

**AGENCY FOR  
INTERNATIONAL  
DEVELOPMENT**



**ANNUAL BUDGET SUBMISSION  
FY 1980**

**OSARAC / SWAZILAND**

BEST AVAILABLE

**DEPARTMENT  
OF  
STATE**

JUNE 1978



OSARAC/SWAZILAND

ANNUAL BUDGET SUBMISSION - FY 1980

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TABLE I - LONG RANGE PLAN

DECISION UNIT: SWAZILAND 645

(\$ millions)

1

	FY 1978 ESTIMATE	FY 1979 REQUEST	FY 1980		FY 81	PLANNING PERIOD	
			MINIMUM	MARK		PROPOSED	FY 82
Food & Nutrition							
Grants		1.3	2.4	2.4	3.4	3.7	4.0
Loans							4.4
Population							
Grants		0.2	0.1	0.1	0.1	0.1	0.1
Loans							
Health							
Grants		1.7	0.6	0.8	1.5	1.6	1.8
Loans							2.0
Education							
Grants		1.8	1.2	1.7	4.9	5.4	5.9
Loans							6.5
Selected Development							
Activities							
Grants		-	-	-	1.4	1.5	1.7
Loans							1.9
Total Functional							
Accounts							
Grants		5.0	4.3	5.0	11.3	12.3	13.5
Loans							14.9
Security Supporting							
Assistance							
Grants	6.6	5.0	-	-	-	-	-
Loans	5.4	-	-	-	-	-	-
Total Program							
Grants	12.0	10.0	4.3	5.0	11.3	12.3	13.5
Loans	6.6						14.9
	5.4						

(\$ millions)

2

	FY 1978 ESTIMATE	FY 1979 REQUEST	FY 1980		FY 81	FY 82	FY 83	FY 84
			MINIMUM	MARK				
			PROPOSED					
PL 480 (non-add)	(0.3)	(0.2)	-	-	-	-	-	-
Title I (of which								
Title III)	(0.5)	(0.2)						
Title II								
Housing Guaranties (non-add)			-	(2.0)	-	-	-	-
Personnel (in workyears)								
Mission - U.S.	*	10.1	7.3	7.3	8.0	8.0	9.0	10.0
- F.N.	*	16.0	16.0	16.0	10.0	11.0	11.0	12.0
TDY - U.S.D.H.	*	(3.0)	(3.0)	(3.0)	(3.0)	(4.0)	(4.0)	(4.0)
Contract, other -	*	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Operating Expenses	*	0.9	0.8	0.8	0.8	0.8	0.8	0.8

\*OSARAC staffing levels and Operating Expenses budget handled on regional basis in FY 1978.

DECISION UNIT: Swaziland 645

3

OSARAC/SWAZILAND

TABLE III

(In thousands of U.S. dollars)

Budget Year FY 1980

	FY 1978	PERSONNEL		CY FY 1979	PERSONNEL		MINIMUM	PERSONNEL		MARK	PERSONNEL		PROPOSED	PERSONNEL	
		US	FN		US	FN		US	FN		US	FN		US	FN
<u>Food and Nutrition</u>															
Co-operatives and Marketing (0055)	516	0.6	-	634	0.6	-	522	0.5	-	522	0.5	-	522	0.5	-
Rural Development Area Infra-G structure Support (0068)	2,077	0.8	-	1,677	0.5	0.5	1,828	0.5	0.5	1,828	0.5	0.5	1,828	0.5	0.5
Produce and Marketing (0206)	5,400	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Swaziland Mohair Production (0210)	-	-	-	484	0.3	-	-	0.3	-	-	0.3	-	677	0.3	-
Sub-total	7,993	1.4	-	2,997	1.5	0.5	2,350	1.4	0.5	2,350	1.4	0.5	3,109	1.4	0.5
Grant Loan	2,593	1.4	-	2,997	1.5	0.5	2,350	1.4	0.5	2,350	1.4	0.5	3,109	1.4	0.5
5,400	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<u>Health and Population</u>															
Health Manpower Training (0062)	592	0.2	-	1,189	0.2	-	100	0.2	-	100	0.2	-	100	0.2	-
Rural Water Borne Disease (0087)	-	0.2	-	640	0.2	-	600	0.1	-	800	0.1	-	800	0.1	-
Sub-total Grants	592	0.4	-	1,829	0.4	-	700	0.3	-	900	0.3	-	900	0.3	-
<u>Education and Human Resources</u>															
SAMD (0069)	969	0.1	0.1	2,707	0.2	0.1	600	0.2	0.1	1,000	0.2	0.1	2,969	0.2	0.1
University College Swaziland (0081)	1,684	0.1	-	210	0.1	-	-	0.1	-	120	0.1	-	120	0.1	-
SIMPA (0202)	-	-	-	-	0.1	-	-	0.2	-	-	0.2	-	1,100	0.2	-
Rural Education Centers (0201)	-	0.1	-	-	0.1	-	-	0.1	-	-	0.1	-	250	0.1	-
Institute for Development Research (0204)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Primary Curriculum Development (0009)	621	0.1	-	700	0.1	-	656	0.1	-	656	0.1	-	656	0.1	-
Southern Africa Development Personnel & Training (0030)	121	0.2	-	-	0.2	-	-	0.2	-	-	0.2	-	-	0.2	-
Sub-total Grants	3,395	0.6	0.1	3,617	0.9	0.1	1,256	1.0	0.1	1,776	1.0	0.1	5,595	1.0	0.1



ACTIVITY	SECTION UNIT OSARAC/SWAZILAND												
	FY 1978						FY 1979						
	FUNDING	PERSONNEL	US	FN	PERSONNEL	US	FN	PERSONNEL	US	FN	PERSONNEL	US	FN
<u>NON-PROGRAM ACTIVITIES</u> <u>2/</u>													
Policy Direction and Management	1/				911.3	8	20.0	77.9	5.3	20.0	77.9	5.3	20.0
Financial Management					3.5	1.0	3.3	1.0	3.3	1.0	3.3	1.0	3.3
Mission Support					1.2	5.0	1.0	5.0	1.0	5.0	1.0	5.0	1.0
IDIs					NO ENTRY	2.1	14.0	NO ENTRY	1.0	14.0	NO ENTRY	1.0	14.0
Other (specify)													
Non-Mission Specific Personnel													
Operating Expenses:													
Personnel					624.0	NO ENTRY	NO ENTRY	504.0	NO ENTRY	504.0	NO ENTRY	NO ENTRY	504.0
Housing					60.7	NO ENTRY	76.5	76.5	NO ENTRY	76.5	NO ENTRY	76.5	NO ENTRY
Office Operations					226.6	NO ENTRY	197.4	197.4	NO ENTRY	197.4	NO ENTRY	197.4	NO ENTRY
TOTAL					911.3		777.9	777.9		777.9		777.9	

Appendix 3A3  
Exhibit 3-1

1/ See separate schedules for OSARAC for FY 78 Personnel and Budget Data  
2/ Foreign National personnel data includes both direct hire and personal service contract O.E. funded personnel.

AND 1100-11 (2-78)

TABLE IV A AND B - ACTIVITY DATA SHEETS

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TABLE IV.A. ACTIVITY DATA - NARRATIVE

7

645-0055 Cooperatives and Marketing

1. Purpose: To assist in developing a viable producer-oriented cooperative structure providing production-related inputs and marketing services to rural farmers.
2. Background: The overwhelming majority of Swazi farmers operate very small farms at an inefficient subsistence level. They follow traditional practices which are relatively unproductive. The GOS is trying to transform these practices as "the" approach to raising rural incomes. An integrated area-based rural development scheme (RDA) is being used as the comprehensive strategy to affect this transformation and AID is supporting this reinforcing effort through another project (645-068). This project focuses on providing skills and training to strengthen the Central Cooperative Union (CCU) (to which all registered cooperatives belong), and the Ministry of Commerce and Cooperatives, which administers local producer/marketing cooperatives. Arrangements have been made between the Swaziland Development and Savings Bank and CCU to facilitate the credit/purchase/production/marketing cycle for small farmers; through the Cooperatives, credit funds are being applied to bulk purchases of farm inputs which will be used on approximately 39,000 hectares of cultivated land by co-op members.
3. Progress to Date: Six technicians (under an AID funded contract with the Cooperative League of USA) had been fielded by the end of the second quarter of FY 78. They have begun implementation by providing field training for local cooperatives staff and operational management advice to CCU, district cooperatives, and primary societies. Six staff houses have been constructed for the advisors and twelve vehicles have been purchased and put into operation, moving agriculture inputs out to the producers and collecting increased agriculture products. A small farmer cotton credit and marketing scheme has been implemented. The volume of all crop production inputs handled by the cooperatives during FY 78 has been increased significantly over FY 77 volume, i.e. fertilizer tonnage was increased by 110 percent. This is running ahead of the short term distribution objectives.
4. Beneficiaries: Approximately 14,400 small Swazi farmers will benefit from this activity by having access to the production inputs needed to utilize new agriculture production systems and through improved access to markets for their produce. Cost per family benefited is approximately \$37.00.
5. Current Year Program: During FY 79 the U.S. technicians will continue to provide field training of local cooperatives staff and introduce more complex training lessons for operational-management staff at CCU. The volume of inputs and farm produce marketed through cooperative channels

will be increased as the above training improves administrative capacity and introduces and implements more effective operating procedures. A large segment of participant academic training in the U.S. will be carried out during this year.

6. Budget Year Program: During FY 80 the project will receive its final obligation of funds. The role of U.S. technicians will change to a quasi-operational mode as participants return from training and absorb an increasing amount of responsibility. On-the-job training will become more intensive and further increases will be made in farm inputs and marketed production.

