

DEPARTMENT OF STATE  
AGENCY FOR  
INTERNATIONAL DEVELOPMENT

1. Cooperating Country  
**SWAZILAND**

PIO/T

PROJECT IMPLEMENTATION  
ORDER/TECHNICAL  
SERVICES

2. PIO/T No.  
645-0081-3-80162

3.  Original or  
Amendment No. **6**

4. Project/Activity No. and Title  
645-0081 **6450081**  
University College of Swaziland  
(DEMS) **PD-448-838**

DISTRIBUTION

5. Appropriation Symbol  
72-1181006

6.A. Account Symbol and Charge  
356-52-645-00-69-93

6.B. Funds Allotted to:  
 A.I.D./W  Mission

7. Obligation Status

Administrative Reservation

Implementing Document

8. Funding Period (Mo., Day, Yr.)

Fin. **18 mths** from start

9.A. Services to Start (Mo., Day, Yr.)

Between **12/15/78** and **1/15/79**

9.B. Completion Date of Services

(Mo., Day, Yr.)  
various (see block 19)

10.A. Type of Action

A.I.D. Contract

Cooperating  
Country Contract

Participating Agency  
Service Agreement

Other

**10 p.**

10.B. Authorized Agent

AID/W

Estimated Financing		(1)	(2)	(3)	(4)
\$1,000=		Previous Total	Increase	Decrease	Total to Date
11. Maximum A.I.D. Financing	A. Dollars		405,500		405,500
	B. U.S.-Owned Local Currency				
12. Cooperating Country Contributions	A. Counterpart				
	B. Other				

13. Mission  
Reference

14. Instructions to Authorized Agent

Negotiate a contract with an Educational Institution to provide three specialists, one each in Adult Education, Material Development and Production, and Business Management. These specialists will assist the University College of Swaziland's Division of Extra-Moral Services in developing its programs and provide in service training (see block 19 for details). Also to be provided under the contract are short term consultant services in such areas as formative evaluation, educational radio programming, and selected subject content areas. Specialist employees may be from either U.S. or "Other African Countries"

15. Clearances - Show Office Symbol, Signature and Date for all Necessary Clearances.

A. The specifications to the scope of work are technically adequate

Ross F. Thomas, HRD (draft)

B. Funds for the services requested are available

Donald E. Hickson, Controller **11/17/78**

C. The scope of work lies within the purview of the initiating and approved Agency Program

Jack E. Warner, APO **JEW**

D.

Isaac Ojuk, Dir/DEMS **Isaac**

E.

Hal E. Burleson, EXO **HEB**

F.

16. For the cooperating country: The terms and conditions set forth herein are hereby agreed to

Signature and date: (See Grant Agreement)

Title: **78-645-17**

17. For the Agency for International Development

Signature: **Ted D. Morse**

Title: **Acting Director**

18. Date of Signature

**Nov. 20, 1978**

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**SCOPE OF WORK**

**19. Scope of Technical Services**

**A. Objective for which the Technical Services are to be used** To strengthen the University College of Swaziland's Division of Extra-Mural Services (DEMS) as the institutional linkage between university resources and Swaziland's middle level manpower training needs.

**B. Description**

This project is designed to link the university to Swaziland's development programs through (1) training personnel who will teach and administer adult education programs, particularly those in rural areas; (2) providing in-service training in management, administration and business skills to public and private sector employees whose responsibilities affect development; and (3) more actively involving the university faculty and student body in problems of development. The direct output of the project will be a Division of Extra-Mural Services actively engaged in designing and implementing courses which bring university resources to adult educators and to adults who are not full-time university students. This output can be broken down into (1) trained and experienced Swazis directing and staffing the DEMS programs. (2) Significant expansion of courses offered and attendance in adult education management programs. (3) 10% of university students involved in DEMS development-related activities. (4) High quality curricula and teaching/learning materials produced for DEMS programs. (5) Expanded course offerings and attendance in ten training centers outside of (Cont.)

**C. Technicians**

(1) (a) Number	(b) Specialize/ Field	(c) Grade and/or Salary	(d) Duration of Assignment (Wen-Months)
1	Adult Education		18
1	Material Development and Production		18
1	Business Management		18

**(2) Duty Post and Duration of Technicians' Services**

University campus, Kwaluseni - Adult Education Specialist and the Management Training Specialist 2 years each, and the Materials Development and Production Specialist 4 years.

**(3) Language requirements:**

None

**(4) Access to Classified Information**

None

**(5) Dependents:**  Will  Will Not  Be Permitted to Accompany Technician

**D. Financing of Technical Services**

(1) By AID - \$405,500

(2) By Cooperating Country - (See Grant Agreement 78-645-17)

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## 20. Equipment and Supplies (Related to the services described in Block 19 and to be procured outside the Cooperating Country by the supplier of those services)

A. (1) Quantity	(2) Description	(3) Estimated Cost	(4) Special Instructions
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None

## B. Financing of Equipment and Supplies

(1) By AID - \$

(2) By Cooperating Country -

## 21. Special Provisions

- A. This PIO/T is subject to AID (contracting) (PASA implementation) regulations.
- B. Except as specifically authorized by AID, or when local firms are authorized under the terms of a contract with a U.S. Supplier, services authorized under this PIO/T must be obtained from U.S. sources.
- C. Except as specifically authorized by AID/W, the purchase of commodities authorized under this PIO/T will be limited to the U.S. under Geographic Code 000.
- D. Other (specify):<sup>1</sup> The Africa Bureau, AID, strongly encourages the use in this activity, of minorities and women as individuals. Thus, the contractor is expected to carryout a positive program to identify and use such persons to the fullest possible extent.
2. Subject to satisfactory performance of services. AID/S intent is to have the same Contractor perform for LOP, i.e. 4 years.

