

UNCLASSIFIED

Annual Budget Submission

FY 1985

Swaziland



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UNCLASSIFIED

Country/Office USAID/SWAZILAND

FY 1985 ANNUAL BUDGET SUBMISSION

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USAID/SWAZILAND ACTION PLAN

1. Approved CDSS Analysis

The Country Development Strategy Statement was approved by AID/Washington in April 1980; updates have been approved annually since that time. The next full CDSS will be submitted in January 1984. Taking into account economic changes and fluctuations over time, USAID/Swaziland confirms that the approved CDSS analysis remains valid; the strategy and objectives of the program are consistent with and supportive of AID development emphases and Africa Bureau development strategy; and the strategy is being implemented (although at a lower level of assistance funding than that foreseen in 1980).

Analysis determined that the major constraints to development and to achievement of a higher standard of living for the majority of Swazis are four interrelated problem areas: low agricultural productivity on Swazi Nation Land, rising unemployment, rapid population growth and high under-two mortality. Because the areas are interrelated, interventions in one area affect events in others. Lack of qualified personnel was seen as a primary problem in all areas of development.

2. Long-Range Objectives; Linkages with Agency and Africa Bureau Policies

USAID/Swaziland has designed a strategy which calls for specific actions in each of the target areas and places major emphasis on human resources development as a key element in efforts to alleviate constraints and build capacity for public and private sector national development. Very briefly, the long-range strategy proposes to:

- Foster gradual, but important changes in Swaziland's primary education system to equip students with the attitude and skills necessary to take advantage of the types of employment opportunities the Swazi economy is expected to generate.

- Promote changes in current agricultural methods and attitudes in order to move farmers from subsistence to commercial farming, increasing both productivity and farmer incomes.

- Encourage and support a shift in the emphasis of national health programs from curative to preventive measures and from urban to rural areas, with particular emphasis on childhood diseases.

- Increase awareness of the detrimental effects of rapid population growth, thereby bringing about attitudinal changes which would encourage more Swazis to make use of the established family planning services; provide population training for health workers.

- Provide significant amounts of training for Swazis in both the public and private sectors and in a variety of skills areas to build a strong human resource base for development.

- Promote increased involvement of the private sector in the development of Swaziland, particularly in the areas mentioned above.

In determining objectives and carrying out a strategy in Swaziland, AID worldwide policies and Africa Bureau strategies are being studied, adapted to Swaziland's development realities, and incorporated in program activities. Some of the major AID program emphases are already well established in the Swaziland program. For example, participant training is an integral part of all ongoing and planned projects. Institution building, too, is a goal of most current and planned projects, and significant elements of technology transfer are included in each. Actions USAID/Swaziland plans to initiate now and continue to emphasize throughout the 1980's with regard to these policy concerns have been described in detail in the CDSS update submitted in February 1983. Only a few of them are mentioned in this document because space constraints do not allow presentation of a complete Action Plan here. Some of USAID/Swaziland's most important policy and management objectives are:

- Engage high-level Swaziland officials in a continuing dialogue to discuss development policy issues in a structured manner. General topics to be emphasized include: broader distribution of technology and resources to poor Swazis; importance of private sector development; increased coordination among government ministries; better management of natural, capital and human resources; and assumption of greater operational and financial responsibility by private entities in agricultural, health and education programs.

- Schedule detailed discussions of AID policy papers with Mission staff and contract personnel, promoting their participation in adapting the policies to Swaziland and enlisting broader support for their implementation.

- Establish linkages between Swazi institutions and American and African regional institutions which are sources of improved and appropriate development technology.

- Build USAID/Swaziland's knowledge of Swazi attitudes, learning systems and local authority as the basis for transferring technology more effectively to the general public; encourage use of mass media and traditional institutions as primary information conduits.

- Strengthen Swazi institutions in general (including those in the private sector) by supporting the training of a critical mass of capable Swazi personnel. Make institution-building a primary component of AID projects, concentrating on leadership, policy planning, and capability to adapt and disseminate technology.

- Stimulate improved donor coordination and enlist the participation of all development entities to address mutually agreed upon objectives. Initiate a joint Peace Corps-AID Small Project Assistance Program.

3. Short-Range Operational Objectives

A number of specific actions are scheduled during FY 1984 and FY 1985 to focus development resources on the major problems identified in the CDSS and to make the program continually more responsive to AID's worldwide and regional emphases. These actions include:

To combat rising unemployment and build a human resource foundation upon which Swaziland's national development can be firmly based, USAID/Swaziland plans to:

- Initiate a major participant training project to continue and expand USAID/Swaziland's overall program emphasis on human resource development. The proposed Swaziland Manpower Development project (scheduled for initial obligation in FY 1984) is a follow-on project to the Southern Africa Manpower Development project (which receives its final increment of funding in FY 1984). The new project will emphasize leadership and management training to improve the capabilities of both public and private sector institutions. Private sector training on a significant scale is an integral part of the project. Under the new project, an estimated 200 Swazis will be trained in the U.S. or African countries, and more than 1,000 will receive in-country training. By the end of FY 1985, an estimated 50 will have been trained abroad under the new project.

- Improve the quality and quantity of training provided to both new and in-service primary school teachers and equip them to teach practical skills to prepare students for employment in the Swazi economy through a Teacher Training project begun in FY 1983 and incrementally funded in FYs 1984 and 1985. Evaluation findings from the Primary Curriculum project, which has been implemented in several phases since FY 1975 and is ending in FY 1984, were an important factor in the decision to develop a Teacher Training project. The curriculum project has been instrumental in building the capability of the Swazi Primary Curriculum Development Unit and in turning out a series of practically oriented, Swazi-specific materials which are now being introduced in the schools. One of the objectives of the Teacher Training project is to instruct teachers in the effective use of those materials, thereby providing students with practical skills.

- Carry out an assessment of Swaziland's education sector under the auspices of the Africa Bureau/Science and Technology Bureau Joint Initiative to examine future intervention in education. Focus of the study will be the current high levels of wastage and inefficiency in the system and recommendations on means of decreasing those levels. These priorities are consistent with those described for the Joint Initiative in the Africa Bureau Strategic Plan.

- Develop (with an American PVO) a pre-school education project to provide a better educational foundation for Swazi children and to focus the energies of local Swazi voluntary agencies on human resource development at its earliest stages.

To increase agricultural productivity and farmer incomes on Swazi Nation Land, USAID/Swaziland proposes to:

- Assist an estimated 1,200 Swazi farmers to convert from dryland to irrigated farming with the help of a new Small Farmer Irrigation project now being designed for initial obligation in FY 1984. This project is

expected to help Swazi farmers make the switch from subsistence to commercial farming and give them the means to put into effect new irrigation research recommendations developed under the cropping systems project described below. It will also improve the capabilities of the Ministry of Agriculture's Irrigation Section.

- Foster the development of improved cropping systems for both dryland and irrigated farming through incremental funding of the Cropping Systems Research and Extension Training project in FY 1985. By carrying out applied, local-level research and improving the GOS extension service capability to effectively transmit research recommendations, the project is expected to help farmers increase yields and make the returns from small-scale agriculture competitive with the returns of other employment opportunities. Recognizing the necessarily long-range nature of agricultural research and the very high priority given it by the Africa Bureau and by the Government of Swaziland, USAID/S will propose funding for Phase II of this activity in the latter half of the 1980s.

- Continue ongoing efforts to encourage optimum land and water use and conservation measures through final incremental funding of the Rural Development Areas--Infrastructure Support project in FY 1984.

- Request additional regional funding for the Lundzi-Mpuluzi Pig Production project in FY 1984 to make it possible for the OPG project to meet its objective of helping farmers (particularly women) increase incomes in a depressed area of Swaziland by developing a viable agricultural enterprise.

To improve the low health status of Swazi citizens, particularly that of very young children, USAID/Swaziland plans a series of specific activities during the next few years including:

- Design a new Rural Health Development project (initial funding in FY 1985) to improve the effectiveness of rural health delivery systems by implementing major changes in management procedures. The project (described in a New Project Narrative in this ABS) will take advantage of important administrative improvements being made in the Ministry of Health under an ongoing OPG project, Health Planning and Management. These improvements should allow coordinated health planning to be carried out for the rural areas and provide a base for effective delivery of rural health services.

- Improve sanitation facilities and increase knowledge among Swazis of basic health measures and methods of disease prevention through the ongoing Rural Water Borne Disease project. By the end of the project in FY 1986, an estimated 2,000 improved pit latrines will have been constructed, relevant health and water education messages will be reaching 60 percent of the rural population on a continuing basis, and health criteria will be incorporated into the design of water-related construction activities in the rural areas.

- Expand the use of central and regional projects such as WASH and CCCD to augment project resources in specific areas such as health education and children's diseases.

- Carry out a nutrition survey to determine nutritional deficiencies, particularly among children five years old and younger, and propose recommendations for nutrition monitoring and improvement.