7. Major Outputs:

(a) Trained Swazis in CCU management positions.	16
(b) Primary societies offering marketing services.	22
(c) Warehouses constructed/renovated and well supplied.	6
(d) Primary societies with trained staff.	39
(e) Radio links between CCU and farm service centers.	16
(f) Marketing channels and marketing arrangements.	-
(g) Swazi farmers participating.	14,400
(h) Co-op members production increased by 50 to 75 percent over their traditional production.	

TABLE IVB ACTIVITY BUDGET DATA	ACTIVITY TITLE	DECISION UNIT	DECISION PACKAGE	BUDGET YEAR
	Cooperatives and Marketing	OSARAC/SMAZILAND	Minimum	FY 80
PROJECT NUMBER 645-0055	APPROPRIATION SA/IN	INITIAL OBLIGATION FY 76	FINAL OBLIGATION FY 80	TOTAL COST \$2,714
		DATE PP/REVISION 5/19/76	DATE LAST PAR	DATE NEXT PAR 8/78

ESTIMATED U.S. DOLLAR COST (\$ 000)

ACTIVITY INPUTS	FY 19 78		CY: 19 79		CY: 19 80		PIPE-LINE	EXPEN-DITURE	OBLI-GATION	PIPE-LINE	EXPEN-DITURE	OBLI-GATION	PIPE-LINE
	OBLI-GATION	EXPEN-DITURE	PIPE-LINE	FUNDING PERIOD (FR-TO)	OBLI-GATION	EXPEN-DITURE							
TOTAL-	516	644	850		634	770	714		522	600	636		
9 Cooperative Project staff, consultants and contractor provided training to degree level for 14 participants.	348	347	622	2/80-2/81	594	536	680		522	566	636		
Vehicles and Misc. Equipment	6	56	94	10/78-9/79		94							
Construction of 9 houses, warehouse renovation/construction, local budget support.	162	241	134	10/78-9/79	40	140	34		10/79-9/80	34			

HC AND OTHER DONOR	TOTAL-		OBLI-GATION	EXPEN-DITURE	PIPE-LINE	LIFE OF PROJECT									
	OBLI-GATION	EXPEN-DITURE													
HC Staff	190	71	190			71			950			71			
Facilities	44	44	44			44			44			44			
Operating Funds	75	75	75			75			75			75			

PERSONNEL WORKYEARS (XX, X)	PERSONNEL INTENSITY		PARTICIPANTS PROGRAMMED		FOOTNOTES
	TYPE A	TYPE B	TYPE A=NONCONTRACT	TYPE B=CONTRACT	
FUNDING	78	79	80	81	82
PROGRAM ACCOUNT	5.2	9.5	9.3	9.3	2.0
TDY (ADJ)	0.5		0.5		
OPERATING EXPENSES	0.6	0.6	0.5	0.5	0.5

TABLE IV.A. ACTIVITY DATA - NARRATIVE

645-0068 - Rural Development Area Infrastructure Support

10

1. Purpose: To strengthen Ministry of Agriculture capacity to carry out land development activities in the Rural Development Area (RDA) Program.
2. Background and Description: The Government of Swaziland has accorded the highest priority to the development of agriculture in the rural areas. This is supported in OSARAC's strategy for more equitable distribution of development benefits to rural Swazis. The chief objective is to promote, through the RDAs, the progressive transformation of traditional agriculture from subsistence to semi-commercial farming in order to raise incomes and create more opportunities for gainful employment amongst the rural population. This is constrained by problems of small land holdings, unorganized farmers, lack of access roads, serious erosion problems, arid-land horticulture, inadequate extension services, limited land development equipment and land use planning. The GOS is encouraging the formation of Coops to organize the farmers, and AID is supporting this reinforcing effort through another project (645-055). The Ministry of Agriculture's RDA program will expand the consolidation of land use, construct physical infrastructures, strengthen basic extension services and increase marketing of cash crops started under earlier rural development efforts. Project issues include how to bring about a land conservation program which includes Swazi nation and free hold land. This project will contribute to the short-term objective of drawing increased GOS funds into development projects which directly benefit the rural poor and away from heavy industrial investments which only indirectly benefit the poor majority. The project will consist of a grant portion to fund technical assistance and training, and a loan portion that will fund the purchase of required equipment. Project planning will be completed during the third quarter of FY 78 and actual implementation will begin in early FY 1979.
3. Beneficiaries: Approximately 80 percent of the Swazi population live in rural areas and engage in subsistence agriculture. This project will be a major means by which the standard of living of approximately 400,000 Swazis can be improved. Cost per person benefited, approximately \$21.32.
4. Current Year Program: During FY 79 the U.S. technicians will be assigned and begin to increase operational efficiency of existing heavy equipment. They will also start to upgrade MOA middle-level management and field staff. The process of identifying and processing candidates for U.S. and Africa academic and Africa non-academic training will begin. New equipment will be ordered.
5. Budget Year Program: During FY 80 two complete teams of U.S. technicians will be in full operation: one of these teams will be

totally involved in the training of heavy equipment operators and mechanics; and the other team will be doing land planning, follow-up on field implementation, supervising construction, and conducting on-the-job training in improved design and construction practices.

6. Major Outputs:

- (a) Land development that centers around improved farming systems following approved conservation measures.
- (b) Improved maintenance and repair of heavy equipment and increasing machine productivity by 100% by decreasing down time.
- (c) Functioning government institutions to carry out land development.
- (d) Increased operating efficiency of land development machinery by 20%.

<b>TABLE IVB ACTIVITY BUDGET DATA</b>	<b>ACTIVITY TITLE</b>	<b>DECISION UNIT</b>	<b>DECISION PACKAGE</b>	<b>BUDGET YEAR</b>
	Rural Development Area Infrastructure Support	OSARAC/Swaziland	Minimum	FY 1980
	<b>PROJECT NUMBER</b> 645-0068	<b>INITIAL OBLIGATION</b> FY 78	<b>FINAL OBLIGATION</b> FY 82	<b>TOTAL COST</b> \$8,529
	<b>APPROPRIATION</b> SA/TN	<b>DATE PP/REVISION</b> 7/78	<b>DATE LAST PAR</b> -	

ESTIMATED U. S. DOLLAR COST (\$ 000)

ACTIVITY INPUTS	FY 1978			FY 1979			FY 1980			PIPE-LINE		
	OBLI-GATION	EXPEN-DITURE	PIPE-LINE	FUNDING PERIOD (FR-TO)	OBLI-GATION	EXPEN-DITURE	PIPE-LINE	FUNDING PERIOD (FR-TO)	OBLI-GATION		EXPEN-DITURE	PIPE-LINE
	2,077	187	1,890		1,677	1,930	1,637		1,828		1,851	1,614
<b>TOTAL-</b>	1,560	87	1,473	10/78-9/80	1,160	1,253	1,380	10/80-9/81	1,360	1,360	1,380	
<b>GRANT</b>	517	100	417		-	417	-		-	-	-	
1. U.S. Technicians (17 long-term specialists in conservation, agriculture, range-management, heavy equipment, and training)	-	-	-	10/78-9/80	517	260	257	10/79-9/81	468	491	234	
2. Other costs (housing)	-	-	-		-	-	-		-	-	-	
3. Participant training (14 long-term in U.S. and 27 long-term in Africa)	-	-	-		-	-	-		-	-	-	
<b>LOAN</b>	5,400	-	5,400		-	2,400	3,000		-	3,000	-	
1. Heavy equipment, transport equipment, farm equipment, Support equipment and supplies	3,000	-	-		3,000	-	-		15,000	-	-	
<b>TOTAL-</b>	1,400	-	-		1,400	-	-		1,400	-	-	
HC AND OTHER DONOR	1,600	-	-		1,600	-	-		1,600	-	-	
<b>HC</b>												
IBRD, U.K., EEC												
Details will be developed during PP preparation.												

FUNDING	PERSONNEL WORKYEARS (XX.X)					PERSONNEL INTENSITY	PARTICIPANTS PROGRAMMED				FOOTNOTES
	FISCAL YEAR						TYPE A=NONCONTRACT		TYPE B=CONTRACT		
	1978	1979	1980	1981	1982		LONG-TERM	SHORT-TERM	LONG-TERM	SHORT-TERM	
PROGRAM ACCOUNT	1.0	16.2	17.0	11.5	10.0						
TDY (NON-)	1.0	0.3	0.2	0.6	0.1						
OPERATING EXPENSES	0.8	0.5	0.5	0.5	0.5						

645-0206 - Produce and Marketing

1. Purpose

To encourage increased production of fruits and vegetables by establishing a market system for production.

2. Background

Imports of fruits and vegetables to Swaziland have been on the increase since 1972, when according to GOS statistics, fruits and vegetables valued at E551,000 (\$637,176) were imported into the country. In the first half of 1976, this figure had reached E864,000 (\$999,129). Intensified production schemes have been tried, production has on a number of instances been increased only to glut the local market in the immediate area of production, and then rot in the fields due to a lack of established market infrastructure. This is due to a large extent to small scale farming operations averaging only 3 Ha. per family, or less, and scattered over a relatively large area, making collection difficult on a commercial basis. Consequently, local demand continues to increase above domestic supply. In October 1977, the AID-funded CLUSA technical assistance team to the Cooperatives and Marketing Project (645-0055) arrived. Their inputs and efforts increased the volume of fertilizer moved through the cooperatives by 110%, and it is expected that during the next crop season (78-79) this volume will increase another 40%. This increased volume of production inputs will, in itself, tend to increase production up to a certain point. However, unless there is a market infrastructure to handle this increase, it will not be sustainable.