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22. Reports by Contractor or Participating Agency (Indicate type, content and format of reports required, including language to be used if other than English, frequency or timing of reports, and any special requirements)  
 The reporting schedule designed for this project is divided into three major segments, i.e. (1) contractor work plan; (2) a semi-annual evaluation process which has been incorporated as an integral part of the project; and (3) a mid-project evaluation.

1. Contractor Work Plan

This document will constitute a definitive life-of-project work schedule to include schedule for each employee work plan. Fifteen copies of this report will be submitted to AID and JCS within 120 days of signing of the contract and will be updated annually thereafter through joint consultation with AXD and UCS. Employee work plans will be updated semi-annually.

2. Semi-Annual Evaluation

At the end of each six months period, each member of the contract team will submit a report describing the activities he has undertaken and an evaluation of the success he has had and an updated work plan. The report will also include a description of obstacles to project development and recommendations for overcoming those obstacles. Representatives of COS, other elements of the University College of Swaziland and AID will participate in an evaluation session during each six-month review process.

Continued.

23. Background Information (Additional information useful to Authorized Agent and Prospective Contractors or Participating Agency; if necessary cross reference Block 19.C(4) above.)

It is imperative that the contractor be fully conversant with the Project Paper "Swaziland University College 645-0081 dated March 20, 1978".

24. Relationship of Contractor or Participating Agency to Cooperating Country and to AID

A. Relationships and Responsibilities The contractor will perform services directly for the UCS through its Division of Extra-Mural Studies and will be responsible to the COS and USAID for satisfactory performance of services.

B. Cooperating Country Liaison Official

Rector, UCS or his designee

C. AID Liaison Officials

Director, USAID or his designee

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**LOGISTIC SUPPORT**

25. Provisions for Logistic Support	In Kind Supplied By		From Local Currency Supplied By	
	AID	Cooperating Country	AID	Cooperating Country
A. Specific items (insert "X" in applicable column at right. If entry needs qualification, insert notation and explain below in C. "Comments")				
(1) Office Specu		X		
(2) Office Equipment		X		
(3) Housing and Utilities		X 1/		
(4) Furniture		X 1/		
(5) Household Equipment (Stoves, Refrig., etc.)		X 1/		
(6) Transportation in Cooperating Country		X 2/		
(7) Interpreter Services				
Other: (Specify) (8) Misc. Support needs (filing materials, calculators, etc)			X 3/	
(9) Residential Guard Service			X	
(10)				
(11)				
(12)				
(13)				
(14)				
(15)				

**B. Additional Facilities Available From Other Sources**

**C. Comments**

1/ Permanent housing will be provided by the GOS and the technicians will be responsible for utility bills which may be reimbursed under the contract, excluding telephone.

Housing will be equipped with a basic hard furnishing of a type assigned to GOS employees of a comparable rank. Cost of refrigerators and other miscellaneous items not normally provided by GOS should be reimbursable under the contract (subject to USAID/S concurrence).

2/ In-country transportation is provided for on-the-job official use only and does not include transportation to and from residences.

3/ A line item of 3,000 dollars should be established in the contract that would enable (subject to USAID/S approval) the three technicians to purchase miscellaneous local commodities.

AID 1900-1 (8-68) CONTINUATION SHEET FORM SYMBOL PIO/T	DEPARTMENT OF STATE AGENCY FOR INTERNATIONAL DEVELOPMENT  TITLE OF FORM PROJECT IMPLEMENTATION ORDER/TECHNICAL SERVICES	<input type="checkbox"/> Worksheet	<input checked="" type="checkbox"/> Issuance	PAGE 6 OF 10 PAGES
		1. Cooperating Country SWAZILAND		2.a. Code No. 645-0081-3-80162
		2.b. Effective Date		2.c. Amendment <input checked="" type="checkbox"/> Original OR No.
		3. Project/Activity No. and Title University College of Swaziland (DEMS)		645-0081

Indicate block numbers. Use this form to complete the information required in any block of a PIO or PAA form.

19 Mbabane - Manzini corridor.

Adequately prepared faculty and staff members constitute the most essential output, since the importance of the program will be the training capability of those who direct it.

Contractor Functions

The contractor, working under the guidance and direction of the administration of the University College, Swaziland will work within the Division of Extra-Mural Services (DEMS) to meet the objective of this project. Specifically the contractor will assist the Director of DEMS to:

- a. Improve the organization, curriculum and of teaching of DEMS.
- b. Expand the outreach program of DEMS to training centers outside the urban areas of Manzini and Mbabane.
- c. **Increase** the capacity of DEMS to offer courses in adult education and management to meet most of Swaziland's needs for such training.
- d. Deepen the involvement of the University College Swaziland through DEMS in development related activities.
- e. Central to the accomplishment of the above targets are an improved DEMS staff and effective teaching materials support; an expanded DEMS program.

The DEMS staff will benefit from extensive on-the-job training provided by the contract team as well as formal academic training. Increased course offerings are in two categories. First, there is the in-service training of adult educators. This will include assistance in the preparation of training and support personnel in a wide range of agencies and organizations engaged in adult education who seek help in the design and management of their programs. The Education and Extension Department of the Ministries of Agriculture, Health, Local Affairs, Commerce and Co-operatives, Education ET. AL. and GOS's National Literacy program (SEBENFA) require trained leadership to give in-service training and support to their workers, as well as to manage their programs.

Second, there are adults who turn to the university for part-time courses through which they can acquire managerial, administrative, communications and related skills needed for their own up-grading. Curricula and materials produced in the course of the project will be primarily those for the diploma courses in adult education and management. These curricula will be designed for use primarily in the outlying centers. Therefore each curriculum will consist of a set of basic reading materials which will inform and guide the students in independent study

CONTINUATION SHEET

FORM SYMBOL

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2.b. Effective Date

2.c.  Original  Amendment  
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645-0081

University College of Swaziland (DEMS)

Indicate block numbers.