Although no specific bilateral population project is proposed until FY 1986, a number of steps will be taken through policy discussions, as part of bilateral projects in other sectors and through participation in central and regional projects. Specific actions planned for FYs 1984 and 1985 include:

- Foster awareness among the general Swazi population, particularly among opinion leaders, of the detrimental effects of rapid population growth. USAID/Swaziland will continue to draw upon information provided in the Swaziland RAPID presentation to discuss the topic with opinion leaders (cabinet ministers, principal secretaries, etc.) at every opportunity. Population information will be passed on to the general public as elements of the new primary school curricula developed and taught with the support of AID projects, as an important part of each of the health activities sponsored by AID and the new Diffusion of Practical Knowledge project.

- Train health personnel in maternal/child health topics, including family planning.

To promote increased involvement of the private sector in Swaziland's development, USAID/S plans to:

- Develop (with an American PVO) a project to strengthen the Small Enterprise Development Company, which is responsible for stimulating and assisting various small businesses. This FY 1985 institution-building activity will be the first Swaziland project to provide direct assistance to private sector activities.

- Commission studies to determine the scope of private sector activities in Swaziland and make recommendations for ways in which they might participate in alleviating the major constraints to development.

- Finance a review of opportunities for American private investment in target areas, particularly agribusiness possibilities.

To support and promote objectives in each of the target areas, a Diffusion of Practical Knowledge project (described in detail in a New Project Narrative) is being planned for initial obligation in FY 1985. It will use mass media as a vehicle for reaching Swazis at a variety of income levels and in a variety of locations with development information of practical importance to their daily lives. Cropping advice, health recommendations, family planning messages, and basic education in many subjects will be part of this project and will provide a coordinated means of transferring knowledge to the general public.

FY 1985 ANNUAL BUDGET SUBMISSION
TABLE I - LONG RANGE PLAN BY APPROPRIATION ACCOUNT (\$000)
COUNTRY/OFFICE USAID/Swaziland

	FY 1983	FY 1984		FY 1985	PLANNING PERIOD			
	ESTIMATE	CP	ESTIMATE	AAPL	1986	1987	1988	1989
DEVELOPMENT ASSISTANCE								
Agriculture, Rural De- velopment & Nutrition	2,057	4,006	3,078	3,400	3,500	4,500	4,500	6,000
Grants	2,057	2,006	1,078	2,400	3,500	4,500	4,500	4,000
Loans		2,000	2,000	1,000				2,000
Population					500	500	500	500
Grants					500	500	500	500
Loans								
(of which centrally procured commodities)								
Health	1,057			1,500	1,000	1,000	1,000	1,000
Grants	1,057			1,500	1,000	1,000	1,000	1,000
Loans								
Education & Human Resources	3,043	3,994	4,922	3,500	4,000	4,000	4,000	5,000
Grants	3,043	3,994	4,922	3,500	4,000	4,000	4,000	5,000
Loans								
Selected Dev. Activities				600	1,000	1,000	2,000	500
Grants				600	500	500	500	500
Loans					500	500	1,500	
TOTAL FUNCTIONAL ACCOUNTS								
Grants								
Loans								
OTHER DA ACCOUNTS								
(Specify)								
Grants								
Loans								
TOTAL DA ACCOUNTS	6,157	8,000	8,000	9,000	10,000	11,000	12,000	13,000
Grants	6,157	6,000	6,000	8,000	9,500	10,500	10,500	13,000
Loans		2,000	2,000	1,000	500	500	1,500	
Economic Support Fund								
Grants								
Loans								
TOTAL DA AND ESF	6,157	8,000	8,000	9,000	10,000	11,000	12,000	13,000
PL 480 (non-add)								
Title I								
(of which Title III)								
Title II								
Housing Guaranties (non-add)								
TOTAL PERSONNEL	20.1		22.5	23.8	23.0			
USDH (Workyears)	12.3		13.5	14.8	14.0			
FNDH (Workyears)	7.8		9.0	9.0	9.0			

TABLE I - LONG RANGE PLAN NARRATIVE

Table I shows by appropriation account the means by which USAID/Swaziland plans to finance programs to carry out many of the objectives described in the Action Plan at the beginning of this ABS. Major funding emphasis during the planning period, FY 1986-89, will be placed on agriculture and on human resources development.

Additional support will be provided for cropping systems research and for irrigation in the latter half of the 1980s. To coordinate and make full use of advances in those areas and in other agricultural fields, opportunities for agribusiness interventions will be thoroughly explored. If feasible, an agribusiness project will be started during FY 1986 or FY 1987. This should further stimulate movement from subsistence to commercial farming.

In education and human resources, USAID/Swaziland proposes continuing support to improve the quality of Swaziland's basic education system as enrollments increase. Resources from the Joint Initiative in Education of the Bureaus of Africa and Science Technology and expected to be an important element in this strategy. We also plan to provide increased levels of participant training in both the public and private sectors, stressing leadership and management training to build institutions critical to the development process.

USAID/Swaziland will fund a modest bilateral health program throughout the 1980s and plans to continue and expand use of regionally and centrally funded programs, which are proving to be extremely responsive and effective at present. Activities in the health area, though small in terms of financing, are significant in terms of impact.

A modest bilateral program in population will begin in FY 1986. It will represent only a small part of the activities underway in that field during the 1980s. Population information and training will continue to be focal points within a number of USAID/S projects. Use of centrally and regionally funded projects, which have been successful to date, will be continued and expanded.

Funding shown for selected development activities will be used for private sector activities--building institutional capabilities of organizations that serve and promote the private sector, financing selected private sector initiatives in CDSS target areas, etc.

There are no major pipeline or mortgaging problems in the USAID/Swaziland program. With the exception that full funding of small grant and loan projects has not been possible, forward funding guidelines are for the most

part being met. Incremental funding of these activities has made it possible for USAID/S to move rapidly to implement its strategy and incorporate AID emphases as part of the program.

The staffing levels provided in the workyear statistics are adequate through FY 1985 to carry out the proposed program. USAID/Swaziland notes, however, that approved workyear levels decrease by two U.S. nationals in FY 1986. If that were to happen, staffing would not be adequate for the type and level of program proposed for the FY 1986-89 planning period.

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TABLE III - PROJECT OBLIGATIONS BY APPROPRIATION ACCOUNT
FY 1983 to FY 1985 (\$ thousands)Country/Office USAID/Swaziland

<u>APPROPRIATION ACCOUNT</u>	<u>FY 1983</u>	<u>FY 1984</u>	<u>FY 1985</u>
<u>Agriculture, Rural Development and Nutrition</u>			
645-0068 Rural Development Areas Infrastructure Support (G)		578	
645-0212 Cropping Systems Research and Extension Training (G)	2,057		1,400
645-0213 Lundzi-Mpuluzi Pig Production (OPG)		(70)	
645-0217 Small Farmer Irrigation (L)		2,000	1,000
645-0217 Small Farmer Irrigation (G)		500	1,000
SUBTOTAL	2,057	3,078	3,400
<u>Health</u>			
645-0087 Rural Water-Borne Disease Control (G)	1,057		
645-0220 Rural Health Development (G)			1,500
SUBTOTAL	1,057		1,500
<u>Education and Human Resources</u>			
645-0069 Southern Africa Manpower Development (G)	1,700	1,237	
645-0214 Teacher Training (G)	1,343	1,685	1,000
645-0218 Swaziland Manpower Development (G)		2,000	2,000
645-0219 Preschool Education (OPG)		(900)	
645-0221 Diffusion of Practical Knowledge (G)			500
SUBTOTAL	3,043	4,922	3,500
<u>Selected Development Activities</u>			
645-0222 Small Enterprise Support (OPG)			600
SUBTOTAL			600
TOTAL DEVELOPMENT ASSISTANCE	6,157	8,000	9,000

TABLE III(a)

Proposed Use of Project Development and Support Funds
(\$ Thousands)

Country/Office USAID/SWAZILAND

<u>APPROPRIATION ACCOUNT</u>	<u>FY 1984</u>	<u>FY 1985</u>
<u>Education and Human Resources</u>		
645-0218 Swaziland Manpower Development Project Paper	40	
645-0219 Preschool Education Project Paper	15	
645-0221 Diffusion of Practical Knowledge PID Project Paper	20	40
<u>Health</u>		
645-0220 Rural Health Development PID Project Paper	20	40
<u>Selected Development Activities</u>		
645-0222 Small Enterprise Support PID Project Paper	20	40
Continuing studies to contribute to Country Development Strategy Statement and other policy level activities	40	40
General Project Support	20	20
 TOTAL	 175	 180

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TABLE IV PROJECT BUDGET DATA