3. Project Description

This project will organize and establish a produce marketing infrastructure under the administration of the on-going Cooperatives and Marketing Project to handle and redistribute an areas' excess production to areas of demand. It will also handle export marketing on certain crops grown in excess of domestic needs. This infrastructure will include warehousing, processing and refrigerated storage facilities, a small transport fleet, participant training, and technical assistance.

4. Beneficiaries

Approximately 70 percent (350,000) of the population of Swaziland resides on Swazi Nation Land (SNL), which is owned by the Swazi Nation and allocated to rural families for their use. According to a 1975 survey of SNL, only 22 percent of the households were in the commercial market system. These people (39,000 families) that become members of the Cooperatives will be the target group of

this project at an estimated project cost per family benefitted of 57 dollars.

5. Current Year Program

During the second quarter in FY 1979, the marketing manager will begin preparatory work for the balance of the 3-man team due to arrive in FY 1980. Procurement documents will be prepared for miscellaneous processing equipment and supplies; construction will begin on housing for the contract TA team, warehousing and other marketing facilities;

6. Budget Year Program

In FY 1980 construction of preliminary items will be completed; the TA-team will be fully fielded; participants will be identified and sent for training; commodities will be procured; crop and market information and data will be obtained; marketing procedures will be planned and implemented; and the process of establishing markets will be started.

7. Major Outputs

Cummulative outputs through LOP will be established during planning of this project.

<b>TABLE IVB ACTIVITY BUDGET DATA</b>	<b>ACTIVITY TITLE</b>		<b>DECISION UNIT</b>		<b>DECISION PACKAGE</b>		<b>BUDGET YEAR</b>		
	PRODUCE AND MARKETING		OSARAC/SWAZILAND		Proposed		FY 1980		
<b>PROJECT NUMBER</b>		<b>APPROPRIATION</b>		<b>INITIAL OBLIGATION</b>		<b>FINAL OBLIGATION</b>		<b>TOTAL COST</b>	
645-0206		SA/FN		FY 79		FY-82		2,208	
<b>DATE OF REVISION</b>		<b>DATE OF REVISION</b>		<b>DATE OF REVISION</b>		<b>DATE OF REVISION</b>		<b>DATE NEXT PAR</b>	
								8/80	

ESTIMATED U.S. DOLLAR COST (\$ 000)

ACTIVITY INPUTS	FY 1978		CY 1979		FY 1980		PIPE-LINE	EXPEN-DITURE	OBLI-GATION	PIPE-LINE	EXPEN-DITURE	OBLI-GATION	PIPE-LINE
	OBLI-GATION	EXPEN-DITURE	FUNDING PERIOD (FR-TO)	PIPE-LINE	FUNDING PERIOD (FR-TO)	EXPEN-DITURE							
<b>AID-FINANCED</b>	<b>TOTAL-</b>												
1. Three produce marketing specialists			5/79-9/79				96	388	484			677	167
2. Commodities (vehicles, processing equipment and supplies)			3/79-9/80				22	68	90			390	142
3. Construction of Warehouse & refrigerated storage facilities			6/79-9/80				36	140	176			-	-
4. Construction of technician housing			3/79-9/79				38	90	128			-	-
5. Participant training (12 long-term ( 4 short-term))							-	-	-			160	25
6. Local Budget Support							-	-	-			127	-
<b>HC AND OTHER DONOR</b>	<b>TOTAL-</b>												
To be determined during project design													

LIFE OF PROJECT

FUNDING	PERSONNEL WORKYEARS (XX, X)				PERSONNEL INTENSITY	PARTICIPANTS PROGRAMMED		FOOTNOTES
	1978	1979	1980	BEYOND		TYPE A=NONCONTRACT B=CONTRACT	FISCAL YEAR	
PROGRAM ACCOUNT	-	0.8	3.0	3.0	HIGH	LONG-TERM	1978 1979 1980	
TDY (NON-)	-	-	0.4	2.2	MEDIUM	SHORT-TERM		
OPERATING EXPENSES	-	0.3	0.3	0.2	LOW	LONG-TERM		
						SHORT-TERM		

TABLE IV.A. ACTIVITY DATA - NARRATIVE645-0210 - Swaziland Mohair Production

1. Purpose: To establish mohair production in Swaziland for domestic requirements and further encourage employment in local handicraft industry.
2. Background and Progress to Date: The Swaziland Government has a major interest in producing raw mohair to meet its domestic demand of 23 to 25 tons annually, raise farm incomes and diversify employment opportunities. A pilot-applied research effort has given positive indications that the mohair goat is environmentally adaptable to most of the country and will fit well into small farming systems. Plans are being made to carry out the production program in areas served by existing A.I.D.-supported rural development area programs. GOS has requested A.I.D. assistance for this activity which appears to be particularly suited to the poorest of small farmers who are traditionally the goat producers. Increased production of local mohair will also allow local handicraft industries to fabricate mohair rugs, weavings and other items for sale to Swaziland's large tourist trade.
3. Project Description: The project will support the establishment of a national foundation herd of purebred Angora goats, ewes and rams. Distribution of the breeding stock will be made to participating farmers through establishing a subsidized price for purchase of initial goats or trading in existing native breeds in exchange for purebred stock. The Swazi mohair program will be designed to avoid increased goat population and its associated deleterious effects on grazing lands.  
  
A vigorous training program for field technicians and producers will be carried out under the project.
4. Beneficiaries: The major benefits of this project will go to 3500 small farm families -- among the lowest income level in the country. Increased income per annum of \$276 per participating family is expected to result from the project activity. The estimated total LOP cost per family benefited is \$128.
5. Current Year Program: It is expected that during FY 79 suitable land will be obtained by the GOS to accommodate a "Mother Flock" of 500 purebred Angora ewes, and that the initial flock of 250 ewes will be purchased and placed in production. One participant trainee will be identified and sent to the U.S. to obtain a B.S. or M.S. degree in small animal production with emphasis on Angora goat production. Eighteen Agricultural Extension Agents and 180 farmers in the RDAs will be trained in Angora production technology and market economics.

6. Budget Year Program: The remaining 250 ewes will be purchased to bring the "Mother Flock" total to 500. Seventy-five purebred rams will be placed out with 75 carefully selected farmers. An additional 20 Agricultural Extension Agents and 380 farmers will be trained from within the RDAs in Angora production technology and market economics. Training will also be provided for 18 Agricultural Extension Agents and 180 farmers from outside the RDAs. Four participants, one from each of the four administrative districts in Swaziland, will be identified and sent to the RSA by GOS to receive training in grading of mohair. A demonstration clipping and handling center will be established.

7. Major Outputs:

- (a) Forty extension workers trained.
- (b) 3500 goat producers trained in Angora goat production technology and marketing.
- (c) Four grading technicians trained.
- (d) One degree-trained participant in small animal production.
- (e) Purebred foundation herd of 500 ewes and 750 rams established.
- (f) Breeding services being provided for 3500 goat producers.
- (g) 25 percent national indigenous goat herd upgraded as mohair producers.
- (h) Mohair producer cooperatives organized and marketing 250,000 kg. raw mohair annually.

<b>TABLE IVB ACTIVITY BUDGET DATA</b>	<b>ACTIVITY TITLE</b>		<b>DECISION UNIT</b>		<b>DECISION PACKAGE</b>		<b>BUDGET YEAR</b>
	SWAZILAND MOHAIR PRODUCTION		SARAC/SWAZILAND		Proposed		FY 80
<b>PROJECT NUMBER</b>		<b>APPROPRIATION</b>		<b>DATE PP/REVISION</b>		<b>DATE NEXT PAR</b>	
645-0210		SA/FN		PID - 7/78		10/80	
<b>ESTIMATED U. S. DOLLAR COST (\$ 000)</b>							

ACTIVITY INPUTS	FY 19 78		CY 1 19 79		FY 19 80		PIPE-LINE
	OBLI-GATION	EXPEN-DITURE	PIPE-LINE	FUNDING PERIOD (FR-TO)	OBLI-GATION	EXPEN-DITURE	
<b>TOTAL-</b>							
Technical Assistance (1 long-term contractor)				1/79-9/80	140	80	60
Commodities (breeding-related equipment)				1/79-9/80	30	20	10
Local Budget Support				1/79-12/79	2	2	2
Participant Training 1 long-term Misc. in-country				1/79-9/80	30	16	14
<b>TOTAL-</b>					202	118	84
							106
							80
							80
							82
							106

HC AND OTHER DONOR	PERSONNEL WORKYEARS (XX, X)		PERSONNEL INTENSITY	PARTICIPANTS PROGRAMMED		FOOTNOTES
	FISCAL YEAR	FISCAL YEAR		TYPE A=NONCONTRACT B=CONTRACT	FISCAL YEAR	
(all HC)	19 79	19 80	HIGH	19 79	19 80	LIFE OF PROJECT
Mother Flock	1.0	1.0	MEDIUM			128
Participant Training	1.0	1.0	MEDIUM			15
Ranch for foundation herd	0.1	0.1	LOW			
	0.1	0.1	LOW			

AID 1330-8 (3-78)

TABLE IV.A. ACTIVITY DATA - NARRATIVE645-0062 - Health Manpower Training

1. Purpose: (a) To institutionalize nursing and other para-medical training programs at the Swaziland Institute of Health Sciences and (b) to establish locally-staffed health services support systems.

2. Background and Progress to Date: The policy of the Government of Swaziland is to redirect health efforts toward broadened and improved basic services, emphasizing preventive activities for the rural populace. The key constraint to implementing this policy is lack of appropriately trained and directed staff, as well as administrative support systems. Thus, the GOS is establishing a basic training facility for various categories of health workers as well as health services support systems. A.I.D. is assisting with a five-member, long-term technical assistance team to design and implement training programs for various categories of nurses and other health workers. The team will also design and establish hospital and rural health services administrative support systems. Consultants, long- and short-term training, and local costs for construction of the training facility will also be provided.