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The adult education curriculum will focus on training of trainers. It will include readings and practical work guidelines in methods and materials in adult education, adult psychology and learning behaviour, planning, organization and administration of adult education, rural development, and basic information on teaching subjects such as health and nutrition, home and family management, cottage industries, cooperatives and marketing, literacy and numeracy. Most important will be the components instructing in training design and management of small scale development programs.

The management curriculum will include readings and practical work guidelines in general management, management of personnel, production, marketing and finance, and business maths, and accounting. Training and management will also be essential components. Students will be expected to be employed in positions relevant to the course content, so practical work will be featured. By the end of this project materials should exist in final form in sufficient numbers to supply up to 100 students annually in each course over the next five years (i.e. 500 of each).

The curricula and materials development aspect of the program will have three phases, the timing of which can be roughly projected here. During the first six months, books and materials considered to be basic resources in adult education, training design and management and rural development will be acquired in enough copies to be made available on a loan basis to students. During the next twelve months, these will be used to prepare "learning packages", which guide students in their use. During the final eighteen months, self-instructional materials will be produced, so that the amount of classroom time can be cut down, and instructors can use the time they have with students more efficiently.

To provide the personal services required to carry out the above activities the contractor will furnish a team of three highly-qualified specialists. (Job descriptions as follows).

a. Adult Education Design and Management Specialist:

- (1) plan and supervise the re-orientation and expansion of DEMS from a traditional continuing-education function to a resource institution for adult-educators and in-service training of development project employees;

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 Original  Other

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indicate black  
numbers.

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- (2) design and manage a variety of in-service training programs for adult educators and extension workers, including the diploma of Adult Education courses;
- (3) augment and maintain DEMS' links with the university community, government agencies, other clientele and cooperation organizations, especially those in rural development projects;
- (4) supervise the design of curricula for DEMS programs and affiliated adult education programs;
- (5) assist DEMS to recruit, train and support a fluctuating cadre of part-time instructors, many of whom work in rural areas;
- (6) teach some university courses in adult education, and supervise practicum;
- (7) train Swazis on the DEMS staff to take over responsibility for all of the above.

b. Material Development Specialist

- (1) supervise preparation and production of materials, especially self-instructional packages, for DEMS courses in adult education;
- (2) enlist participation of learners in the preparation and testing of those materials;
- (3) assist DEMS in field-testing and revision of materials;
- (4) assist affiliated adult education organizations in the preparation of materials;
- (5) teach some university courses and supervise practicum in adult education materials production;
- (6) train Swazis on the DEMS staff to take over responsibility for all of the above.

c. Management Training Specialist:

- (1) design and implement in-service training courses in

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management skills in Swazi Civil Service and private sector;

- (2) cooperate with Swazi Federation of Employers in training a cadre of industrial trainers;
- (3) assist DEMS in establishment of a network of DEMS courses leading to Diploma in Management;
- (4) teach university courses in management and administration of adult education/in-service training;
- (5) train Swazis on the DEMS staff to take over responsibility for all of the above.

The qualifications of each of these technicians should be such that they have demonstrated the ability to carry out their responsibilities and the academic standing to meet university expectations (probably M.A. degrees). In addition, each technician should have:

- a. successful experience working in adult education/extension/ in-service training in developing countries;
- b. successful experience in teaching others to assume responsibility for his/her assignment;
- c. sufficient familiarity with agricultural production in developing countries to communicate with Swazi farmers.

The project will also entail up to ten person months of short-term technical assistance, the specifics of which will depend on the direction of DEMS programs and the needed skills to complement the long-term technical assistance specialists. Probable short-term assistance needs will be in:

- a. Educational radio programming; and
- b. formative evaluation.
- c. Others as needed

CONTINUATION  
SHEET

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2.b. Effective Date

2.c. Amendment  
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690-0081

University College of Swaziland (DEMS)

Indicate block  
numbers.

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22 3. Mid-Project Evaluation

The primary purpose of this mid-project evaluation will be to re-examine the feasibility of achieving the project goal, purpose, outputs and inputs, and in particular the linkages between inputs, outputs, purpose and goals. In this context a detailed assessment will be made of (a) the performance of all input factors (personnel, participant training, commodities) and all action agents (contractor, other donor, host country) and (b) actual quantitative and qualitative progress toward outputs, purpose and goal.

This evaluation is to be carried out at project mid-point jointly by UCS, COS and AID, within the general framework of the agency Project Evaluation Guidelines.

6450081 (9)

PD-AAB-838

4

A.I.D. Project No. 645-0081

A.I.D. Grant Agreement No. 78-645-17

26p.

PROJECT GRANT AGREEMENT

Between

SWAZILAND

and

THE UNITED STATES OF AMERICA

for

UNIVERSITY COLLEGE OF SWAZILAND PROJECT

Date April 21, 1978

Appropriation 72-1181006

Allotment 856-52-645-00-69-81



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A.I.D. Grant Agreement No. 78-645-17  
A.I.D. Project No. 645-0081

PROJECT GRANT AGREEMENT.

Dated April 21

1978

Between SWAZILAND ("Grantee")

And THE UNITED STATES OF AMERICA, acting through  
THE AGENCY FOR INTERNATIONAL DEVELOPMENT  
("A.I.D.")

ARTICLE 1 : The Agreement.

The purpose of this Agreement is to set out the understandings of the parties named above ("Parties") with respect to the undertaking by the Grantee of the Project described below, and with respect to the financing of the Project by the Parties.

ARTICLE 2 : The Project.

Section 2.1 : Definition of Project.