NUMBER	PROJECT TITLE	O/L	OBLIGATION DATE		LIFE OF PROJECT COST	OBL THRU FY 82	FY 82 P/F	FY 82 P/F LINE	ESTIMATED U.S. DOLLAR COST (\$000)				FUTURE YEAR				
			INITIAL	FINAL					FY 1983		FY 1984			1985 AAPT	FUNDED TO MO/YR	1986	1987
									OBL	EXP	OBL	EXP					
645-0055	Agriculture, Rural Development and Nutrition (ARDN)	G	76	80	2184128	1282	1		4	5	-	-	-	-	-	-	-
645-0068	Cooperatives and Marketing	G	78	84	5070507	4492	3297		-	1995	1880	-	-	-	-	-	-
645-0068	Rural Development Areas - Infrastructure Support	L	78	80	4604600	4600	4600		-	2892	1708	-	-	-	-	-	-
645-0212	Rural Development Areas - Infrastructure Support	G	81	87	1290290	6406	5962		2057	2561	2261	1400	11/86	2437	600	-	-
645-0213	Cropping Systems Research and Extension Training	G	80	80	309	309	309		154	154	-	-	-	-	-	-	-
645-0213*	Lundzi-Mpuluzi Pig Production (OPG)	G	84	84	(70)	(70)	(70)		-	-	(50)	-	-	-	-	-	-
645-0217	*Lundzi-Mpuluzi Pig Production (OPG)	G	84	87	-	3500	-		-	-	122	1000	9/87	1000	1000	-	-
645-0217	Small Farmer Irrigation	L	84	85	-	3000	-		-	-	2000	1000	10/88	-	-	-	-
	SUB-TOTAL						14014		2061	7607	3078	3400		3437	1600		

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TABLE IV PROJECT BUDGET DATA

NUMBER	PROJECT TITLE	G/L	OBLIGATION DATE		LIFE OF PROJECT COST APRN PLAN	OBL THRU FY 82	FY PIFE LINE	FY 1983		FY 1984		1985 AACL TO MO/YR	FY OBLIGATIONS			FUTURE YEAR	
			INITIAL	FINAL				OBL	EXP	OBL	EXP		1986	1987	1988		
			ESTIMATED U.S. DOLLAR COST (\$000)														
	Education and Human Resources (EH)																
645-0009	Primary Curriculum Development	G	75	82	53645352	3352	926	-	730	-	196	-	-	-	-	-	-
645-0069	Southern Africa Manpower Development	G	78	84	76377637	4700	2883	1700	1656	1237	2352	-	-	-	-	-	-
645-0081	University College of Swaziland	G	78	80	375375	375	375	-	25	-	284	-	-	-	-	-	-
645-0214	Teacher Training	G	83	87	5595	-	-	1343	-	1685	439	1000	2/87	1000	567	-	-
645-0218	Swaziland Manpower Development	G	84	87	8000	-	-	-	-	2000	320	2000	12/86	2000	2000	-	-
645-0219	Preschool Education (OPG)	G	84	84	(900)	-	-	-	-	(900)	(100)	-	1/87	-	-	-	-
645-0221	Diffusion of Practical Knowledge	G	85	87	2000	-	-	-	-	-	-	500	4/86	1000	500	-	-
	SUB-TOTAL						4184	3043	2411	4922	3591	3500		4000	3067		
	Selected Development Activities																
645-0222	Small Enterprise Support (OPG)	G	85	85	600	-	-	-	-	-	-	600	6/88				
	SUB-TOTAL											600					

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TABLE IV PROJECT BUDGET DATA

NUMBER	PROJECT TITLE	OBL	OBLIGATION DATE		LIFE OF PROJECT COST AUTH PLAN	OBL THRU FY 82	FY PIPE LINE	FY 1983		FY 1984		ESTIMATED U.S. DOLLAR COST (\$000)				FUTURE YEAR	
			INITIAL	FINAL				OBL	EXP	OBL	EXP	1985 AAPT	FUNDED TO MO/YR	1986	1987		1988
	Health (HE)																
645-0062	Health Manpower Training	G	77	81	24422442	2442	995	-	658	-	337	-	-	-	-	-	-
645-0087	Rural Water-Borne Disease Control	G	79	83	3297297	2236	972	1061	813	-	630	-	-	-	-	-	-
645-0215	Health Planning and Management (OPG)	G	81	81	996996	996	871	-	463	-	408	-	-	-	-	-	-
645-0220	Rural Health Development	G	85	88	-	8000	-	-	-	-	-	-	1500	4/87	1000	1000	500
	SUB-TOTAL						2838	1061	1934	-	1375	-	1500		1000	1000	500
	Population Planning and Health (PH)																
645-0062	Health Manpower Training	G	77	80	116116116	116	12	-	12	-	-	-	-	-	-	-	-
	SUB-TOTAL						12	12	12	-	-	-	-	-	-	-	-

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TABLE IV PROJECT BUDGET DATA

MEMBER	PROJECT TITLE	G/L	OBLIGATION DATE		LIFE OF PROJECT COST	OBL THRU FY 82	FY PIPE LINE	FY 1983		FY 1984		ESTIMATED U.S. DOLLAR COST (\$000)				FUTURE YEAR	
			INITIAL	FINAL				OBL	EXP	OBL	EXP	FUNDED TO MO/YR	1985 AAPL	1986	1987		1988
	<u>Security Supporting Assistance</u>																
645-0062	Health Manpower Training	G	77	80	591	591	7	-	7	-	-	-	-	-	-	-	-
645-0068	Rural Development Areas - Infrastructure Support	G	78	80	2077	2077	62	-	62	-	-	-	-	-	-	-	-
645-0068	Rural Development Areas - Infrastructure Support	L	78	80	5400	5400	1272	-	1272	-	-	-	-	-	-	-	-
645-0069	Southern Africa Manpower Development	G	78	80	1655	1655	258	-	258	-	-	-	-	-	-	-	-
645-0081	University College of Swaziland	G	78	80	1684	1684	299	-	299	-	-	-	-	-	-	-	-
	SUB-TOTAL						1898		1898								
	GRAND TOTAL						22946	6165*	13862	8000	10937	9000	8437	5667	500		
	* Reflects upward adjustment of \$4,000 for project 645-0055 and \$4,000 for project 645-0087.																
	** USAID/Swaziland expects to seek regional funds to augment project 645-0213.																

NEW PROJECT NARRATIVE

Rural Health Development, 645-0220

Proposed Funding: LOP \$3,500,000 Grant

FY 1985 Funding: \$1,500,000 Grant

Appropriation Account: HE

Purpose:

Assist the Ministry of Health (MOH) to improve Swaziland rural health delivery systems by implementing major changes in its administrative and management systems and procedures.

Background:

AID Policy Paper on Health Assistance, p. 11, states: "The three principal areas in which A.I.D. health program assistance activities will concentrate in future years are: improving health programs through better program design and management; promoting economically viable health programs; and increasing biomedical research and field testing in LDC settings." The proposed Rural Health Development project involves activities in the first two of these areas of concentration.

USAID/Swaziland's approved CDSS established that one of four priority objectives in assistance to Swaziland is to reduce the level of morbidity and mortality among children under two years of age. Since the vast majority of Swaziland's children live in areas served by the MOH's rural health system, the proposed project will directly support efforts to achieve this objective.

The Government of Swaziland's (GOS) major goal in the health sector is to provide health services for all Swazis by the year 2000. As part of its strategy to reach this goal, the GOS places great importance on increasing the effectiveness of the rural health delivery system by institutionalizing major changes in the MOH's management and administrative systems and procedures. The MOH has made an important shift in emphasis from curative care to preventive care. Inclusive within the emphasis on preventive health care is a new direction in primary health care in the rural areas.

The Rural Health Development project is a logical and necessary step in AID's interventions in the health sector in Swaziland in support of GOS health priorities. AID currently finances three health projects in Swaziland, all of which will be completed by FY 1985. The Health Manpower Training project was instrumental in establishing the Institute of Health Sciences, through which nurses and other health workers are being trained. The Rural

Water-Borne Disease Control project is developing the institutional capacity within the MOH to provide better and more relevant health education, assistance and motivation for rural Swazis to build pit latrines, and health criteria to be incorporated into the design of all water-related construction activities. The Health Planning and Management project assists the MOH in building planning and budgeting capability and in developing detailed plans for improving the management and administration of the MOH.

As a result of the above projects, by FY 1985 the MOH will have increased numbers of trained Swazis in management and planning positions in its central offices. These will include four health planners and three health administrators with Masters degrees. The health planners will continue to conceptualize the new systems and work toward changing policy directions within the MOH. Likewise, the health administrators will be working almost exclusively in the existing hospital system. In addition, by 1985 the MOH will have finalized plans for: (1) decentralization of planning and management to district levels, (2) drugs and material logistics, (3) financial management, (4) manpower, (5) use of traditional health workers, and (6) construction of new facilities.

Project Description:

The Rural Health Development project will provide technical assistance and training to move the plans from the conceptual stage and make them a reality in the rural health delivery system. Use of the most up-to-date appropriate technology for the delivery of rural health services will be an important objective of the technical assistance team. Training will include instruction in supervisory and management techniques and in motivating first line rural health workers to do their jobs more effectively.

Specific actions will take place on two levels. First, the project will implement a plan to improve the overall MOH planning and management capacity, with particular concentration on introducing, improving and institutionalizing data management, decentralization and evaluation as part of MOH activities. Second, the project will implement plans for major revisions and improvements in management support systems, including personnel, financial management, distribution at the central medical stores, material and transport logistics and manpower and training.