Construction of the Institute for teaching Health Sciences and technician housing is well underway. The contract technical team has been selected and is in the last stages of preparation prior to entering the country and beginning operations. Initial participants have been selected and participant training in the United States will commence late in FY 78.

3. Beneficiaries: The entire nation of 530,000 will benefit from the health services improved through this project. Eighty-five percent of the population lives outside the urban areas and 73 percent are employed in the traditional sector where the per capita income is less than \$100 per year. The A.I.D. contribution to life of project cost per beneficiary is approximately eight dollars.

4. Current Year Program: Construction of the Health Training Institute will be completed. The contract team will continue establishment of the administrative support systems and commence the health worker training programs. Five additional participants will enter long-term training in the United States.

5. Budget Year Program: The contract technical team will continue its advisory activities. These include continuation of the design and installation of a revised management support system for the delivery of health services and continuation of training programs for health administrators, and various classes of health technicians. The initial class of four to eight health administrators will complete their one year basic training program during the year. Also, the first class of nurses will complete the first year of their four-year training program.

6. Major Outputs:

	<u>All Years</u>
Training facility built	1
Training programs on-going	7
Trained trainers	14
Trained planners	8
Trained nurses, etc	30

This entire block of outputs will contribute to the minimum package objective of providing basic social services to the rural poor while helping the GOS to develop the institutional capacity to continue these services permanently.

TABLE IVB ACTIVITY BUDGET DATA	ACTIVITY TITLE		DECISION UNIT		DECISION PACKAGE		BUDGET YEAR		
	HEALTH MANPOWER TRAINING		OSARAC/SWAZILAND		Minimum		FY 1980		
	PROJECT NUMBER 645-0062		APPROPRIATION SA/HE		DATE PP/REVISION NA		DATE NEXT PAR 10/78		
				INITIAL OBLIGATION FY 77		FINAL OBLIGATION FY 81		TOTAL COST \$4,300	

ESTIMATED U.S. DOLLAR COST (\$ 000)											
ACTIVITY INPUTS	FY 1978		CY 1979		CY 1980		BY: 1980		PIPE-LINE		
	OBLIGATION	EXPENDITURE	PIPE-LINE	FUNDING PERIOD (FR-TO)	OBLIGATION	EXPENDITURE	PIPE-LINE	FUNDING PERIOD (FR-TO)		OBLIGATION	
<b>TOTAL-</b>	592	621	1087		1189	1162	1114		100	416	798
Technicians	-	-	578	10/80-2/82	524	280	822	-	-	280	542
4 long-term institutional contract (186 pm)	-	15	80		120	60	140	-	-	60	80
1 long-term OPEX (48 pms)	-	-	47	10/78-9/81	35	47	35	-	-	12	23
4 short-term (20 pms)	37	6	117	FY 81	65	65	117	FY 82	100	64	153
Participants	-	-	10	2/79-9/79	81	91	-	-	-	-	-
8 long-term U.S.	555	600	255	3/79-9/79	364	619	-	-	-	-	-
Commodities - vehicles & training materials	-	-	-	-	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-	-	-	-	-
Training facility	-	-	-	-	-	-	-	-	-	-	-
HC AND OTHER DONOR	430	377	-	-	218	125	-	-	213	25	140
TOTAL-	430	377	-	-	218	125	-	-	213	25	140
HC WHO U.K.	-	53	-	-	-	93	-	-	-	-	-

FUNDING	PERSONNEL WORKYEARS (XX.X)					PARTICIPANTS PROGRAMMED			FOOTNOTES
	1978	1979	1980	1981	1982	TYPE A=NONCONTRACT B=CONTRACT	1978	1979	
PROGRAM ACCOUNT	0.1	5.8	5.2	4.6	3.0	LONG-TERM	2	6	5
TDY (NON-)	-	-	-	-	1.8	SHORT-TERM			
OPERATING EXPENSES	0.2	0.2	0.2	0.2	0.2	LONG-TERM			
					0.2	SHORT-TERM			

TABLE VI.A. ACTIVITY DATA - NARRATIVE645-0087 - Rural Water Borne Disease Control

1. Purpose: Reduce the incidence of water borne disease through: (a) building the technical capacity and extending the operational reach of the Government's investigative and control activities; (b) establishing and imposing controls upon water distribution activities; and (c) promoting popular use of appropriate hygiene measures.

2. Background and Progress to Date: The GOS has long recognized that water borne diseases, whose continued existence are made possible by a combination of unsanitary conditions and practices and expanded water impoundment and irrigation, constitute the country's major obstacle to good health. Of these diseases, bilharzia is the most widespread, infecting an estimated 150,000 individuals of a population of 550,000.

As a first step toward addressing the problem, the Government requested A.I.D. to assess the effectiveness of its present bilharzia control measures and make recommendations for improvements. An initial survey team and a follow-up team concurred in an approach involving expanded epidemiological capacities, disease control campaigns, engineering measures, and health education campaigns. It is hoped that by following these recommendations bilharzia can be eliminated within twenty years, and that the other major water borne diseases can be significantly reduced if not eliminated.

The GOS is resolving organizational and policy issues preparatory to commencement of final project design. It is expected that final design will occur in late FY78 with project authorization coming early in FY 79.

3. Beneficiaries: The primary beneficiaries will be the 420,000 people in areas most endangered by water borne diseases. The cost per beneficiary per A.I.D. input over life of project is between seven and eight dollars.

4. Current Year Program: Provides for a biologist and a water engineer, laboratory equipment, participant training in biology, epidemiology, and sanitary engineering, and remodeling and expansion of the public health laboratory. It is not expected that project operations will get underway until very near the end of the fiscal year. Consequently, achievement of verifiable outputs during the year will be minimal.

5. Budget Year Program: FY 79 should see commencement of operations by three new snail control crews, initial installation of syphon spillways and other fluctuation mechanisms in dams, commencement of mass treatment campaigns, organization and commencement of operations for the collection of urine and stool specimens, and at least near completion of the expansion, reorganization and re-equipping of the public health laboratories.

6. Major Outputs:

National Bilharzia Committee established

Three new snail control crews in operation

Syphon spillways for controlling reservoir water level established in 100 dams

Development and use of health education visits, pamphlets, in-service courses, lesson plans, etc.

Treatment of 140,000 persons

Urine and stool specimens - 5000 analyzed annually

Chemotherapy treatment group established

Reorganized, re-equipped and expanded public health laboratories

Train staff - numbers to be determined during design

These outputs all contribute to the minimum decision package level objective of extending badly needed social services to the rural population and, simultaneously, helping the GOS gain the institutional capability to continue those services.



TABLE IV.A. ACTIVITY DATA - NARRATIVE645-0069 - Southern Africa Manpower Development - Swaziland

1. Purpose: To assist the Government in overcoming its extreme shortage of development-related trained manpower by providing selected operational personnel and related training.
2. Background and Progress to Date: For historical, political, and administrative reasons, Botswana, Swaziland and Lesotho have fewer trained personnel than most other former British territories in Africa. Thus, professional ranks of the civil services are still dominated by expatriates, and a critical shortage of trained local manpower exists in technical and general management areas. The development process is increasing the need for this kind of talent. Scarce administrative manpower is stretched thinly across a wide variety of development activities so that the limited ability to plan and implement development programs adequately has become a major constraint on absorptive capacity.  
  
A.I.D. assistance will provide professional and technical training for selected participants to fill key positions, thus meeting the GOS's objective of localization. The role of the U.S. technician, as operating personnel (OPEX), will be to assist in planning and carrying out development activities pending the return of trained Swazi participants.  
  
The Project Paper has been drafted, certain final revisions are underway prior to authorization, and initial obligation is projected for the fourth quarter of FY 78. Obligations for FY 78, 79, 80 and life-of-project have been increased over levels given in the FY 79 Congressional Presentation in response to the special manpower requirements of the majority ruled states of southern Africa.
3. Beneficiaries: The entire population of Swaziland will ultimately benefit from this project by its contribution to an increased GOS capability and efficiency in planning, designing, and implementing national development programs. The project cost per capita measured against current population is just over 18 dollars. With the project focus on filling positions particularly relevant to the A.I.D. mandate areas, the poor and especially the rural poor should receive the greatest portion of the benefits.
4. Current Year Program: During late FY 1978 and early FY 1979, A.I.D. intends to bring on board eight technicians: (a) Director of Laboratory Services for the Ministry of Health; (b) Medical Officer for Pediatrics; (c) Senior Water Resources Engineer; (d) Water Engineer; (e) Senior Inspector of Schools; (f) Senior Coordinator of Adult and Rural Education; (g) Teaching Service Administrator; and (h) Accounting Instructor. Outputs are specific to each technician, not to the project as a whole.

However, in each case technicians will assure the continuous functioning of their office in the absence of the participant being trained, concentrate on the improvement of the organization and functional operation of the office, develop a plan for upgrading resident personnel and participate in training programs which improve work operations and prepare the staff for return of the trained participant.

5. Budget Year Program: The technicians listed in the previous section will be continued in FY 1979, and an additional eighteen technicians will be recruited late FY 1979 and in FY 1980 to initiate tours. Again, the outputs are specific to each technician and are too numerous to be listed here.

