required to disclose copies of correspondence and any other communications between the Contractor and itself to Contractor's Employer and/or AID.

Article XXI - Assumption of Risk

The Contractor acknowledges that he or she accepts for himself or herself, his or her heirs, assigns, and legal representatives, any and all risks and hazards connected with his or her employment with the Employer or connected with travel provided by the Academy, and Contractor agrees that the Academy shall in no way be liable for any injury to person or property of Contractor or of his or her dependents that may result from any cause whatever during the Term of Service.

Article XXII - Notices

Any notice given by any of the parties hereunder shall be sufficient only if in writing and delivered in person or sent by telegraph, cable, registered or regular mail as follows:

To the Academy

Dr. John D. Hatch, III
Home Office Coordinator
Zimbabwe/BEST Project
Academy for Educational Development
1255 - 23rd Street, N. W.
Washington, D.C. 20037

or

Dr. Rudi Klauss
Field Coordinator
Zimbabwe Basic Skills and Training Project
Academy for Educational Development
Southern Life Building, 5th Floor
69 Stanley Avenue
Harare, Zimbabwe

All notices are to be delivered to the Academy's Washington address while the Contractor is in the United States. When the Contractor is in Zimbabwe, all notices are to be given to the Academy's Field Coordinator.

To the Contractor:

To the Contractor's U.S. address as shown on the cover page of this Agreement. It is the Contractor's responsibility to keep the Academy's Field Coordinator informed, at all times, of his or her address in Zimbabwe.

Article XXIII - Insurance

The Contractor shall maintain the medical insurance and automobile insurance for any personal vehicle operated while in Zimbabwe. Written evidence of both kinds of insurance shall be furnished to the Academy's Field Coordinator.

As witness whereof, the parties hereto have executed this Agreement on the date indicated below:

The Academy for Educational
Development, Inc.

Contractor

By: _____

By: _____

Title: _____

Title: _____

Date: _____

Date: _____

This Letter of Agreement shall be void if not signed by both of the above parties sixty (60) days following the date on which the first signature is affixed hereto.

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ALLOWANCES AND
OTHER REQUIREMENTS

SCHEDULE A

Subject to the initial "Agreement," the Academy will pay the Contractor the following Allowances and Reimbursable Expenses.

1. Settling-in, housing allowance: A non-accountable allowance of \$8,400 is provided for insurance, furnishings, housing, car rental, professional books and other incidental expenses for a Contractor with dependents (\$5,000 for a Contractor without dependents). This allowance is provided in lieu of an allowance for shipment of household goods and is payable at the beginning of the Contractor's tour. This figure is subject to reduction by any amount already paid to the contractor under a previous agreement that the Contractor may have had under another USAID-sponsored program in Zimbabwe if the Contractor had directly transferred from that agreement to this one.
2. Education Allowances: An allowance will be paid to assist in meeting the extraordinary and necessary expenses in providing adequate elementary and secondary education in Zimbabwe for the children of the Contractor. This would include extraterritorial fees (if payable) and other required educational fees (not including uniforms) that would not normally be paid in the U.S. No reimbursement will be allowed for nonaccompanying dependent children who elect to continue studies in USA or country of permanent domicile.
3. Education Travel: This allowance is available to cover the cost of travel for authorized secondary school-level dependent children and for college-level unmarried dependents up to the dependents' twenty-third birthday. This allowance is available only if children remain at post with parents at least fourteen consecutive days and covers one roundtrip per contract year using the lowest cost economy fare available from the post to the school in the U.S. and return. American carriers must be used as in 5.a. below.
4. Per Diem: Will be payable to the Contractor and family during orientation period at the Academy's office in Washington, D.C., while enroute to and from the Contractor's post of assignment and during medical evacuation travel. Per diem rates in the U.S. and during international travel status will be in accordance with rates prescribed by the Federal Travel Regulations. Per diem while in international travel status shall not be in excess of six dollars per day for persons eleven years of age or over, or three dollars per day for persons under eleven for not more than the travel time required by scheduled economy class commercial air carrier using the most expeditious route.