The Project which is further described in Annex 1, will assist the Grantee to increase the capacity of the University College of Swaziland's Division of Extra Mural Services to meet Swaziland's need for trained middle-level manpower in both the public and private sectors. A.I.D. will assist in financing technical assistance, participant training, commodities, construction and other costs as further described in this Agreement. Annex 1, attached, amplifies the above definition of the Project. Within the limits of the above definition of the Project, elements of the amplified description stated in Annex 1, may be changed by written agreement of the authorized representatives of the Parties named in Section 8.2., without formal amendment of this Agreement.

Section 2.2 : Incremental Nature of Project.

- (a) A.I.D.'s contribution to the Project will be provided in increments, the initial one being made available in accordance with Section 3.1 of this Agreement. Subsequent increments will be subject to availability of funds to A.I.D. for this purpose, and to the mutual agreement of the Parties, at the time of a subsequent increment, to proceed.
- (b) Within the overall Project Assistance Completion Date stated in this Agreement, A.I.D. based upon consultation with the Grantee, may specify in Project Implementation Letters appropriate time periods for the utilization of funds granted by A.I.D. under an individual increment of assistance.

ARTICLE 3 : Financing.

Section 3.1 : The Grant.

To assist the Grantee to meet the costs of carrying out the Project, A.I.D., pursuant to the Foreign Assistance Act of 1961, as amended, agrees to grant the Grantee under the terms of this Agreement not to exceed One Million Six Hundred and Eighty Four Thousand United States ("U.S.") Dollars (\$1 684 000) ("Grant"). It is anticipated that subsequent increments aggregating Three Hundred and Seventy Five Thousand U.S. Dollars (\$375 000) will be provided by A.I.D. subject to Section 2.2 of this Agreement.

The Grant may be used to finance foreign exchange costs, as defined in Section 6.1, and local currency costs, as defined in Section 6.2, of goods and services required for the Project.

Section 3.2 : Grantee Resources for the Project.

- (a) The Grantee agrees to provide or cause to be provided for the Project all funds, in addition to the Grant, and all other resources required to carry out the Project effectively and in a timely manner.
- (b) The resources provided by Grantee for the Project will be not less than the equivalent of Seven Hundred and Thirty Seven Thousand U.S. Dollars (U.S. \$737 000) including costs borne on an "in-kind" basis.

Section 3.3 : Project Assistance Completion Date.

- (a) The "Project Assistance Completion Date" (PACD), which is March 31, 1983, or such other date as the Parties may agree to in writing, is the date by which the Parties estimate that all services financed under the Grant will have been performed and all goods financed under the Grant will have been furnished for the Project as contemplated in this Agreement.
- (b) Except as A.I.D. may otherwise agree in writing, A.I.D. will not issue or approve documentation which would authorize disbursement of the Grant for services performed subsequent to the PACD or for goods furnished for the Project, as contemplated in this Agreement, subsequent to the PACD.
- (c) Requests for disbursement, accompanied by necessary supporting documentation prescribed in Project Implementation Letters are to be received by A.I.D. or any bank described in Section 7.1 no later than nine (9) months following the PACD, or such other period as A.I.D. agrees to in writing. After such period, A.I.D., giving notice in writing to the Grantee may at any time or times reduce the amount of the Grant by all or any part thereof for which requests for disbursement, accompanied by necessary supporting documentation prescribed in Project Implementation Letters, were not received before the expiration of said period.

ARTICLE 4 : Conditions Precedent to Disbursement.

Section 4.1 : First Disbursement.

Prior to the first disbursement under the Grant, or to the issuance by A.I.D. of documentation pursuant to which disbursement will be made, the Grantee will, except as the Parties agree to otherwise in writing, furnish to A.I.D. in form and substance satisfactory to A.I.D. :

- (a) A statement of the name of the person holding or acting in the office of the Grantee specified in Section 8.2., and of any additional representatives, together with a specimen signature of each person specified in such statement;
- (b) Evidence that funding is available for the construction of the balance of the DEMS/Faculty of Education complex of which the A.I.D.-financed classroom/laboratory is to be a part.

Section 4.2 : Disbursement for Construction.

Prior to the first disbursement under the Grant for construction services, including any advance payment incident thereto, or to the issuance by A.I.D. of documentation pursuant to which disbursement will be made, the Grantee will, except as the Parties may otherwise agree in writing, furnish to A.I.D. in form and substance satisfactory to A.I.D.:

- (a) final plans, designs and specifications for the A.I.D. financed construction;
- (b) an executed contract for construction services for the Project with a firm acceptable to A.I.D.

This condition precedent may be satisfied separately for the hostel, housing, and the classroom/laboratory block constructed under the Project.

Section 4.3 : Notification.

When A.I.D. has determined that the conditions precedent specified in Section 4.1, and 4.2 have been met, it will promptly notify the Grantee.

Section 4.4 : Terminal Dates for Conditions Precedent.

- (a) If all the conditions specified in Section 4.1 have not been met within 90 days from the date of this Agreement, or such later date as A.I.D. may agree to in writing, A.I.D., at its option may terminate this Agreement by written notice to the Grantee.
- (b) If all the conditions specified in Section 4.2 have not been met within 120 days from the date of this Agreement, or such later date as A.I.D., may agree to in writing, A.I.D., at its option may cancel the then undisbursed balance of the Grant, to the extent not irrevocably committed to third parties, and may terminate this Agreement by written notice to the Grantee.

ARTICLE 5 : Special Covenants.

Section 5.1 : Project Evaluation.

The Parties agree to establish an evaluation program as described in Annex 1, as an integral part of the Project. Except as the Parties otherwise agree in writing, the program will include:

- (a) evaluation of progress toward attainment of the objectives of the Project;
- (b) identification and evaluation of problem areas or constraints which may inhibit such attainments;
- (c) assessment of how such information may be used to help overcome such problems, in this or other projects; and
- (d) evaluation, to the degree feasible of the overall development impact of the Project.