6. Major Outputs: The immediate outputs are: (a) an estimated 42 nationals trained in the U.S. and in Africa to replace U.S.-funded OPEX personnel; (b) approximately 420 nationals trained in approximately 180 in-country training programs and courses; (c) approximately 6 "spin-off" donor-supported projects; and (d) a sustained, improved level of operational efficiency in government departments in which the OPEX technicians serve. In addition to the generally stated, project-wide outputs (a) through (d), individual outputs are determined for each technician when individual requests for services are received. Actual achievement of outputs is verified by means of project evaluation.

These outputs all address the country's most severe development constraint, the shortage of trained personnel.

<b>TABLE IVB ACTIVITY BUDGET DATA</b>	<b>ACTIVITY TITLE</b>	<b>DECISION UNIT</b>	<b>DECISION PACKAGE</b>	<b>BUDGET YEAR</b>
	SOUTHERN AFRICA MANPOWER DEVELOPMENT	OSARAG/SWAZILAND	All Three Levels	FY 1980
	<b>PROJECT NUMBER</b>	<b>APPROPRIATION</b>	<b>INITIAL OBLIGATION</b>	<b>TOTAL COST</b>
645-0069	SA/EH	FY 78	FY 82	\$10,423
		<b>DATE PP/REVISION</b>	<b>DATE LAST PAR</b>	<b>DATE NEXT PAR</b>
		6/78	NA	8/79

ESTIMATED U.S. DOLLAR COST (\$ 000)

ACTIVITY INPUTS	FY 19 78		CY 19 79		FY 19 80		PIPE-LINE	EXPEN-DITURE	PIPE-LINE		
	OBLI-GATION	EXPEN-DITURE	PIPE-LINE	FUNDING PERIOD (FR-TO)	OBLI-GATION	EXPEN-DITURE				PIPE-LINE	FUNDING PERIOD (FR-TO)
<b>AID-FINANCED</b>											
TOTAL-	969	117	852	10/1/79 - 9/31/81	2707	1346	2213	10/1/80 - 3/31/83	2969	1997	3185
1. Long-term OPEX Technicians (each for two year tour at 70,000/PY)	684	40	644	(different funding period for each individual within above range)	1475	385	1734	(different funding for each individual within above range)	2362	1452	2644
2. Short-term Consultants (6000/pm)	60	-	60		420	300	180		120	200	100
3. Participant training	56	10	46		260	140	166		170	110	226
Long-term U.S.	8	-	8		9	10	7		18	25	-
Short-term U.S.	24	2	22		48	26	44		154	60	138
4. In-country training	10	5	5		25	15	15		25	30	10
5. Construction 10 houses	-	-	-		350	350	-		-	-	-
6. Contract support costs	127	60	67		120	120	67		120	120	67

HC AND OTHER DONOR	TOTAL-	71	71	292	292	1532	390	LIFE OF PROJECT
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FUNDING	PERSONNEL WORKYEARS (XX, X)				PERSONNEL INTENSITY	PARTICIPANTS PROGRAMMED				FOOTNOTES	
	FISCAL YEAR					TYPE	A=NONCONTRACT		B=CONTRACT		
	19 78	19 79	19 80	19 81			LONG-TERM	SHORT-TERM	19 78		19 79
PROGRAM ACCOUNT TOY (AID-)	8	18	26	26	MEDIUM			14	16	22	
OPERATING EXPENSES	-	-	0.2	-	LOW			10	2	3	
TOTAL	0.1	0.2	0.2	0.2				-	-	-	

645-0081 - University College of Swaziland

1. Purpose: To increase the capacity of the University College of Swaziland's Division of Extra-Mural Studies (DEMS) to meet mid-level manpower training needs. (DEMS is the equivalent of a general adult education program in the U.S.)

2. Background and Progress to Date: The Government of Swaziland's Third Five Year Development Plan, now in preparation, notes the lack of middle level trained Swazis to carry out essential tasks and fill available job openings in a number of economic sectors. This is considered to be a primary constraint on Swazi development. Simultaneously, Swazis who might otherwise fill these positions because of related work experience, cannot not do so because of the need for additional preparation to qualify. DEMS assists Swazis to help fill these manpower gaps and take advantage of career opportunities by providing a series of short-term certificate, and diploma courses both in-service and after hours. This project will assist by establishing in-service and after hours educational programs leading to diplomas (equivalent to junior college associate degrees) in education and commercial/business subjects. It will help both the existing and new programs through the construction of classroom and dormitory space. Finally, it will take steps to reorganize the entire DEMS program into a form more suitable to the needs of Swaziland's rural sector.

Funds for this project were obligated in late FY 1978. Initial steps toward recruitment of a contractor are underway. The GOS has also commenced design and construction of facilities, using Fixed Amount Reimbursement procedures.

3. Beneficiaries: DEMS will have approximately 250 graduates per year from long- and short-term courses in the fields of education and business by end of project. Many will go into activities, including extension teaching, of direct benefit to the rural poor. Twenty-year cost per direct beneficiary is \$540.

4. Current Year Program: The three U.S. technicians will be designing and starting courses in education and business studies, preparing self-instructional materials. Construction of classrooms, dormitories, and technician housing will be in progress.

5. Budget Year Program: Construction will be completed. The DEMS development plan will be completed early in the year. Three participants will return from long-term training and assume positions at USC. Courses in education and business will continue.

6. Major Outputs:

	<u>All Years</u>
Trained Swazis organizing DEMS program	5
Adult education and management programs	2
Students graduated from DEMS program	250 per yr.
Curricula and teaching/learning materials produced	2 sets
Facilities - 96 bed hostel, 3 staff houses, classroom block constructed	100%

<b>TABLE IVB ACTIVITY BUDGET DATA</b>		<b>ACTIVITY TITLE</b>		<b>DECISION UNIT</b>		<b>DECISION PACKAGE</b>		<b>BUDGET YEAR</b>	
UNIVERSITY COLLEGE OF SWAZILAND		OSARAC/SWAZILAND		Mark		FY 80		TOTAL COST	
PROJECT NUMBER 645-0081		APPROPRIATION SA/EH		FY 78		FY 81		\$2,059	
ESTIMATED U.S. DOLLAR COST (\$ 000)		2/78		DATE PP/REVISION		DATE LAST PAR		DATE NEXT PAR	
		2/78		n/a		3/79			

ACTIVITY INPUTS	FY 19 78		CY 19 79		FY 19 80		PIPE-LINE	EXPEN-DITURE	OBLI-GATION	PIPE-LINE	EXPEN-DITURE	OBLI-GATION
	OBLI-GATION	EXPEN-DITURE	PIPE-LINE	FUNDING PERIOD (FR-TO)	OBLI-GATION	EXPEN-DITURE						
<b>TOTAL-</b>	1684	350	1334		210	1019	525		120	500	145	
1. Three long-term technicians	405	-	405	4/81-12/81	180	270	315	1/82-4/82	90	270	135	
2. Consultant Services (6 pm's)	-	-	-	4/81-12/81	30	20	10	1/82-6/82	30	30	10	
3. Participants - 3 long-term	63	-	63	-	-	63	-	-	-	-	-	
4. Education Commodities and vehicles	146	50	96	-	-	96	-	-	-	-	-	
5. Construction of classrooms dormitories and technician housing	1070	300	770	-	-	570	200	-	-	200	-	
<b>TOTAL-</b>	200				200							LIFE OF PROJECT 737
HC AND OTHER DONOR	200				200							200

FUNDING	PERSONNEL WORKYEARS (XX, X)					PERSONNEL INTENSITY	PARTICIPANTS PROGRAMMED		FOOTNOTES
	19 78	19 79	19 80	19 81	19 82		TYPE A=NONCONTRACT B=CONTRACT	FISCAL YEAR	
PROGRAM ACCOUNT TOY (ADD-)	-	3.2	3.3	3.0	1.5	HIGH	LONG-TERM	19 78 1979 19 80	
OPERATING EXPENSES	0.1	0.1	0.1	0.1	0.1	MEDIUM	SHORT-TERM	- - - -	
	0.1	0.1	0.1	0.1	0.1	LOW	LONG-TERM	- - - -	
							SHORT-TERM	- - - -	

TABLE IV.A. ACTIVITY DATA - NARRATIVE

645-0202 - Swaziland Institute for Manpower and Public Administration (SIMPA)

1. Purpose: To assist the Government in overcoming the shortage of lower and mid-level trained manpower who primarily supervise and manage direct public services.
2. Background and Progress to Date: The shortage of supervisory and management capability is endemic to most of Africa but is especially serious in Swaziland. For partially historical reasons Swaziland government services generally lack the operational capability to respond effectively to the needs of the average citizen. In addition, growth in the private sector has outrun the government's ability to recruit or retain capable supervisors with a resultant drain on limited government resources. The development of human resources has been a primary focus for the U.S. country development strategy with emphasis on technical and general management areas and natural evolution now leads us to the need for expanded numbers of qualified support personnel. Increased government recognition of the necessity of training lower-level personnel is evidenced by their proposal to upgrade the staff and curriculum of the Swazi Staff Training Institute (STI) using present facilities.
3. Project Description: This project will reorganize the present STI and change the emphasis from individual courses, i.e., typing and bookkeeping to encompass a coordinated and integrated program of lower and mid-level management support and operational training. This will require expertise in accounting and financial management, personnel and training, supervision and supervisory development and in organization design and office management. In addition, a modest element of administrative training, largely through short-term training, will be required within SIMPA for internal operations, i.e., admission and records, audio-visual and communication, facilities planning and utilization and student counseling. Approximately eight operating personnel and one administrative advisor will be assigned to work with the SIMPA facility. After an initial work period, eight counterparts will be sent for graduate training in the

specialized areas to return as faculty members and resource consultants to replace the AID-funded personnel. By this time, new curriculum and administrative procedures should be essentially established and operational and a substantial number of trainees should be located in government or government-related private sector positions. A major issue to be addressed is the "mix" of public and private sector training to be conducted by SIMPA. There are significant advantages to blending the two sectors with the cross-trained experience.