Two of the most important of these changes are decentralization of health services and administration and financial management. Decentralization will give greater autonomy to district level officers, clinics and hospitals, and foster greater community involvement. This is expected to allow greater flexibility in reacting to local needs and is expected to reduce or eliminate some of the administrative requirements for the entire rural health delivery system.

Proposed changes in financial management will be primarily an attempt to introduce more consistency and equitability into the fee structure for health services throughout the country. For example, many private clinics rely on government subsidies but charge different fees than the government clinics and hospitals. An equitable fee structure is expected to increase accessibility, acceptability and availability of rural health services and thus increase utilization by the most vulnerable members of the population, children and pregnant and lactating women.

It is anticipated that AID inputs will include four long-term advisors, twenty person/months of short-term consultants, ten long-term and eight short-term participants, some commodities and the construction of a warehouse for central medical stores. The estimated duration of the project is five years, FY 1985 - FY 1990.

The host country contribution is expected to be nearly \$1,000,000. This would include local salaries, international travel, support for technical advisors, in-country training and in-country travel.

Other donors are also active in assisting the MOH to improve the rural health delivery system. Their efforts complement this proposed AID project. The Germans are funding clinic renovation and construction in the rural areas. UNICEF is involved in a number of health areas, including training of Rural Health Motivators (village health workers) and assistance in the Expanded Program of Immunization (EPI) and the Oral Rehydration Program. Also, the World Health Organization (WHO) is supporting in-service training, providing commodities for family planning activities, and financing services of a health educator for the MOH.

Beneficiaries:

The ultimate beneficiaries of the project will be the rural poor, especially mothers and children who will have better access to a more effective rural health system. The direct beneficiaries will be those Swazis who will receive training in the U.S. and in Swaziland.

Country/Office USAID/SWAZILAND

NEW PROJECT NARRATIVE

DIFFUSION OF PRACTICAL KNOWLEDGE, 645-0221

Proposed Funding: LOP \$2,000,000 Grant

FY 1985 Funding: \$500,000 Grant

Appropriation Account: EH

Purpose:

To promote the dissemination of practical information on agriculture, health and other development topics through use of Swaziland's mass communications media.

Background:

This proposed project is relevant to AID worldwide policies, Africa Bureau Strategy and USAID Swaziland's strategy in a number of ways. The most important is that it provides opportunities for carrying out objectives in a number of key sectors, promoting transfer of technology directly to the people of Swaziland. Although Swaziland is a small country, basic practical knowledge on a wide range of topics--including health, education, nutrition, agriculture, and family planning to name just a few--often is not effectively communicated to the general population. Important new information is being generated or adapted continuously through many of Swaziland's development activities. Much of it could be put to use quickly by Swazis to safeguard the health of their children, to plant a certain crop at the right time and know where to sell it at the best price, to learn new skills or improve old ones, etc., if that information were made immediately available.

Many different institutions and organizations do contact significant numbers of people--rural health clinics, agricultural extension services, primary and secondary school courses, and others--but practical information is passed on in a fragmented manner by people who are trained to provide services but are rarely trained to communicate information to client populations in a coordinated, interesting and useful manner.

Publications, television and radio reach all areas of the Kingdom of Swaziland and could be used very effectively to disseminate development information throughout the country. This project proposes to strengthen the capabilities of Swaziland's communications resources, and, in particular, the Swaziland Broadcasting Service (SBS), to: (1) provide practical information on a number of topics key to development and to the improvement of the quality of life among poorer Swazis, (2) promote the participation of large numbers of Swazis

in development activities, and (3) motivate individuals and local groups to make changes and improvements that could increase agricultural productivity, decrease childhood mortality, and, in general, improve the quality of life.

Each line ministry -- agriculture, education, health, etc.--has a communications officer responsible for the production of information programs in support of the activities of that ministry. These programs are supposed to provide information and motivation for people to take actions to improve their living conditions. Unfortunately, most of these officers have little training or experience in effective communications, especially in the production of radio programs, which is the principal vehicle for these information programs.

While it might be possible to address these problems and gain an acceptable level of technology transfer by developing projects with each separate ministry, USAID/Swaziland believes that working primarily with the communications media offers opportunities for coordinating information on a broad range of development activities, for involving the private sector in the diffusion of practical knowledge, and for making a greater impact more quickly on a larger number of people. The SBS, with radio coverage for all of Swaziland, will be the focal point of assistance efforts under this project. Ministry communication units will receive some institutional support as well.

USAID/Swaziland and the Bureau for Science and Technology have sponsored two planning workshops to identify priority issues and requirements for the development of professional capabilities needed to enlist effective communications support for development activities in Swaziland. The response of Swazis participating in these workshops has been very positive.

Project Description:

The project will: (1) strengthen the SBS to enable it to support the various communications units in the ministries and coordinate information for broadcast throughout Swaziland, (2) provide professional level training in the design of practical information materials for publication or broadcast, thereby introducing quality materials which will attract target audiences; and (3) involve a broad range of public and private communications resources (educational institutions, traditional communication channels, community organizations, field extension workers, and various media used in advertising and promoting social resources and behavioral changes to improve standards of living) in actively passing on practical knowledge to a wide audience.

During the three-year period this project is underway, development communications training in the United States or third countries will be provided to an estimated 10 Swazis who are SBS staff members, communications officers

in government ministries, or staff members of voluntary agencies or private entities concerned with transmitting development information to the public. In-country training will be offered to an estimated 100 individuals from the same organizations.

Technical assistance will be provided by two long-term and several short-term advisors. One long-term advisor will be responsible for training in the design and implementation of development communication projects; the other will be responsible for training in radio broadcast design, production, and evaluation. Short-term advisors will provide assistance in both categories, as needed.

In addition, new communication and broadcasting equipment and improved facilities will be provided to support SBS and the communication activities of the various development ministries. The equipment will be needed to upgrade existing studios, provide portable recording capability, and permit the transcription and adaptation of materials developed in other countries. The specific equipment requirements will be determined by a broadcast engineering study.

Beneficiaries:

The immediate beneficiaries of this project will be those who participate in the training program provided by the project. Ultimate beneficiaries will be the rural and urban population of Swaziland who will receive information important to improved health, education, and economic welfare.

FY 1985 ANNUAL BUDGET SUBMISSION

TABLE V - FY 1985 PROPOSED PROGRAM RANKING		Country/Office				
RANK	PROGRAM ACTIVITY	ONGOING NEW	LOAN GRANT	APPR ACCT	PROGRAM FUNDING (\$000)	
	DESCRIPTION				INCR	CUM
1	645-0218 Swaziland Manpower Development	0	G	EH	2,000	2,000
2	645-0212 Cropping Systems Research and Extension Training	0	G	FN	1,400	3,400
3	645-0217 Small Farmer Irrigation	0	L/G	FN	2,000	5,400
4	645-0221 Diffusion of Practical Knowledge	N	G	EH	500	5,900
5	645-0220 Rural Health Development	N	G	HE	1,500	7,400
6	645-0222 Small Enterprise Support (OPG)	N	G	SD	600	8,000
7	645-0214 Teacher Training	0	G	EH	1,000	9,000

Country/Office USAID/SWAZILAND

TABLE V - PROPOSED PROGRAM RANKING NARRATIVE

Ranking of projects for funding in FY 1985 was determined by USAID/Swaziland in the following manner:

1. First priority was assigned to the ongoing project Swaziland Manpower Development (645-0218) in order to highlight the Agency-wide and Swazi-specific focus on human resources development and to maintain momentum in the training program, stressing leadership and management training to build institutions critical to the development process.

2. Cropping Systems Research and Extension Training (645-0212), an ongoing project, is ranked number two. That project is directly relevant to the Africa Bureau concentration on agriculture, the CDSS objective of increasing agricultural production, and A.I.D. policies on technology transfer, institution building, and agricultural research.

3. The ongoing Small Farmer Irrigation project (645-0217), number three in the Table V ranking, addresses many of the same objectives noted in number 2 above and is a key project in assisting Swazi farmers to move from subsistence to commercial farming.

4. New project starts for FY 1985 are ranked fourth, fifth and sixth in Table V.

- The Diffusion of Practical Knowledge project (645-0221) links all of the USAID strategy objectives described in the Action Plan and cuts across Agency-wide sectoral policies to provide the general Swazi population with information on a variety of practical development topics in the fields of agriculture, education, health, nutrition, population, etc.

- The Rural Health Development project (645-0220), addresses A.I.D. health policy considerations of program design and management, institution building and promotion of economically viable health programs. It will impact directly on USAID's strategy of improving health status in Swaziland, particularly among children under two years of age.

- The Small Enterprise Support project (645-0222), proposed to be developed with an American PVO, will strengthen the Small Enterprise Development Company and provide direct assistance to small private enterprises, a major emphasis of A.I.D. policy.