The Contractor and his or her dependents will be entitled to one one-night stopover enroute to or from Zimbabwe, if such stopover is consistent with maximum use of American carriers. Per diem rates in Zimbabwe shall be in accordance with Government of Zimbabwe or U.S. Government regulations, whichever are lower.

5. Travel from U.S. to Post and Return: Travel to the host country at the beginning of the Contractor's tour and return to the United States at the end of the Contractor's tour will be reimbursed subject to the following limitations and restrictions:

- a. Travel between USA and Zimbabwe must make maximum use of American flag carriers. In all instances the first leg of a journey from the USA or the last leg of a journey to the USA must be on an American Flag carrier. Connecting flights on non American Carriers to Zimbabwe shall be on Air Zimbabwe to the maximum extent possible.
- b. Travel must be performed using a direct, usually travelled route.
- c. Travel must be made by the lowest cost economy class airfare available consistent with a and b above.
- d. Travel itineraries other than those above must be approved in advance by the Academy Director of Contract Management.
- e. Medical evacuation and emergency visitation travel will be authorized, if necessary, in accordance with AID regulations.

6. Air Freight Shipments: The cost of air freight shipments, including packing and crating costs, will be paid for shipping from the point of origin in the United States to the Contractor's permanent quarters in Zimbabwe and vice versa at the completion of the contract. The Contractor is entitled to ship air freight (Unaccompanied baggage) the following weight:

Amounts: 100 Kilograms in the case of no dependents
or 250 Kilograms if he/she has accompanying dependents.

Full reimbursement is subject to the following restrictions:

- a. Shipment must be via an American flag carrier.
- b. Air freight shipments must adhere to the "Gross Weight" limitation. "Gross Weight" is obtained by adding to the net weight the weight of lift vans, outside shipping containers, and bracing material used to secure articles in such vans or containers. Amounts in excess of the weight limitations set forth will not be reimbursed by the Academy. "Net Weight" consists of the weight of the actual items being shipped plus materials used in packing the items such as cartons, barrels, and cushioning material.
- c. At the discretion of the Academy, shipment by means other than air may be allowed on a cost constructive basis, if such shipment makes the same use of American Flag carriers as would have

done using airfreight and the basis for constructing the cost of airfreight is the cheapest available rate using weight alone, i.e. without a volumetric surcharge.

- d. All shipments to post must be made within the first six months of this assignment. Return shipments must be made within six months of completion of contract.
7. Storage: The cost of storage charges (including packing, crating, and drayage costs but not including insurance) in the U.S. of household goods shipped and stored may not exceed 7,500 lbs. net weight for contractor with dependents and 4,500 lbs. net weight for contractors without dependents.
8. Medical, Disability, and Life Insurance: Medical disability and life insurance coverage for the Contractor and his or her dependents is mandatory.

The Contractor must show proof that he or she and dependents have adequate insurance coverage for the entire duration of the assignment overseas, and will look exclusively to the benefits afforded by these policies to satisfy any and all claims on account of accident, illness, or death incident to the Contractor's employment.
9. Medical Evacuation: The costs of evacuation for medical emergencies for the Contractor or dependents when reasonably considered necessary as approved by the Academy and USAID will be a reimbursable expense under the terms of this Letter of Agreement. Such costs are limited to travel only and do not include the cost doctors or hospital services.
10. Medical Certificate: Departure to the Contractor's post of assignment is conditional of certification by a licensed medical doctor that, in the doctor's opinion, the Contractor and his or her dependents are physically qualified to reside in the country of assignment.
11. Orientation and Miscellaneous Expenses: During the Contractor's Washington, D.C., orientation, reimbursement will be made for local travel costs subject to submission of an appropriately documented and approved request for reimbursement.