A potentially sensitive area is that SIMPA is the government-wide training agency, including police and prisons training, and extreme care must be exercised that training for those government organizations remains wholly the province of the GOS without USAID involvement.

4. Beneficiaries: Direct beneficiaries will be the government staff who receive training at SIMPA. Indirect beneficiaries are the users of government services. Since it is the poor who traditionally suffer from weaknesses in governmental procedures and administration, they should be the major indirect beneficiaries of improved administration. Estimates of both direct and indirect beneficiaries will be determined in the course of project design.

5. Budget Year Program: Initial TA personnel will arrive in Swaziland and a work plan established for expanding and upgrading SIMPA. Housing for TA personnel will be constructed. Counterparts' training needs will be evaluated. Commodities and vehicles will be procured.

6. Major Outputs: Some 38,000 trained personnel are projected to return to their jobs during the project life. Some 18 "courses" will be newly designed ranging from two weeks to six months each in length. Eight SIMPA faculty members will receive long-term training. At the broadest level SIMPA will have developed into a dynamic government training institution.



TABLE IV.A. ACTIVITY DATA - NARRATIVE645-0201 - Rural Education Centers

1. Purpose: To develop a system of non-formal education, to enable rural youth and adults to become more economically productive in the rural sector.
2. Background and Progress to Date: This is an on-going rural-based project which was designed by the GOS to address the following objectives:

"....to improve the relevance and usefulness of educational and training programs for life and work in the rural areas, among both adults and children;

....to promote the progressive transformation of traditional agriculture from subsistence to semi-commercial farming, both to create more opportunities for gainful employment and to raise incomes in the rural areas;

....to increase employment opportunities as rapidly as possible both through emphasis on rural development and through measures to expand wage employment and self-employment in the modern sector."

These aims closely parallel A.I.D.'s overall strategy to assist the poor majority of people in Swaziland.

In addition, this proposal will coordinate the non-formal education efforts of a number of ministries. The Rural Education Centers provide a focus point for providing low cost, practical training to a rural adult group.

3. Project Description: Since independence in 1968, Swaziland's formal education system has expanded rapidly. It now enrolls 60 percent of the population group six to twelve years old. However, approximately one-half of the young people enrolled do not complete the primary school course and in addition there are those adult Swazis, (approximately 70 percent), primarily in the rural areas, who have had little or no opportunity to attend the formal school system. To address this problem involving large numbers of the population who have insufficient training in the basic skills of

literacy, numeracy and communication combined with a lack of employment-related training, the GOS has planned for and constructed seven Rural Education Centers.

The Rural Education Centers will provide leadership, resources and facilities for programs in continuing education relevant to the needs of the population in specified rural areas of Swaziland. The principal thrust of the programs and courses offered will be pragmatic and practical. The ultimate objective of each Center is to raise the quality of life in the areas served. To achieve this goal, programs will have a vocational orientation appropriate to local socio-economic conditions and prospects. The Rural Education Center seeks to reach, under voluntary arrangements, the adult age groups, to provide opportunities for learning by the majority of the population who have outgrown or been by-passed by the formal school system. A Rural Education Center perceived as a community resource cannot, in any sense, be self-sufficient. It is dependent on the cooperation of all segments of the population, particularly the natural leaders of the people within Swazi culture, officials and teachers in the formal school system, management personnel in industry, and the representatives of Government and voluntary agencies working in the areas affected. The Center will become the focus for community efforts towards self-improvement; an important part of the Center's function will be to relate continuing education to development towards community progress and enlightened self-interest.

This will be a four year A.I.D.-supported project involving twelve person years of technical assistance, nine person years of training in the U.S., complemented by numerous local training courses for Center staff, equipment and supplies and the construction of three additional Centers if the program demands justify moderate expansion.

4. Beneficiaries: The Rural Education Centers establish a direct relationship with the rural populace in the areas served. The courses of instruction and community action projects undertaken at the Centers are the product of active participation by the people in the determination of Centers' activities. Special attention will be paid to training for women, in all their development roles.

Cost per direct beneficiary will be determined during design.

5. Current Year Program: This activity is proposed for FY 80. The planning for project implementation will be completed in FY 79.

6. Budget Year Program: Technicians will be on site, and beginning advisory services, curriculum development process will be established, linkages with other agencies (for example, the Primary Curriculum Unit and the DEMS program at the University College Swaziland) will be forged, Training programs in the U.S. and at local sites will have been planned and candidates selected.

7. Major Outputs:

- a. 3500-5000 individual rural adults receiving the equivalent of a two week course in practical subjects per year;
- b. a community-based system for determining Rural Education Center learning programs;
- c. an intra-governmental system to function as a clearing house for general GOS non-formal education programs;
- d. basic courses of study for frequent or popular non-formal education courses;
- e. locally prepared instructional aids to support the basic courses of study.



TABLE IV.A. ACTIVITY DATA - NARRATIVE645-0204 - Swaziland Institute for Development Research1. Purpose

To establish a University based research institute with the capacity to independently define and articulate country and regional development constraints, opportunities and requirements, particularly those that pertain to the poor majority.

2. Background

In-country development planning is not well developed in Swaziland. The focus of such activities, the Department of Economic and Planning within the office of the Prime Minister has little statistics, is understaffed, and has been utilized to focus on high priority project-specific concerns. As a consequence, GOS planning documents are more compilations of individual Ministry activities rather than the product of an intense planning exercise designed to generate a strategy for development. Unfortunately the GOS shows little inclination to strengthen the Department of Economic Planning.

Swaziland lacks an alternative center for independent research into basic development and planning issues, although the potential for such a center is the University College of Swaziland. Over the past two years there has been an acceleration of donor funded demands for University centered research. The University has responded to these requests on an individual and ad hoc basis. Consideration is now being given to the establishment of a post for a research administrator with two assistants. This approach and potential government interest in tapping latent in-country research skills is the first step towards developing a centralized research capacity. An authoritative research institute at the university could develop the capacity and management skills to mobilize, and allocate research or analytical tasks in a way that assures the systematic accumulation and dissemination of new development data, findings and insights.

The establishment of an independent center of development research will serve to encourage discussion and dissemination of informed findings and opinion on country and regional development problems, opportunities, prospects and strategy. The intellectual content of the planning process will be enhanced over time by any interaction between an authoritative Institute, the Department of Economic Planning and other institutions concerned with development planning.

It is likely that GOS officials will increasingly become aware of the need to reorient this development strategy towards basic human needs after a continuing exposure to Institute findings as it is anticipated that the Institute will focus its analytical efforts on questions concerned with the participation of the urban/rural poor in the development process. In addition, this institute will analyze the economic and development changes taking place in Southern Africa and suggest policies and strategies to accommodate these changes within Swaziland and on an overall regional basis.

### 3. Project Description

AID will provide technical assistance, training, support the initial costs of research and build physical facilities for the new Institute. TA personnel would initially help university officials establish the operation procedures for the Institute, layout a research program and identify University and other qualified Swazi specialists to carry out initial research. Steps would be taken to encourage a flow of ideas concerning development strategy between the Institute and the GOS.

AID-funded research studies will focus on the problems of the poor majority in Swaziland and will attempt to demonstrate how the GOS's present growth-oriented development strategy can be combined with greater concern for more equity in income distribution and increased employment generation. Major issues to be resolved during project design include the structure and staffing of the Institute, whether it should strive for financial self-sufficiency and its relationship with the GOS, particularly the Department of Economic Planning.

### 4. Beneficiaries

The ultimate beneficiaries of the project will be the population at large to the extent that the Institute contributes to more effective development planning and is successful in reorienting GOS planning and resource allocations in favour of poor majority concerns.

### 5. Budget Year Program

During the Budget year we would expect to see the Institute become operational. Initial AID-funded TA personnel would arrive in-country and participants would be identified for further training. Research activities should take place even as the staff is recruited. Institute offices would be constructed. The staffing will be consistent with a relevant functional organizational structure that is designed to explore and illuminate the problems and participation of the rural/urban poor in the development process. The research thrust of the Institute in the Budget

year might well call for the tapping of academics of international standing in areas of major concern. Initial efforts in publishing and distributing research findings will be started. During the same period other donor assistance will be attracted to the Institute to fund proposed and on-going Institute research activities.

#### 6. Major Outputs

The direct output of the Institute would be:

- (a) A series of research findings that increases knowledge of development problems, parameters, prospects, and opportunities faced by the economy of Swaziland in general, but the poor majority in particular and the dynamics of Southern Africa political and economic change.
- (b) The Institute would be established with institutionalized financial and operational procedures.
- (c) A staff with relevant research skills developed.
- (d) Several regional and national conferences held to discuss key development issues.
- (e) An indirect output of the project will be an enhanced capacity for in-country development planning, an increasing awareness on the part of government policy makers of the need to address the problems of the region urban/rural poor and the development of projects and programs that do in fact seek to benefit this target group.