Section 5.2 : Support for Technical Assistance Personnel.

The Grantee covenants to provide, in support of the A.I.D.-financed technical assistance personnel benefits, allowances and support as described in Annex 1 to this Agreement.

Section 5.3 : Faculty Positions.

The Grantee covenants that, except as A.I.D. may otherwise agree in writing, it will establish or cause to be established, at a level commensurate with the training received under the Project, three faculty positions to the staffing authorization of the Division of Extra-Mural Studies of the University College of Swaziland, not later than the beginning of the 1980-81 academic year.

Section 5.4 : Participant Training.

The Grantee covenants that it will select, unless A.I.D. otherwise agrees in writing, within six months from the date on which the first U.S.-financed technician arrives in Swaziland, the Swazi personnel to receive participant training under the Project. Selection of participant trainees will be made in consultation with the A.I.D.-financed technicians and will have the approval of OSARAC. The Grantee will provide, in support of

participant trainees, all allowances, benefits, and support as described in Annex 1. The Grantee also covenants that, except as A.I.D. may otherwise agree in writing, upon their return from such training, the Swazi trainees will occupy the positions established under Section 5.3 of this Agreement or faculty positions within DEMS already established as of the date of this Agreement.

Section 5.5 : A.I.D.-Financed Houses.

Except as otherwise agreed to by A.I.D. in writing, title to houses financed by A.I.D. under this Agreement will be vested in the Grantee. Notwithstanding that title is so vested, the Grantee covenants that it will reserve these houses for the use of A.I.D. financed technical personnel working on this Project or other A.I.D. projects in Swaziland, until such time as the Parties agree that these houses are no longer required for this or other A.I.D. projects in Swaziland.

Section 5.6 : Temporary Housing.

In the event that the A.I.D. financed housing or other permanent housing is not available for use by the A.I.D. technicians and their families upon their arrival in Swaziland, the Grantee covenants to provide suitable temporary housing for this personnel until such time as permanent housing is available.

ARTICLE 6 : Procurement Source.

Section 6.1 : Foreign Exchange Costs.

Except as stated below or as A.I.D. may otherwise agree in writing, and except as may be provided in the Project Grant Standard Provisions Annex, Section C.1(b), with respect to marine insurance, disbursements pursuant to Section 7.1, will be used exclusively to finance the cost of goods and services required for the Project having their source and origin in the United States (Code 000 of the A.I.D. Geographic Code Book as in effect at the time orders are placed or contracts entered into for such goods and services) ("Foreign Exchange Costs"). Exceptions to this general procurement requirement are as follows:

- (i) construction materials will have their source and origin in countries included in A.I.D. Geographic Code 935 in effect at the time orders are placed or contracts entered into for such materials.

- (ii) Notwithstanding Section C.1 of the Project Grant Standard Provisions Annex, A.I.D.-financed vehicles procured for the Project will have their source and origin in A.I.D. Geographic Code 935 in effect at the time orders are placed or contracts entered into for such materials.

Section 6.2 : Local Currency Costs.

*gr*  
*These*  
Disbursements pursuant to Section 7.2 will be used exclusively to finance the costs of goods and services required for the Project having their source and, except as A.I.D. may otherwise agree in writing, their origin in Swaziland ("Local Currency Costs"); may also include the provision of local currency resources required for the Project.

ARTICLE 7 : Disbursement.

Section 7.1 : Disbursement for Foreign Exchange Costs.

- (a) After satisfaction of conditions precedent, the Grantee may obtain disbursements of funds under the Grant for the Foreign Exchange Costs of goods or services required for the Project in accordance with the terms of this Agreement, by such of the following methods as may be mutually agreed upon:
- (1) by submitting to A.I.D., with necessary supporting documentation as prescribed in Project Implementation Letters:
    - A. requests for reimbursement for such goods or services, or
    - B. requests for A.I.D. to procure commodities or services in Grantee's behalf for the Project.
  - (2) by requesting A.I.D. to issue Letters of Commitment for specified amounts,
    - A. to one or more U.S. banks, satisfactory to A.I.D. committing A.I.D. to reimburse such bank or banks for payments made by them to contractors or suppliers, under Letters of Credit or otherwise, for such goods or services, or

B. directly to one or more contractors or suppliers, committing A.I.D. to pay such contractors or suppliers through Letters of Credit or otherwise for such goods or services.

(b) Banking charges incurred by Grantee in connection with Letters of Commitment and Letters of Credit will be financed under the Grant unless Grantee instructs A.I.D. to the contrary. Such other charges as the Parties may agree to may also be financed under the Grant.

Section 7.2 : Disbursement for Local Currency Costs.

(a) After satisfaction of conditions precedent, the Grantee may obtain disbursements of funds under the Grant for Local Currency Costs required for the Project in accordance with the terms of this Agreement, by submitting to A.I.D., with necessary supporting documentation as prescribed in Project Implementation Letters, requests to finance such costs.

(b) The local currency needed for such disbursements may be obtained:

(1) by acquisition by A.I.D. with U.S. Dollars by purchase;  
or

(2) by A.I.D.:

A. requesting the Grantee to make available the local currency for such costs, and

B. thereafter reimbursing an amount of U.S. Dollars equal to the amount of local currency made available by the Grantee.

The U.S. dollar equivalent of the local currency made available hereunder will be, in the case of sub-section (b)(1) above, the amount of U.S. dollars required by A.I.D. to obtain the local currency.

Section 7.3 : Other Forms of Disbursement.

Disbursements of the Grant may also be made through such other means as the Parties may agree to in writing.

Section 7.4 : Rate of Exchange.