5. Teacher Training (645-0214), an ongoing project, is placed last in the Table V ranking not because it is least important but because its funding position in FY 1985 is less critical than that of the other projects. It is an important segment in USAID's strategy of improving the educational system as a means of developing human resources and combatting rising unemployment. The project has major institution building and technology transfer elements.

Country/Office USAID/SWAZILAND

EVALUATION PLAN ISSUES NARRATIVE

As noted in previous Evaluation Plans, USAID/Swaziland will continue to use evaluation as a basic management tool to determine the effectiveness of its projects, both in terms of the appropriateness of their objectives and the progress made in achieving those objectives. In addition, project evaluations scheduled during Fiscal Years 1984 and 1985 will provide important insights into overall Mission progress in achieving the long-term objectives outlined in the USAID/Swaziland Action Plan.

The evaluation scheduled in FY 1984 for the Southern Africa Manpower Development project (645-0069) will provide information on the effectiveness of USAID/Swaziland's general manpower training during the past four years and is expected to result in recommendations that will improve the effectiveness of similar future projects. The results of this evaluation will indicate the most productive areas of focus for the USAID's proposed Swaziland Manpower Development project, which is scheduled for initial obligation in FY 1984. This is particularly important since the new project will include, for the first time, a major component of training for private sector individuals in skills important to the expansion of the country's private enterprises.

The evaluation of the Cropping Systems Research and Extension Training project (645-0212) will assess the effectiveness of efforts to promote changes in current agricultural methods and attitudes that are essential if small farmers on Swazi Nation Land are to move from subsistence to semi-commercial and commercial farming. In particular, the evaluation will focus on the effectiveness of the on-farm crop research method in which average Swazi farmers are the primary vehicles for the research. The ability and willingness of farmers to accept, adapt and utilize new farming techniques and cropping mixes is the key element in determining the project's success.

A major feature of the Rural Water-Borne Disease Control project (645-0087), scheduled for its second evaluation in FY 1985, is the prevention of communicable disease, particularly among children under two years of age. The evaluation will provide information on how well the USAID is achieving its long-range objective of promoting a shift in emphasis within national health programs from curative to preventative measures. The evaluation will highlight the effectiveness of preventive measures in controlling water-borne diseases and, thereby, reducing the cost to Swaziland's health delivery system of treating such diseases. It is expected that the findings will effectively demonstrate to Swazi health professionals the merit of concentrating on preventive measures in national health programs. The evaluation will also determine the need for future assistance to the Government of Swaziland in this important field.

The initial in-house evaluation scheduled in FY 1985 for the Teacher Training project (645-0214) will focus primarily on operational questions inherent in the beginning of any large project. However, it is expected that progress will be noted in the adoption of new teaching methods and primary school curricula that will encourage the teaching of the attitudes and skills necessary for Swazi school leavers to take advantage of employment opportunities within the Swazi economy.

TABLE VII - LIST OF PLANNED EVALUATIONS
 FY 1985 ANNUAL BUDGET SUBMISSION
 COUNTRY/OFFICE USAID/SWAZILAND

Project List (Project No. & Title)	FY 1984		FY 1985		Reasons/Issues	Funding Source (\$000)	USAID Person Days	Collateral AID Assistance	
	Last Eval Completed (Mo./Yr.)	Start To AID/W (Qtr)	Start To AID/W (Qtr)	Start To AID/W (Qtr)					
645-0069 Southern Africa Mangrove Development and Training	7/81	2nd	3rd		PES to determine effectiveness of SAMDP approach in meeting operational and training requirements for Swaziland's overall development efforts. The findings and recommen- dations of this evaluation are expected to provide the basis for a major new training program that will include training for private sector managers and entrepreneurs.	PDES	35	25	
645-0212 Cropping Systems Research and Extension Training	None	2nd	3rd		PES to assess effectiveness of cropping systems research approach for small farmer agriculture and to review progress in the develop- ment of in-service training for extension agents.	OE	10	25	One USDH Farm Systems Research expert and one REDSO/ESA Agricultural Officer.
645-0087 Rural Water- Borne Disease Control	9/83		4th	4th	PES to assess progress against established objectives, to review lessons learned and to determine need for additional assistance for the control of rural water-borne disease.	Pro- ject/ OE	45/8	20	REDSO/ESA Engineer and Rural Sociologist.
645-0214 Teacher Training	None		4th	4th	PES to monitor progress against workplans and to identify implementation problems.			30	
Mission Evaluation Officer: Jimmy O. Philippott, Deputy Director; 10% of time devoted to evaluation work.									

TABLE VIII - FY 1983

ORGANIZATION USAID/SWAZILAND

<u>EXPENSE CATEGORY</u>	<u>FUNCTION CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
<u>U.S. DIRECT HIRE</u>	U100		792.8		792.8	XXXXX
U.S. CITIZENS BASIC PAY	U101	110	563.7		563.7	11.3
PT/TEMP U.S. BASIC PAY	U102	112	13.0		13.0	1.0
DIFFERENTIAL PAY	U103	116				XXXXX
OTHER AID/W FUNDED O.C. 11	U104	119				XXXXX
OTHER MISSION FUNDED O.C 11	U105	119				XXXXX
EDUCATION ALLOWANCES	U106	126	35.0		35.0	10.0
RETIREMENT - U.S.	U107	120	40.0		40.0	XXXXX
LIVING ALLOWANCES	U108	128				XXXXX
OTHER AID/W FUNDED O.C. 12	U109	129	16.1		16.1	XXXXX
OTHER MISSION FUNDED O.C.12	U110	129	1.6		1.6	XXXXX
POST ASSIGNMENT - TRAVEL	U111	212	3.0		3.0	1.0
POST ASSIGNMENT - FREIGHT	U112	22	15.5		15.5	1.0
HOME LEAVE - TRAVEL	U113	212	21.3		21.3	8.0
HOME LEAVE - FREIGHT	U114	22	23.0		23.0	8.0
EDUCATION TRAVEL	U115	215	18.6		18.6	7.0
R AND R TRAVEL	U116	215	27.2		27.2	14.0
ALL OTHER CODE 215 TRAVEL	U117	215	14.8		14.8	40.0
<u>FOREIGN NATIONAL DH</u>	U200		73.4		73.4	XXXXX
BASIC PAY	U201	114	67.0		67.0	7.8
OVERTIME, HOLIDAY PAY	U202	115	1.2		1.2	0.3
ALL OTHER CODE 11 - FN	U203	119	0.7		0.7	XXXXX
ALL OTHER CODE 12 - FN	U204	129	4.4		4.4	XXXXX
BENEFITS FORMER FN PERS.	U205	13	0.1		0.1	XXXXX
<u>CONTRACT PERSONNEL</u>	U300		49.9		49.9	XXXXX
PASA TECHNICIANS	U301	258	15.0		15.0	0.1
U.S. PSC - SALARY/BENEFITS	U302	113	1.7		1.7	0.1
ALL OTHER U.S. PSC COSTS	U303	255				XXXXX
F.N. PSC - SALARY/BENEFITS	U304	113	29.4		29.4	5.2
ALL OTHER F.N. PSC COSTS	U305	255	3.8		3.8	XXXXX
<u>HOUSING</u>	U400		190.3		190.3	XXXXX
RENT	U401	235	35.5		35.5	5.5
UTILITIES	U402	235	17.0		17.0	XXXXX
RENOVATION AND MAINT.	U403	259	34.0		34.0	XXXXX
QUARTERS ALLOWANCE	U404	127				
PURCHASES RES. FURN/EQUIP.	U405	311	45.5		45.5	XXXXX
TRANS./FREIGHT - CODE 311	U406	22	35.3		35.3	XXXXX
SECURITY GUARD SERVICES	U407	254	22.0		22.0	XXXXX
OFFICIAL RESIDENCE ALLOW.	U408	254				XXXXX
REPRESENTATION ALLOWANCE	U409	252	1.0		1.0	XXXXX