TABLE IV.A. ACTIVITY DATA - NARRATIVE

645-0009 - Primary Curriculum Development

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1. Purpose: To establish an institutionalized Swazi capability for developing primary curricula.
2. Background: The Government of Swaziland gives high priority in its Second National Development Plan to changing its outmoded, academically-oriented education system to one that is culturally and economically relevant to the goals of national development. A.I.D. concurs in the need for this effort if the majority of the population are to be educated to effectively participate in economic and social development. In response to a request for assistance, A.I.D. provided a contract team from Eastern Michigan University in 1975 which developed jointly with Swazi counterparts a comprehensive plan for the preparation of new curriculum materials. This plan has been approved by the Ministry of Education. In line with this plan, a Primary Curriculum Unit (PCU) is now operational in new facilities constructed by the World Bank. Materials design and prototype production are well under way.
3. Progress to Date: Over 36 different items (including 40,000 copies of instructional materials representing teachers guides, work-books, texts, charts, etc.) have been produced and have been distributed to 16 pilot and other selected schools where they are being trial tested. Prototype materials for the first grade have been completed and materials for the second grade are in preparation. A curriculum evaluation system has been prepared and is also being tested in selected schools. Numerous in-service workshops have been held for headmasters and teachers. This project was given a thorough mid-project evaluation by outside consultants in 1978. The evaluators found that the parents, students and educators thought the project one which definitely was meeting their needs and should be continued. The evaluation also revealed project weaknesses and project modification of a minor nature is underway.
4. Beneficiaries: Currently, primary school enrollment is just over 100,000. The Government's objective is to obtain universal enrollment, approximately 145,000 pupils, by 1985. Measured against a twenty year stream of pupils, life of project cost per pupil benefited is seven dollars.
5. Current Year Program: The contract team of five members will continue their advisory activities, with two specializing in curriculum design and one each in curriculum evaluation, teacher education, and materials production.

6. Budget Year Program: Third year materials will be readied for mass production and distribution and fourth year prototype materials will be undergoing testing in the pilot schools. In-service courses will be held for teachers in regional centers which will be functioning as storage and distribution points for materials produced. U.S. and on-the-job training will continue.

7. Major Outputs: (All years)  
Prototype curriculum materials completed for all six primary years.  
Teachers trained in use of new materials.  
Production/distribution system established and functioning.  
Evaluation system operating.

TABLE IVB ACTIVITY BUDGET DATA	ACTIVITY TITLE		DECISION UNIT		DECISION PACKAGE		BUDGET YEAR	
	PROJECT NUMBER	APPROPRIATION	ASARAC/Swaziland	INITIAL OBLIGATION	FINAL OBLIGATION	MINIMUM	TOTAL COST	DATE NEXT PAR
645-0009	SA/EH	Primary Curriculum Development	FY 75	FY 81			\$3,239	44
			DATE PP/REVISION	DATE LAST PAR				
			8/78	5/78				

ACTIVITY INPUTS	FY: 1978		FY: 1979		FY: 1980		EXPEN- DITURE	PIPE- LINE
	DELI- GATION	EXCH- DITURE	DELI- GATION	EXCH- DITURE	DELI- GATION	EXCH- DITURE		
<b>AID-FINANCED</b>								
TOTAL-	621	710	382				750	322
1. U.S. Technicians - 5 to 8 long-term plus occasional short-term consultants	421	489*	171	5/79-9/80	540	450	630	277
2. Participants - 7 long-term	100	51	111	5/79-12/80	40	56	60	35
3. Commodities - Photographic, printing and duplicating equps.	100	170	100	5/79-6/81	100	150	50	-
4. Other Costs - In-country transport & vehicle maintenance	-	-	-	5/79-9/80	20	10	10	10
HC AND OTHER DONOR								
TOTAL-	400				300			
HC	400				300			

ESTIMATED U.S. DOLLAR COST (\$ 000)

PERSONNEL INTENSITY: HIGH  MEDIUM  LOW

PERSONNEL WORKYEARS (X.X, X):

FUNDING	FISCAL YEAR			BEYOND
	1978	1979	1980	
PROGRAM	4	6	7	14
ACCOUNT	0.3	0.1	0.3	0.1
TOT (X.X)	0.1	0.1	0.1	0.2

\*Includes adjustment of approximately \$100 for underaccrual as of 9/30/77.

TABLE IVB ACTIVITY BUDGET DATA	ACTIVITY TITLE		DECISION UNIT		DECISION PACKAGE		BUDGET YEAR		
	Southern Africa Development Personnel and Training		OSARAC/Swaziland		Minimum		FY 1980		
	PROJECT NUMBER 645-0030.3		APPROPRIATION SA/EHR		DATE PP/REVISION 10/73		DATE NEXT PAR 4/79		
		ESTIMATED U.S. DOLLAR COST (\$ 000)							
		CY1 19 79		CY2 19 80					

ACTIVITY INPUTS	FY 19 78		CY1 19 79		CY2 19 80		PIPE-LINE	EXPEN-DITURE	OBLI-GATION	PIPE-LINE	EXPEN-DITURE	OBLI-GATION	PIPE-LINE	
	OBLI-GATION	EXPEN-DITURE	PIPE-LINE	FUNDING PERIOD (FR-TO)	OBLI-GATION	EXPEN-DITURE								PIPE-LINE
TOTAL-	121	236	295				76	219	-	76	76	-	-	
Training in the U.S. or third country for 12 LT and 6 ST participants end of FY 78.	116	113	80	10/78-9/80	-	-	6	74	-	6	6	-	-	
U.S. technicians and consultants (4 on board in FY 78 engaged in agriculture and development banking).	5	123	215	10/78-9/80	-	-	70	145	-	70	70	-	-	
HC AND OTHER DONOR	32													
TOTAL-	41													
UNDP - OPAS (100+ people)														
ODM - OSAS (200+ people)														
H.C. technician and participant training support														
LIFE OF PROJECT H.C. 326														
PARTICIPANTS PROGRAMMED														
PERSONNEL INTENSITY														
TYPE A = NONCONTRACT														
TYPE B = CONTRACT														
TYPE A														
TYPE B														
FISCAL YEAR														
19 78														
19 79														
19 80														
19 81														
19 82														
BEYOND														
PROGRAM ACCOUNT														
TOY (ADD-)														
OPERATING EXPENSES														
0.2														
0.2														
0.2														
0.1														

FOOTNOTES  
\* Cost figures not available.

TABLE IV.A. ACTIVITY DATA - NARRATIVE

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645-0099 - Swaziland Lower Income Shelter

1. Purpose: To provide at least 2,500 lower income housing units under a Housing Investment Guaranty while developing the Government's institutional capacity to develop, manage, and finance housing programs for lower income groups.

2. Background and Progress to Date: The flow of people into Swaziland's urban areas, especially the Mbabane-Manzini corridor is far outstripping the availability of suitable housing. The problem is manifested in the growth of squatter settlements in the major urban areas, but most seriously in Mbabane. These settlements composed of mud structures without access to amenities, contain not only the poorest elements of society, but also steadily employed persons of comparatively substantial means. Both of these groups have funds they could and would devote to better housing should it become available.

The problem is complicated by the lack of comprehensive policies governing shelter development, and the multiplicity of organizations involved in the development of housing programs for the target group. None of the organizations have sufficient institutional capability to develop such programs for submission to donors for financing.

A number of donor-assisted efforts in the low income sector have been made. The most notable has been a small self-help housing scheme in Mbabane assisted by UNDP technicians assigned to the Government. The project succeeded in constructing a few hundred housing units, but the institutional development did not take place because of lack of counterparts and policies. Consequently, efforts to proceed with a request for a major grant from the EEC have been delayed.

3. Project Description: The project will become more clearly outlined upon completion of a shelter sector survey, now scheduled to take place in June 1978. Thus, while the project can now be stated only in general terms, it is projected to include a housing policy expert for the Office of Housing in the Ministry of Local Administration as well as a housing finance expert, and possibly an architect for the same office. The technical assistance would be associated with a Housing Investment Guaranty and, perhaps, a loan from the IBRD. Both OSARAC and IBRD representatives plan to make development of housing policies and assurances of counterparts a precondition to donor participation.

4. Beneficiaries: The immediate beneficiaries would be urban families who are steadily employed but have incomes below the median level, and who gain access to the housing provided under the guaranty and other sources of finance as a result of the project. Should those beneficiaries number 40,000, which is possible should IBRD financing become available, the cost of the technical assistance project per primary beneficiary would be 38 dollars.

5. Budget Year Program: During the budget year, the three member technical assistance team would be brought on board, policies would be developed, the Investment Guaranty would be signed, and sites and services would be initiated.

6. Major Outputs:

1. Housing Unit of the Ministry of Local Administration locally staffed.
2. Comprehensive set of housing policies for lower income groups.
3. New housing provided for 40,000 persons in lower income families.

The two major contributions to the proposed level of the FY 80 program would be to extend A.I.D. assistance to the urban poor and to help the Government develop the institutional capacity to continue assistance to this group on a sustained basis.

<b>TABLE IVB ACTIVITY BUDGET DATA</b>	<b>ACTIVITY TITLE</b> SWAZILAND LOWER INCOME SHELTER - (TA and HIG)	<b>DECISION UNIT</b> OSARAC/SWAZILAND	<b>DECISION PACKAGE</b> Proposed	<b>BUDGET YEAR</b> FY 1980	<b>48</b>
	<b>PROJECT NUMBER</b> 645-0099	<b>APPROPRIATION</b> SA/SD	<b>INITIAL OBLIGATION</b> FY 80 DATE PP/REVISION 2/79	<b>FINAL OBLIGATION</b> FY 80 DATE LAST PAR	<b>ESTIMATED U.S. DOLLAR COST (\$ 000)</b> \$2,000 COST -HIG \$1,500 -Grant

ACTIVITY INPUTS	FY 19 78		CY 19 79		FY 19 80		PIPE-LINE	EXPEN-DITURE	PIPE-LINE			
	OBLI-GATION	EXPEN-DITURE	FUNDING PERIOD (FR-TO)	PIPE-LINE	OBLI-GATION	EXPEN-DITURE				FUNDING PERIOD (FR-TO)	PIPE-LINE	OBLI-GATION
<b>TOTAL-</b>												
1. HIG for sites and services										600	180	420
2. Three person technical assistance team										2,000	-	(2,000)
3. Vehicles and other commodities										500	130	370
4. Participant training. long-term										50	40	10
										50	10	40
<b>HC AND OTHER DONOR</b>												
HC												
IBRD												
<b>TOTAL-</b>												

PERSONNEL WORKYEARS (XX, X)	FISCAL YEAR					PERSONNEL INTENSITY	PARTICIPANTS PROGRAMMED				FOOTNOTES	
	19 78	19 79	19 80	19 81	19 82		TYPE A	TYPE B	LONG-TERM	SHORT-TERM		
FUNDING												
PROGRAM ACCOUNT												
TODY (ADP)												
OPERATING EXPENSES	0.1	0.1	0.1	0.1	0.1							

LIFE OF PROJECT: 5,500

\* IBRD figures not yet set.