Except as may be more specifically provided under Section 7.2, if funds provided under the Grant are introduced into Swaziland by A.I.D. or any public or private agency for purposes of carrying out obligations of A.I.D. hereunder, the Grantee will make such arrangements as may be necessary so that such funds may be converted into currency of Swaziland at the highest rate of exchange which, at the time the conversion is made, is not unlawful in Swaziland.

ARTICLE 8 : Miscellaneous.

Section 8.1 : Communications.

Any notice, request, document, or other communication submitted by either Party to the other under this Agreement will be in writing or by telegram or cable, and will be deemed duly given or sent when delivered to such Party at the following addresses:

To the Grantee:

Mail Address : Ministry of Finance,  
P.O. Box 443,  
Mbabane - SWAZILAND.

Alternate Address  
for Cables : MINFIN - Mbabane - SWAZILAND.

To A.I.D. :

Mail Address : Office of Southern Africa Regional  
Activities Co-ordination (OSARAC),  
P.O. Box 750,  
Mbabane - SWAZILAND.

Alternate Address  
for Cables : American Embassy - Mbabane - SWAZILAND.

All communications will be in English, unless the Parties otherwise agree in writing. Other addresses may be submitted for the above upon the giving of notice.

Section 8.2 : Representatives.

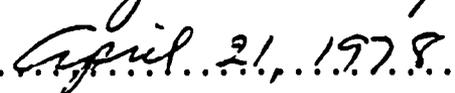
For all purposes relevant to this Agreement, the Grantee will be presented by the individual holding or acting in the office of The Permanent Secretary, Ministry of Finance and A.I.D., will be represented by the individual holding or acting in the office of Regional Development Officer, OSARAC, each of whom by written notice, may designate additional representatives for all purposes other than exercising the power under Section 2.1 to revise elements of the amplified description in Annex 1. The names of the representatives of the Grantee, with specimen signatures, will be provided to A.I.D., which may accept as duly authorized any instrument signed by such representatives in implementation of this Agreement, until receipt of written notice of revocation of their authority.

Section 8.3 : Standard Provisions Annex.

An "Amplified Project Description" (Annex 1) and a "Project Grant Standard Provisions Annex" (Annex 2) are attached to and form part of this Agreement.

IN WITNESS WHEREOF, the Grantee and the United States of America, each acting through its duly authorized representative, have caused this Agreement to be signed in their names and delivered as of the day and year first above written.

SWAZILAND By :  V.E. Sikhondze  
Title : Permanent Secretary, Ministry of Finance....  
Date : .....

UNITED STATES OF AMERICA.  
By :   
Title : OSARAC Regional Development Officer  
Date :  April 21, 1978.....

FUNDS AVAILABLE  
OSARAC/MBABANE

Colin S. Jones

Approp: 72-1181006  
ALLOT: 856-52-645-00-69-81  
PROJECT: 645-0081

CLEARANCES.

UNIVERSITY COLLEGE OF SWAZILAND .....

OSARAC

HRDO ..... *Thomas McDermott* .....

LEGAL ..... *Don, for* .....

CONTROL ..... *Walter Isaac for* .....

PROGRAM ..... *[Signature]* .....

ARDO ..... *[Signature]* .....

## ANNEX 1.

### AMPLIFIED PROJECT DESCRIPTION.

#### I. The Project.

##### 1. The Purpose.

The purpose of the Project is to increase the capacity of the University College of Swaziland's (UCS) Division of Extra-Mural Services (DEMS) to meet middle-level training needs in Swaziland. The Project will achieve this end through:

- (1) training of personnel who will teach and administer adult education programs, particularly programs in rural areas, and
- (2) providing in-service training in management, administration and business skills to public and private sector employees.

More particularly DEMS, in part by means of the A.I.D.-provided assistance, will engage in the following activities:

1. Designing and implementing in-service courses leading to diplomas in adult education and in management.
2. Providing support to university extension courses leading to a Diploma and a Certificate in business studies and a Diploma in education.
3. Offering courses to government and private organizations requesting help in management and administration skills, particularly training, design and management.
4. Facilitating participation of university students in development activities through academically certified courses such as practice teaching of adults.
5. Providing support to the pre-entry science program of UCS.

## 2. Outputs.

It is anticipated that the Project will have the following outputs:

- (a) Trained and experienced Swazis directing and staffing the DEMS program. The University will add three additional DEMS faculty positions (in addition to 3 positions presently established) in 1980. Five Swazis will undergo on-the-job and participant training so that by the end of the Project they will be occupying five of the six DEMS faculty positions.
- (b) Expansion of courses offered and attendance in adult education management programs. One aspect of the expansion of course offerings will be in the area of in-service training of adult educators. Assistance in the design and management of training programs will be provided by DEMS to training and support personnel responsible for adult education programs for public or private organizations. Secondly, part-time courses in such fields as management, administration and communications will be offered to adults in need of increasing their skills in these fields.
- (c) The Project will provide an opportunity for a number of UCS students to work periodically in rural areas as student teachers, community workers and so on.
- (d) Curricula and teaching/learning materials will be produced for DEMS programs, and skills developed to produce and adapt these curricula and materials to changing manpower needs. Each curriculum will be designed for approximately a six-week period during which class meetings will be held. The principal curricula will be those for the diploma courses in adult education and management. These curricula will be used at first in the two currently greater DEMS centers in Mbabane and Manzini and later used, primarily, in the outlying centers when programs are introduced there. Each curriculum will consist of a set of basic reading materials, including papers and/or booklets to guide the students in independent reading and practical projects.

- (e) A student hostel with a capacity of 96 persons will be constructed and will provide housing for those taking short-term residence courses and for other functions for which housing is required. Three multi-purpose classrooms will also be constructed to be used for special training sessions, meeting rooms, and as laboratories for pre-entry science course students.
- (f) DEMS course offerings will be expanded in 10 training centers outside of the Mbabane-Manzini corridor and will gradually introduce the use of self-instructional materials to facilitate courses where frequent attendance at classes is not possible.