TABLE VIII - FY 1983

ORGANIZATION USAID/SWAZILAND

<u>EXPENSE CATEGORY</u>	<u>FUNCTION CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
<u>OFFICE OPERATIONS</u>	U500		<u>343.4</u>		<u>343.4</u>	<u>XXXXX</u>
RRNT	U501	234	<u>44.8</u>		<u>44.8</u>	<u>XXXXX</u>
UTILITIES	U502	234	<u>3.5</u>		<u>3.5</u>	<u>XXXXX</u>
BUILDING MAINT./RENOV.	U503	259	<u>11.6</u>		<u>11.6</u>	<u>XXXXX</u>
OFFICE FURN./EQUIP.	U504	310	<u>96.8</u>		<u>96.8</u>	<u>XXXXX</u>
VEHICLES	U505	312	<u>22.8</u>		<u>22.8</u>	<u>XXXXX</u>
OTHER EQUIPMENT	U506	319				<u>XXXXX</u>
TRANSPORTATION/FREIGHT	U507	22	<u>7.5</u>		<u>7.5</u>	<u>XXXXX</u>
COMMUNICATIONS	U508	230	<u>18.0</u>		<u>18.0</u>	<u>XXXXX</u>
SECURITY GUARD SERVICES	U509	254	<u>4.0</u>		<u>4.0</u>	<u>XXXXX</u>
PRINTING	U510	24	<u>0.5</u>		<u>0.5</u>	<u>XXXXX</u>
RIG/II OPERATIONAL TRAVEL	U511	210				
SITE VISITS	U512	210	<u>41.2</u>		<u>41.2</u>	<u>38.0</u>
INFORMATION MEETINGS	U513	210	<u>14.5</u>		<u>14.5</u>	<u>7.0</u>
TRAINING ATTENDANCE	U514	210	<u>9.4</u>		<u>9.4</u>	<u>3.0</u>
CONFERENCE ATTENDANCE	U515	210	<u>6.5</u>		<u>6.5</u>	<u>2.0</u>
OTHER OPERATIONAL TRAVEL	U516	210	<u>3.4</u>		<u>3.4</u>	<u>3.0</u>
SUPPLIES AND MATERIALS	U517	26	<u>21.1</u>		<u>21.1</u>	<u>XXXXX</u>
FAAS	U518	257	<u>17.0</u>		<u>17.0</u>	<u>XXXXX</u>
CONSULTING SVCS - CONT.	U519	259				<u>XXXXX</u>
MGT./PROF. SVCS. - CONT.	U520	259				<u>XXXXX</u>
SPEC. STUDIES/ANALYSES CONT.	U521	259				<u>XXXXX</u>
ALL OTHER CODE 25	U522	259	<u>20.8</u>		<u>20.8</u>	<u>XXXXX</u>
TOTAL O.E. BUDGET			<u>1449.8</u>		<u>1449.8</u>	<u>XXXXX</u>
RECONCILIATION (Less AID/W Allotment)			<u>649.8</u>		<u>649.8</u>	<u>XXXXX</u>
OPERATING ALLOWANCE REQUEST			<u>800.0</u>		<u>800.0</u>	<u>XXXXX</u>

OTHER INFORMATION:

Dollar requirement for local currency costs
 Exchange rate used (as of May 1, 1983)

\$592,000.00
\$1.00=E1.08

TABLE VIII - FY 1984

ORGANIZATION USAID/SWAZILAND

<u>EXPENSE CATEGORY</u>	<u>FUNCTION CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
<u>U.S. DIRECT HIRE</u>	U100		1037.1		1037.1	XXXXXX
U.S. CITIZENS BASIC PAY	U101	110	618.3		618.3	12.5
PT/TEMP U.S. BASIC PAY	U102	112	16.4		16.4	1.0
DIFFERENTIAL PAY	U103	116				XXXXXX
OTHER AID/W FUNDED O.C. 11	U104	119	1.0		1.0	XXXXXX
OTHER MISSION FUNDED O.C 11	U105	119				XXXXXX
EDUCATION ALLOWANCES	U106	126	75.6		75.6	
RETIREMENT - U.S.	U107	120	43.3		43.3	XXXXXX
LIVING ALLOWANCES	U108	128				XXXXXX
OTHER AID/W FUNDED O.C. 12	U109	129	20.0		20.0	XXXXXX
OTHER MISSION FUNDED O.C.12	U110	129	9.8		9.8	XXXXXX
POST ASSIGNMENT - TRAVEL	U111	212	49.0		49.0	7.0
POST ASSIGNMENT - FREIGHT	U112	22	93.0		93.0	7.0
HOME LEAVE - TRAVEL	U113	212	40.0		40.0	8.0
HOME LEAVE - FREIGHT	U114	22	22.5		22.5	8.0
EDUCATION TRAVEL	U115	215	18.0		18.0	7.0
R AND R TRAVEL	U116	215	18.0		18.0	12.0
ALL OTHER CODE 215 TRAVEL	U117	215	12.2		12.2	12.0
<u>FOREIGN NATIONAL DH</u>	U200		98.4		98.4	XXXXXX
BASIC PAY	U201	114	89.0		89.0	9.0
OVERTIME, HOLIDAY PAY	U202	115	1.2		1.2	0.3
ALL OTHER CODE 11 - FN	U203	119				XXXXXX
ALL OTHER CODE 12 - FN	U204	129	7.7		7.7	XXXXXX
BENEFITS FORMER FN PERS.	U205	13	0.5		0.5	XXXXXX
<u>CONTRACT PERSONNEL</u>	U300		54.3		54.3	XXXXXX
PASA TECHNICIANS	U301	258	15.0		15.0	
U.S. PSC - SALARY/BENEFITS	U302	113	5.0		5.0	0.5
ALL OTHER U.S. PSC COSTS	U303	255				XXXXXX
F.N. PSC - SALARY/BENEFITS	U304	113	31.0		31.0	4.5
ALL OTHER F.N. PSC COSTS	U305	255	3.3		3.3	XXXXXX
<u>HOUSING</u>	U400		197.8		197.8	XXXXXX
RENT	U401	235	44.5		44.5	6.5
UTILITIES	U402	235	19.7		19.7	XXXXXX
RENOVATION AND MAINT.	U403	259	32.0		32.0	XXXXXX
QUARTERS ALLOWANCE	U404	127				
PURCHASES RES. FURN/EQUIP.	U405	311	30.2		30.2	XXXXXX
TRANS./FREIGHT - CODE 311	U406	22	43.9		43.9	XXXXXX
SECURITY GUARD SERVICES	U407	254	25.0		25.0	XXXXXX
OFFICIAL RESIDENCE ALLOW.	U408	254				XXXXXX
REPRESENTATION ALLOWANCE	U409	252	2.5		2.5	XXXXXX

TABLE VIII - FY 1984

<u>ORGANIZATION</u>		<u>USAID/SWAZILAND</u>				
<u>EXPENSE CATEGORY</u>	<u>FUNCTION CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
<u>OFFICE OPERATIONS</u>	U500		297.4		297.4	XXXXX
RENT	U501	234	42.5		42.5	XXXXX
UTILITIES	U502	234	5.0		5.0	XXXXX
BUILDING MAINT./RENOV.	U503	259	13.0		13.0	XXXXX
OFFICE FURN./EQUIP.	U504	310	7.5		7.5	XXXXX
VEHICLES	U505	312				XXXXX
OTHER EQUIPMENT	U506	319				XXXXX
TRANSPORTATION/FREIGHT	U507	22	3.3		3.3	XXXXX
COMMUNICATIONS	U508	230	25.0		25.0	XXXXX
SECURITY GUARD SERVICES	U509	254				XXXXX
PRINTING	U510	24	0.5		0.5	XXXXX
RIG/II OPERATIONAL TRAVEL	U511	210				
SITE VISITS	U512	210	54.7		54.7	42.0
INFORMATION MEETINGS	U513	210	12.0		12.0	8.0
TRAINING ATTENDANCE	U514	210	32.0		32.0	14.0
CONFERENCE ATTENDANCE	U515	210	15.0		15.0	9.0
OTHER OPERATIONAL TRAVEL	U516	210	5.0		5.0	4.0
SUPPLIES AND MATERIALS	U517	26	25.0		25.0	XXXXX
FAAS	U518	257	18.0		18.0	XXXXX
CONSULTING SVCS - CONT.	U519	259				XXXXX
MGT./PROF. SVCS. - CONT.	U520	259	5.0		5.0	XXXXX
SPEC. STUDIES/ANALYSES CONT.	U521	259				XXXXX
ALL OTHER CODE 25	U522	259	33.9		33.9	XXXXX
TOTAL O.E. BUDGET			1685.0		1685.0	XXXXX
RECONCILIATION (Less AID/W Allotment)			717.0		717.0	XXXXX
OPERATING ALLOWANCE REQUEST			968.0		968.0	XXXXX

OTHER INFORMATION:

Dollar requirement for local currency costs

\$700,000.00

Exchange rate used (as of May 1, 1983)