3. Inputs.

A. U.S. Government Contribution.

During the life of the Project and subject to the availability of funds and mutual agreement of the Parties to proceed with the Project, A.I.D. will provide assistance as follows:

Technical Services:

Adult Education Specialist	\$ 180 000
2 M/Y @ \$90 000 p.a.	,
Materials Development and Production Specialist.	\$ 360 000
4 M/Y @ \$90 000 p.a.	
Management Training Specialist	\$ 180 000
2 M/Y @ \$90 000 p.a.	
Consultant Services	\$ 60 000
10 M/M @ \$ 6 000	
TOTAL TECHNICAL SERVICES . . . . .	<u>\$ 780 000</u>

Participant Training:

5 programs @ \$ 12 500	\$ 62 500
Masters Degree in Adult Education	

Commodities: \$ 146 000

audiovisual equipment, project  
vehicles, office equipment,  
books etc.,

Construction: (Other Costs)

Classroom/laboratory block	\$ 243 450
Hostel	\$ 506 000
Staff houses	\$ 100 050
Service installation	\$ 57 500
Inflation escalation	\$ 163 000

TOTAL CONSTRUCTION . . . . . \$1 070 000

TOTAL LIFE OF PROJECT A.I.D. INPUT . \$2 058 500

During FY 1978 A.I.D. will, by this Agreement contribute to the Project . . . . . \$1 684 000, as follows:

Technical Assistance . . . . .	\$ 405 500
Participant Training . . . . .	\$ 62 500
Commodities. . . . .	\$ 146 000
Construction (other costs) . . . . .	\$1 070 000

B. Government of Swaziland Contribution.

U.S. technicians will be provided benefits and allowances normally provided by the Grantee to other expatriates occupying established positions at a similar level in government service.

The Grantee will provide university housing for the three technical assistance personnel and their families in the Kwaluseni vicinity upon their arrival in Swaziland. The housing provided may be the three staff houses to be constructed under the Project or other comparable housing either in the interim until construction of the A.I.D.-financed housing is completed or for the duration of the Project.

The Grantee will identify candidates for training under this Project. Pay, allowances and benefits for such candidates will be the responsibility of the Grantee who will also finance all local costs prior to the candidates' departure and will maintain the trainee's salary or family allowances, as and when appropriate, for the support of non-accompanying dependents during the full training period.

The Grantee will establish or cause to be established three additional DEMS faculty positions by the 1980-81 academic year and will retain present staffing levels until then.

The Grantee will provide land for the facilities to be constructed on the Kwaluseni campus of UCS.

C. Housing.

A.I.D. will finance the cost of construction of three staff houses. The staff houses will be used for the technical assistance personnel financed under this Project or for such other purposes as A.I.D. may agree. Although title to these houses is vested in the Grantee, nonetheless, use of these staff houses will be reserved, during and subsequent to the implementation of the Project, for use by A.I.D.-financed technicians working on other A.I.D. projects in Swaziland or for such other purposes as A.I.D. may agree.

II. Procurement and Disbursement.

A. Technical Assistance.

The services of the U.S. technicians provided under this Project will be procured through an A.I.D. contract with a qualified U.S. institution. Disbursements will be made by A.I.D. in accordance with the terms of that contract.

B. Participant Training.

Trainees who will be DEMS staff members will be selected by the Grantee in consultation with the A.I.D.-financed technicians and will be approved by OSARAC. Standard A.I.D. procedures will apply in regard to recording participant costs.

Participant training will consist of at least two years of on-the-job training, plus an intensive one year, tailor made program through a contract. These three years of training will lead to a Master's degree in Adult Education, Material Development and Management and Administration.

C. Commodities.

Commodities will be procured using standard A.I.D. procedures under PIO/Cs. Specifications will be prepared by UCS/DEMS and reviewed by OSARAC.

D. Construction.

Construction services will be procured by contract between the Grantee and a local firm. Reimbursement to the Grantee will be on a Fixed Amount Reimbursement (FAR) basis. Under the FAR method the Grantee will carry out the construction utilizing its own funds and following usual competitive bidding, contracting and construction management procedures. The amount of A.I.D. reimbursement will be fixed in advance, based upon reasonable cost estimates reviewed and approved by A.I.D., A.I.D. will reimburse the Grantee upon verification of the physical completion of the construction, according to design and specifications previously reviewed and approved by A.I.D. To relieve financial strain upon the Grantee and to permit construction work to begin expeditiously, A.I.D. is willing to make an initial advance of 25% (twenty five percent) of total construction costs with a subsequent advance of 25% when construction is approximately 25% completed.

It should be noted that the emphasis in the "Fixed Amount Reimbursement Method" is upon the final output or physical completion of the construction not upon the costs, therefore, documentation supporting actual costs incurred will not be required. Since the amount reimbursable by A.I.D. is fixed it is understood that the Grantee will bear the expense of any cost over-run in building the houses.

Details of disbursement procedures and documentation required to request an advance of funds and final reimbursement will be provided at a later date under Project Implementation Letters.