\$1.00 = E1.08

Estimated Wage Increases - FY 1983 to FY 1984

15%

Estimated Price Increases - FY 1983 to FY 1984

15%

TABLE VIII - FY 1985

ORGANIZATION		USAID/SWAZILAND				
EXPENSE CATEGORY	FUNCTION CODE	OBJECT CLASS	DOLLAR FUNDED	TRUST FUNDED	TOTAL BUDGET	UNITS
<u>U.S. DIRECT HIRE</u>	U100		1148.0		1148.0	XXXXX
U.S. CITIZENS BASIC PAY	U101	110	677.1		677.1	13.8
PT/TEMP U.S. BASIC PAY	U102	112	16.8		16.8	1.0
DIFFERENTIAL PAY	U103	116				XXXXX
OTHER AID/W FUNDED O.C. 11	U104	119	1.0		1.0	XXXXX
OTHER MISSION FUNDED O.C 11	U105	119				XXXXX
EDUCATION ALLOWANCES	U106	126	135.5		135.5	15.0
RETIREMENT - U.S.	U107	120	47.4		47.4	XXXXX
LIVING ALLOWANCES	U108	128				XXXXX
OTHER AID/W FUNDED O.C. 12	U109	129	22.8		22.8	XXXXX
OTHER MISSION FUNDED O.C.12	U110	129	11.8		11.8	XXXXX
POST ASSIGNMENT - TRAVEL	U111	212	33.0		33.0	7.0
POST ASSIGNMENT - FREIGHT	U112	22	106.7		106.7	7.0
HOME LEAVE - TRAVEL	U113	212	7.4		7.4	2.0
HOME LEAVE - FREIGHT	U114	22	4.8		4.8	2.0
EDUCATION TRAVEL	U115	215	25.2		25.2	8.0
R AND R TRAVEL	U116	215	43.3		43.3	18.0
ALL OTHER CODE 215 TRAVEL	U117	215	15.2		15.2	14.0
<u>FOREIGN NATIONAL DH</u>	U200		111.8		111.8	XXXXX
BASIC PAY	U201	114	102.4		102.4	9.0
OVERTIME, HOLIDAY PAY	U202	115	1.5		1.5	0.3
ALL OTHER CODE 11 - FN	U203	119				XXXXX
ALL OTHER CODE 12 - FN	U204	129	7.4		7.4	XXXXX
BENEFITS FORMER FN PERS.	U205	13	0.5		0.5	XXXXX
<u>CONTRACT PERSONNEL</u>	U300		54.0		54.0	XXXXX
PASA TECHNICIANS	U301	258	15.0		15.0	
U.S. PSC - SALARY/BENEFITS	U302	113	5.0		5.0	0.3
ALL OTHER U.S. PSC COSTS	U303	255				XXXXX
F.N. PSC - SALARY/BENEFITS	U304	113	30.6		30.6	4.0
ALL OTHER F.N. PSC COSTS	U305	255	3.4		3.4	XXXXX
<u>HOUSING</u>	U400		208.8		208.8	XXXXX
RENT	U401	235	60.5		60.5	8.0
UTILITIES	U402	235	26.1		26.1	XXXXX
RENOVATION AND MAINT.	U403	259	36.8		36.8	XXXXX
QUARTERS ALLOWANCE	U404	127				
PURCHASES RES. FURN/EQUIP.	U405	311	20.7		20.7	XXXXX
TRANS./FREIGHT - CODE 311	U406	22	29.6		29.6	XXXXX
SECURITY GUARD SERVICES	U407	254	32.6		32.6	XXXXX
OFFICIAL RESIDENCE ALLOW.	U408	254				XXXXX
REPRESENTATION ALLOWANCE	U409	252	2.5		2.5	XXXXX

TABLE VIII - FY 1985

ORGANIZATION USAID/SWAZILAND

<u>EXPENSE CATEGORY</u>	<u>FUNCTION CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
<u>OFFICE OPERATIONS</u>	U500		<u>386.0</u>		<u>386.0</u>	<u>XXXXX</u>
RENT	U501	234	<u>48.9</u>		<u>48.9</u>	<u>XXXXX</u>
UTILITIES	U502	234	<u>6.0</u>		<u>6.0</u>	<u>XXXXX</u>
BUILDING MAINT./RENOV.	U503	259	<u>15.4</u>		<u>15.4</u>	<u>XXXXX</u>
OFFICE FURN./EQUIP.	U504	310	<u>4.2</u>		<u>4.2</u>	<u>XXXXX</u>
VEHICLES	U505	312	<u>24.5</u>		<u>24.5</u>	<u>XXXXX</u>
OTHER EQUIPMENT	U506	319				<u>XXXXX</u>
TRANSPORTATION/FREIGHT	U507	22	<u>5.8</u>		<u>5.8</u>	<u>XXXXX</u>
COMMUNICATIONS	U508	230	<u>28.7</u>		<u>28.7</u>	<u>XXXXX</u>
SECURITY GUARD SERVICES	U509	254				<u>XXXXX</u>
PRINTING	U510	24	<u>0.5</u>		<u>0.5</u>	<u>XXXXX</u>
RIG/II OPERATIONAL TRAVEL	U511	210				
SITE VISITS	U512	210	<u>67.2</u>		<u>67.2</u>	<u>52.0</u>
INFORMATION MEETINGS	U513	210	<u>21.1</u>		<u>21.1</u>	<u>13.0</u>
TRAINING ATTENDANCE	U514	210	<u>34.2</u>		<u>34.2</u>	<u>15.0</u>
CONFERENCE ATTENDANCE	U515	210	<u>24.7</u>		<u>24.7</u>	<u>14.0</u>
OTHER OPERATIONAL TRAVEL	U516	210	<u>10.0</u>		<u>10.0</u>	<u>6.0</u>
SUPPLIES AND MATERIALS	U517	26	<u>28.8</u>		<u>28.8</u>	<u>XXXXX</u>
FAAS	U518	257	<u>22.0</u>		<u>22.0</u>	<u>XXXXX</u>
CONSULTING SVCS - CONT.	U519	259				<u>XXXXX</u>
MGT./PROF. SVCS. - CONT.	U520	259	<u>5.0</u>		<u>5.0</u>	<u>XXXXX</u>
SPEC. STUDIES/ANALYSES CONT.	U521	259				<u>XXXXX</u>
ALL OTHER CODE 25	U522	259	<u>39.0</u>		<u>39.0</u>	<u>XXXXX</u>
TOTAL O.E. BUDGET			<u>1908.6</u>		<u>1908.6</u>	<u>XXXXX</u>
RECONCILIATION (Less AID/W Allotment)			<u>787.1</u>		<u>787.1</u>	<u>XXXXX</u>
OPERATING ALLOWANCE REQUEST			<u>1121.5</u>		<u>1121.5</u>	<u>XXXXX</u>

OTHER INFORMATION:

Dollar requirement for local currency costs
Exchange rate used (as of May 1, 1983)

\$850,000.00
\$1.00 = E1.08

Estimated Wage Increases - FY 1984 to FY 1985
Estimated Price Increases - FY 1984 to FY 1985

15%
15%

Country/Office USAID/SWAZILAND

TABLE VIII - OPERATING EXPENSE NARRATIVE

Section A. Management Improvement

USAID/Swaziland plans to make the following management improvements during the next two years:

USAID will provide increased in-service training for FSN staff to enable them to assume greater responsibilities, particularly in the area of financial management. At the same time, the possibility of employing host country professionals in the fields of agriculture, education and health will be explored. Such personnel would relieve over-burdened USDH technical staff of many of their more time-consuming operational responsibilities and permit them to concentrate on policy-level issues and functions.

In the development of new projects, increased responsibilities will be given to technical assistance contract teams so that they can operate more independently of USAID. This will decrease the demands on USDH staff time for day-to-day project management. For example, future project procurement will be carried out either by the contractor or by the host government. To the maximum extent possible, participant training will be managed by the prime contractor in each new project.

USAID/Swaziland is in the process of procuring a Wang mini-computer/word processor. The acquisition of this new equipment is expected to decrease significantly the professional staff time now consumed by clerical and other repetitive tasks.

While the effects of the foregoing management improvements are difficult to quantify, it is estimated that by implementing them we will be able to make the staff time equivalent of one USDH position available for higher priority activities. The value of such additional USDH staff time would be approximately \$120,000 per year. More importantly, in the face of continuing staff limitations, such management improvements will enable USAID/Swaziland to improve its operating effectiveness and handle the workload associated with an increasing project portfolio without an increase in the USDH staff permanently assigned to post.

Section B. Justification for Funding Changes

The largest increase in operating expenses from FY 1982 to FY 1983 in the U-100 functions level is due to the unusually low number of post assignments taking place in FY 1983. USAID/Swaziland anticipates only one post assignment in FY 1983, but seven will be required in FY 1984, and another seven in FY 1985. Budgeting for these changes causes increases not only

in post assignment travel (from 18.5 in FY 1983, to 142.0 and 139.7 in FY 1984 and FY 1985, respectively), but also in education allowances (from 35.0 in FY 1983, to 90.6 in FY 1984 and 135.5 in FY 1985) and in other allowances (U-110), from 1.6 in FY 1983 to 9.8 in FY 1984, and 11.8 in FY 1985).

The increases in the U-200 level are due to the addition of two professional FSN staff in FY 1984 plus anticipated salary increases of 15 percent annually.

The fluctuation in function U-500 is related to (1) procurement of computer equipment in FY 1983, but not in FY 1984 or FY 1985, (2) procurement of two replacement vehicles in both FY 1983 and FY 1985 but none in FY 1984, and (3) increased travel for training of both local and USDH personnel and more frequent site visits by regional staff due to increasing project portfolios in the countries served by such personnel.

Section C. Trust Funds

There is no current trust fund agreement, nor are there plans to develop one. The Swaziland Government contributes significantly to AID-financed projects by assuming responsibility for direct payment of local project operating costs and international air travel for participants in those projects.

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TABLE VIII(b)
OBLIGATIONS FOR WP SYSTEMS
(\$000)

USAID/SWAZILAND

	-----Fiscal Year-----		
	1983	1984	1985
A. Capital Investments in W/P Equipment	86.5*	-	-
B. W/P Equipment Rental and Supplies	-	10.0	10.0
C. Other W/P Costs		5.0	5.0
Maintenance		8.2	8.2
Total	86.5*	23.2	23.2
 Amount included in <u>Mission allowance</u> for existing systems	-	-	-
 Amount included in <u>Mission allowance</u> for new/expanded systems	86.5	23.2	23.2

* The U.S. Headquarters of WANG has indicated that the proposed system will require redundancy. USAID and the local WANG representative currently disagree with that view. AID's Office of Information Resources Management will review information on requirements for Swaziland and work with WANG/U.S. to determine how much, if any, redundancy is required. The capital investment shown above could be reduced by as much as \$21,200, depending upon decisions resulting from the survey.

Country/Office USAID/SWAZILAND

TABLE VIII(b) - WORD PROCESSING NARRATIVE

USAID/Swaziland has been authorized by M/SER/IRM to procure a WANG Office Information System (OIS) Model 140-3 with six work stations in FY 1983. A reservation of \$86,500 from the FY 1983 budget has been made for the cost of purchasing and shipping this equipment. USAID hopes to receive the system and place it into service in early FY 1984. Arrangements are being made with the local WANG representative to provide basic training to USAID staff, foreign national and USDH, in word processing and statistical applications.

The acquisition and use of the new equipment will improve USAID/Swaziland operations in a number of important areas. For example, we are working with the Regional Financial Management Center in Nairobi to establish a telecommunications link that will permit USAID/Swaziland to enter data directly into the RFMC computer. This will improve the timeliness of our financial information and will reduce the requirement for the USAID to maintain cuff records of all financial transactions. In addition, the WANG OIS will enable USAID to access the "Datel" system of the U.S. Disbursing Office in Paris. This will permit USAID to order checks by cable and, thereby, reduce the time required for receipt of checks by at least one week. This will be important in assuring USAID compliance with the requirements of the Prompt Payment Act.

The Regional Economist provides services to USAIDs in Swaziland, Botswana, and Lesotho on a regular basis and to the USAIDs in other Southern African countries on request. He has been using his privately-owned personal micro-computer for economic and financial analyses required for program development, project design and for evaluations. He has also assisted the various host government planning ministries with data analysis and economic models used by them for policy formulation and discussions with donor organizations. The new equipment will provide increased data handling capability for the Regional Economist and permit more comprehensive analysis of economic development within the Southern Africa region.

The new equipment's wordprocessing functions will allow our secretarial staff to increase their output significantly. It will also decrease the time it takes to correct columinous documents while increasing the quality of the finished product.

The post's Joint Administrative Office (JAO) will share the cost of the OIS and use it for properly management, monitoring orders in transit, and accumulating data on various cost centers for improved management control. The JAO plans to have three workstations in addition to the six planned for the USAID.

The increasing size and complexity of the USAID portfolio without concomitant increases in personnel makes it essential that project monitoring be automated to some extent. The OIS will be used by project officers to keep track of project activities and progress toward project objectives. For example, with the automation of participant training records, project managers will be able to closely monitor the academic performance of participants and maintain current projections for training completion dates without extensive and time-consuming analysis of participant files. This will permit better planning of work programs for contractor personnel and the host country institutions being assisted.

There are, in addition, many other project-related applications that improve project manager performance. The implementation schedules for all USAID projects will be maintained on the WANG OIS. Actions required for orderly project progress can then be monitored by USAID management to determine and project staff workloads. This will permit improve utilization of limited USAID staff resources and permit mission management to adjust work schedules to meet priority operational needs.

TABLE IX(a) - WORKFORCE REQUIREMENTS (U.S. DIRECT HIRE)

SKILL CODE	COUNTRY/OFFICE POSITION TITLE	USAID/SWAZILAND WORKYEARS			
		FY 83	FY 84	FY 85	FY 86
011	Mission Director	1.0	1.0	1.0	1.0
012	Deputy Director	1.0	1.0	1.0	1.0
021	Program Economist	1.0	1.0	1.0	1.0
023	Program Officer	1.0	1.0	1.0	1.0
023	Assistant Program Officer	1.0	1.0	1.0	1.0
043	Controller	1.0	1.0	1.0	1.0
050	Secretary - Director	1.0	1.0	1.0	1.0
050	Secretary - Program Office	1.0	1.0	1.0	1.0
103	Agricultural Development Officer	1.0	1.0	1.0	1.0
103	IDI (Agricultural Development)	-	-	0.8	1.0
121	Project Manager	-	0.5	1.0	1.0
502	Health Development Officer	1.0	1.0	1.0	1.0
502	IDI (HLTH/POP/NUTN)	0.3	1.0	1.0	-
601	Human Resources Development Officer	1.0	1.0	1.0	1.0
850	Regional Legal Advisor	1.0	1.0	1.0	1.0
	TOTAL	12.3	13.5	14.8	14.0

TABLE IX(b) - WORKFORCE REQUIREMENTS (F.N. DIRECT HIRE)

COUNTRY/OFFICE		USAID/SWAZILAND			
SKILL CODE	POSITION TITLE	WORKYEARS			
		FY 83	FY 84	FY 85	FY 86
040	Assistant Controller	1.0	1.0	1.0	1.0
040	Accounting Technician	1.0	1.0	1.0	1.0
040	Accounting Assistant	1.0	1.0	1.0	1.0
040	Accounting Assistant	0.8	1.0	1.0	1.0
050	Senior Secretary	-	1.0	1.0	1.0
050	Senior Secretary	1.0	1.0	1.0	1.0
050	Clerk/Stenographer	1.0	1.0	1.0	1.0
072	Communications/Records Clerk	1.0	1.0	1.0	1.0
600	Training Assistant	1.0	1.0	1.0	1.0
	TOTAL	7.8	9.0	9.0	9.0

NON-BILATERAL ASSISTANCE
ACTIVITIES IN SWAZILAND

May 1983

Project Title & Number	Date Started	Terminal Date	AID/W Office Involved	Anticipated IOP \$ for Swaziland Activity	Priority	Estimated Average Amount of Mission Time in FY 1983
698-9801 Human Rights Fund for Africa: - 645-9801 Women and the Law Conference - 645-9801-02 Women and the Law Conference (Phase II)	1/83 6/83	1/83 6/83	AFR/RA AFR/RA	1,200 6,600	H H	3 days 3 days
- 645-9801-03 Research on Customary Law in Swaziland	Est. 8/83	8/85	AFR/RA	23,200	H	1 week
698-0407.16 IRT-RDA Outreach	8/80	2/84	AFR/RA	50,000	M	2 weeks
698-0421 CCCD	Est. 8/83	8/86	AFR/RA	923,100	H	3 weeks
931-1018 Mass Media/Health Practices	1982	Continuing	ST/ED	(Ongoing technical asst.)	H	3 weeks
931-1064 Nutrition Surveys and Surveillance	1981	1984	ST/W	110,000	H	3 weeks
931-1176 Water and Sanitation for Health (WASH)	1982	1983	ST/H	(Ongoing technical asst.)	H	5 days
932-0955 Family Planning International Assistance Program	1980	1985	ST/POP	Not available, yearly contracts. (81-84 total 140,796)	H	1 week
936-5715 Decentralized Hydropower	1983	1983	ST/EY	(6 Swazi participants at workshop, workshop held in Swaziland)	M	2 weeks
Program for International Training in Health (INTRAH) No. AID-DSPE-C-0058	1980	Continuing	ST/POP	(Ongoing technical asst.)	M	2 weeks
936-5920 Operational Research Project (PRICOR)	1983	1983	ST/H	(workshop)	M	3 days

<u>Project Title & Number</u>	<u>Date Started</u>	<u>Terminal Date</u>	<u>AID/W Office Involved</u>	<u>Anticipated LOP \$ for Swaziland Activity</u>	<u>Priority</u>	<u>Estimated Average Amount of Mission Time in FY 1983</u>
Health Admin. Training, Project Science and Technology, Inst. No. AFR-0000-C-00-2085-00	1983	1983	AFR/RA, AFR/TR/HN	Not available	H	2 days
936-5543 (2H-16) Mobile Public Health Training Program for Southern Africa	1982	1983	Science Advisor	Not available	M	4 days
698-0433 AMDP-II (AFGRAD)	1982	1986	AFR/RA	Not available	H	2 weeks
698-0506 Peace Corps SPA	1983	1984	AFR/RA	40,000	H	3 weeks
698-0444 CIMMYT - Farming Systems Research	1982	1985	AFR/RA	(Ongoing technical asst. and training)	H	2 days
NASPA-Cooperative Agreement	1983	1983	ST/MD	(Ongoing technical asst.)	M	5 days
698-0414 Regional Remote Sensing	1983	1983	AFR/RA	(Workshop)	M	1 day
CDA-SADCC Southern Africa Reconnaissance Visit on Ag Research	1983	1983	(CDA)	Not available	H	8 days