### III. Implementation.

An implementation plan indicating major project events and approximate dates for their initiation or completion is as follows:

<u>MONTH</u>	<u>EVENT</u>	<u>ACTION AGENT</u>
March 1978	PP Approved	AID/W
March 1978	Grant Agreement signed	GOS/OSARAC
April 1978	RFP Prepared for Technical Assistance Contract	AID/W
April 1978	Housing Identified for U.S. Technicians	UCS
April 1978	Request for Tenders Advertised	UCS/REDSO
June 1978	Technical Assistance Contractor Selected.	GOS/OSARAC
June 1978	Building Contractor selected & mobilized.	UCS/REDSO
July 1978	TA Contract Signed.	GOS/OSARAC/ Contractor
July 1978	U.S. Technicians Selected	GOS/OSARAC/ Contractor
September '78	U.S. TA Arrives (Adult Educator)	GOS/OSARAC/ Contractor
October 1978	Book and Equipment Lists Reviewed and Orders Placed	UCS, OSARAC/ Contractor
October 1978	DEMS Development Plan Begun	UCS
November 1978	Staffing Needs of DEMS Reviewed	UCS/OSARAC
December 1978	Participants Selected	UCS/OSARAC
December 1978	House Construction Completed	UCS/REDSO
January 1979	Consultant Needs Reviewed	UCS/OSARAC
February 1979	DEMS Development Plan Completed	UCS
March 1979	Review of Development Plan Completed.	GOS/OSARAC
March 1979	Multi-purpose Classroom Construction Completed.	UCS/REDSO
March 1979	Joint Evaluation of Project Progress.	GOS/OSARAC

<u>MONTH</u>	<u>EVENT</u>	<u>ACTION AGENT</u>
March 1979	TAs Arrive (Industrial Trainer, Materials Specialist)	GOS/OSARAC
March 1979	Books and Equipment Received.	GOS/OSARAC
June 1979	96 Bed Hostel Construction Completed.	UCS/REDSO
September '79	Joint Evaluation of Project Progress.	GOS/OSARAC
September '79	Three Participants Depart for Training.	
September '79	Review & Update Development Plan	GOS/OSARAC/UCS
April 1980	Joint Evaluation of Project Progress.	GOS/OSARAC
June 1980	Three Participants Return from Training.	
June 1980	TA Departs (Adult Educator)	
July 1980	Joint Evaluation of Project Progress.	GOS/OSARAC
August 1980	Two Participants Depart for Training.	GOS/OSARAC
October 1980	Review and Update Development Plan.	UCS
March 1981	TA Departs (Industrial Training)	
April 1981	Joint Evaluation of Project Progress	GOS/OSARAC
April 1981	1st Draft of Curricula Materials Completed.	UCS
June 1981	Two Participants Return from Training.	
April 1982	Joint Evaluation of Project Progress.	GOS/OSARAC
October 1982	Final Draft of Curricula Materials Completed.	UCS
November 1982	Review and Update Development Plan	UCS
March 1983	Final Project Evaluation	GOS/OSARAC/ Contractor.
March 1983	Final Contractor's Report.	
April 1983	Last U.S. TA Departs	

#### IV. Evaluation Plan.

The evaluation plan designed for this Project is divided into four major segments, i.e.

- (1) the continued evaluation process which has been incorporated, as an integral part of the Project,
- (2) Annual Project Appraisal Reports (PARS),
- (3) a mid-project evaluation, and
- (4) a final project evaluation.

1. At the end of each six months period, each technician will submit a report describing the activities he has undertaken and an evaluation of the success he has had. The report will also include a description of obstacles to project development and recommendations for overcoming those obstacles. Representatives of the Grantee, other elements of the University College of Swaziland and the Office of Southern Africa Regional Activities Co-ordination (OSARAC) will participate in an evaluation session during each six-month review process.

2. OSARAC will submit annual Project Appraisal Reports in accordance with A.I.D. regulations. The preparation and submission of the PARS to A.I.D./W have been timed to immediately follow the yearly project evaluation. REDSO will provide assistance in the preparation of that section of PARS that will deal with engineering and construction. REDSO/Engineering will also prepare construction completion reports after the completion of the construction scheduled to be provided in this project.

#### 3. Mid-Project Evaluation.

The primary purpose of this mid-project evaluation will be to re-examine the feasibility of achieving the project goal, purpose, outputs and inputs, and in particular the linkages between inputs, outputs, purpose and goals. In this context a detailed assessment will be made of:

- (a) the performance of all inputs factors (personnel, participant training, commodities) and all action agents - contractor, other donor, host country, and

- (b) actual quantitative and qualitative progress toward outputs, purpose and goal.

This evaluation is to be carried out in January, 1980, jointly by the Grantee and A.I.D., within the general framework of the agency Project Evaluation Guidelines.

4. Final Evaluation.

There will also be a comprehensive end-of-project evaluation to measure the effectiveness of the overall project as well as its individual components in terms of meeting project objectives. This will be an external evaluation carried out by a team of specialists financed under the project, and will be participated in by Ministry of Education officials and UCS (DEMS) staff members.

V. Financial Plan.

The following Tables A and B illustrate contributions to the Project. Contributions for years marked with an asterix (\*) in Table A will be made subject to availability of funds and mutual agreement by the Parties, at that time, to proceed with the Project.

( Tables on next page )

TABLE A.

AID OBLIGATIONS BY INPUTS PER FISCAL YEAR.

(in \$000)

	1978	1979	1980	1981	1982	TOTAL
		*	*			
<hr/>						
Technical Services:						
Adult Education	180					180
Materials	100	80	180			360
Management	100	80				180
Consultants	25	17	18			60
						<hr/>
						780
Participant Training.	63					63
Commodities	146					146
Construction	1,070					1,070
						<hr/>
TOTAL	1,684	177	198			2,059
						<hr/>

TABLE B.

SUMMARY COST ESTIMATE AND FINANCIAL PLAN.

(U.S. \$000)

SOURCE	AID		HOST COUNTRY	TOTAL
	FX	LC	LC	
Technical Services	780		40	820
Participant			25	25
Training	63			63
Commodities	146			146
Other Costs				
Construction		1,070		1,070
Local Support				
Costs			172	172
DEMS Budget			400	400
Land			100	100
TOTAL	989	1,070	737	2,796