AID 1330-8 (3-78)

TABLE IV.A. ACTIVITY DATA - NARRATIVE645-0205 - Rural Small Scale Industries1. Purpose

To assist in-country efforts to identify and exploit promising small and medium scale industrial activities with high employment possibilities.

2. Background

At present Swaziland possesses a modest industrial capacity which is nevertheless more advanced than that of Botswana and Lesotho. The industrial sector (which is reported to have accounted for 22 percent of GDP at factor costs in FY 72/73) showed some dynamism for the past several years but is now reported to account for only 21 percent of GDO in FY 76/77. Recent data suggests that the value of industrial production has barely kept up with the increase in prices. The transformation of the economic structure in favour of an enhanced role for industrial development has not proceeded as far as could be expected given Swaziland's resource endowment and potential markets in South Africa, other neighboring states and the EEC<sup>+</sup>.

The difficulties faced by the private sector have varied. The competitiveness of South African companies in their home markets as well as in the markets of the peripheral developing economies, such as Swaziland, have acted as a constraint on the emergence of a more dynamic industrial sector. A small local market and the lack of experience in export promotion limit the potential gains of economies of scale. Other constraints are believed to be the lack of skilled manpower, weak management capabilities, and the absence of a strong entrepreneurial tradition.

These weaknesses in the performance of the industrial sector are cause for increasing concern. Swaziland is faced with the need to expand its industrial sector at a sufficient pace to absorb new additions to the labor force as well as migrant labor returning from the Republic of South Africa. Decreasing Swaziland's economic dependence on the RSA also requires a more dynamic industrial sector.

3. Project Description

The proposed project seeks to diversify the industrial sector, particularly through small and medium scale enterprises that use

+ Also Swaziland has tended in the past to promote large, capital intensive industrial investment; this project would identify labor intensive small scale industrial opportunities that can more directly create employment for the less skilled population.

relatively labor-intensive production techniques. A wide range of techniques is envisaged to advance this effort in view of the diverse problems and complexities that are causes of Swaziland's stalled industrial sector. One element of the project would search out new product opportunities and consider the strategy and techniques required to transform opportunities into actual market penetration gains. Consideration would be given to the opportunity for dispersing production facilities outside of the Mbabane-Manzini corridor and into rural areas. A second project component would deal with the institutional setting and policy requirements necessary to successfully apply such techniques. A third element would be concerned with strengthening indigenous skills and entrepreneurial capacity.

In all instances the main vehicles for eliciting change and defining opportunities would be a coordinating committee device consisting perhaps of representatives of SEDCO, NIDC, and Ministries of Commerce and Industry and a representative of private sector banking activities. Issues to be analyzed during project development include assessing the scope for small and medium industries within the Swazi economy, opportunities for development of rural industries and the mechanisms for upgrading entrepreneurial and other manpower skills.

#### 4. Beneficiaries

Major beneficiaries of the proposed activity will be those participants who gain employment and income directly or indirectly by the resurgence in industrial investment. Direct beneficiaries will include small and medium-scale Swazi entrepreneurs and their employees. Increased Swazi production will have indirect backward and forward linkage effects on the Swazi economy and will benefit the general Swazi populace by offering more locally-produced goods at competitive prices.

#### 5. Current Year Program

Contract TA personnel will arrive to set up entrepreneurial training programs and to develop a work plan to achieve project objectives. Market surveys will be initiated and plans finalized for increasing the availability of credit for small- and medium-scale entrepreneurs.

#### 6. Major Outputs

- (a) A growth in the number of small and medium-scale enterprises;
- (b) an expansion in industrial output and a diversification of production;

- (c) new products to be marketed in export markets;
- (d) the importance of industrial output in the structure of production and export would be greater;
- (e) Swazi entrepreneurs trained in managerial techniques.

Project outputs will be quantified during the design process.

7. Budget Year Program

First loans will be made to small- and medium-scale entrepreneurs. In-country training programs will be underway and participants selected for overseas training.



TABLE IV.A. ACTIVITY DATA - NARRATIVE645-0207 - Alternative Energy Research

1. Purpose: To develop and test low cost systems of alternative energy sources relevant to the needs of Swazi citizens living on Swazi Nation Land.
2. Background and Progress to Date: This project will focus on the 70 percent of the Swazi population living on Swazi Nation Land (SNL), and comprising the "poorest of the poor." This land is owned by the Swazi Nation, held in trust by the King, and allocated to the individual families for their use. The average area available per household is 3 ha. Production is at the subsistence level with only 22 percent of the people on SNL entering the commercial market system. This project will be directly linked with and in support of the GOS Rural Development Areas program (RDAP) which U.S. A.I.D. supports. GOS has made repeated requests for technical assistance in identifying and developing alternative energy sources for use in rural areas such as SNL.
3. Project Description: Energy costs in Swaziland are high in general and are prohibitive for the poor majority. Most of the population living on SNL are without electricity and must rely on wood for fuel which is becoming very scarce in most areas as the population continues to grow. Demand for energy is increasing. As residents in the RDAs are becoming more knowledgeable of advantages of irrigation, there is greater interest in expanding present small irrigation schemes. Milling of the main dietary staple, maize, presently is either done by hand or with fossil fuel-powered mills, but might be done with alternative energy sources. Water from bore-holes could be pumped by wind rather than by costly, imported diesel fuel. This project will address these problems by testing and adapting low-cost energy systems to Swazi conditions and needs, i.e., solar and/or wind-powered rural water and irrigation systems, solar heat for cooking and warming in rural homes, and solar and/or water-powered milling facilities. Base line data will be developed and compiled on the various alternative energy sources. The cost/effectiveness and social acceptability of these sources will be determined. The project will also train Swazi research workers in the field of low cost alternative energy systems.
4. Beneficiaries: The initial target group would be people living on SNL within the Rural Development Areas (RDA); however, as technology and systems are developed, this target group could be expanded to include larger areas within the SNL. Benefits would be derived from improved

living standards, increased agricultural production, and improved nutritional intake. Since this is an entirely new concept to Swaziland, the four years of LOP are to be spent in adapting to Swaziland low-costs energy systems which have been researched and developed around the world. Estimated FY 79 funding of \$446,000 will provide benefits, directly and indirectly to approximately 22,906 families living in present and planned RDAs at an average cost of \$19 per family benefited.

5. Current Year Program: Liaison will be established with GOS research officials currently involved with research in alternative energy. Base line data will be developed and compiled on current efforts of GOS in this field, and testing and adaptation of such energy sources as solar radiation, wind, small-scale water developments, and combustible gases will be initiated as appropriate. Initial social studies will determine the possible acceptability of new forms of energy among the rural populace. Two Swazi research workers will be identified and sent off for training.

6. Budget Year Program: Base line data will continue to be compiled from tests implemented in FY 79. Analysis of results from testing/trials will be initiated that will indicate adaptability to local conditions and traditions. Economic feasibility of each of the systems tested will be established and used as a criteria in selection of potential sources of alternative energy for Swaziland.

7. Major Outputs:

- A. Base line data developed on energy sources, i.e. solar radiation, wind, small-scale water developments, and combustible gases.
- B. Alternative devices tested for effectiveness, and cost efficiency in the Swazi environment.
- C. Economic feasibility, social acceptability, and potential utilization of alternative energy determined.
- D. Two Swazi research workers trained in the field of low-cost alternative energy.

<b>TABLE IVB ACTIVITY BUDGET DATA</b>	<b>ACTIVITY TITLE</b>		<b>DECISION UNIT</b>		<b>DECISION PACKAGE</b>		<b>BUDGET YEAR</b>		
	ALTERNATIVE ENERGY RESEARCH		OSARAC/ SWAZILAND		Proposed		FY 1980		
	PROJECT NUMBER 645-0207		APPROPRIATION SA/SD		DATE PP/REVISION 3/79		DATE NEXT PAR 7/80		
				INITIAL OBLIGATION FY 79		FINAL OBLIGATION		TOTAL COST	
				DATE PP/REVISION 3/79		DATE LAST PAR --		\$836	
				SA/SD		--		DATE NEXT PAR 7/80	

ESTIMATED U.S. DOLLAR COST (\$ 000)

ACTIVITY INPUTS	FYs 19 78		CY1 19 79		FY: 19 80		PIPE-LINE	EXPEN-DITURE	PIPE-LINE					
	OBLI-GATION	EXPEN-DITURE	PIPE-LINE	FUNDING PERIOD (FR-TO)	OBLI-GATION	EXPEN-DITURE				PIPE-LINE	FUNDING PERIOD (FR-TO)	OBLI-GATION	EXPEN-DITURE	PIPE-LINE
	TOTAL-													
Technical Assistance (2 person contract team)				5/79-9/80	446	194	252			130	210	172		
Participant Training 2 long-term 13 short-term				5/79-5/81	280	120	160			120	120	160		
Commodities: supplies for pilot alternative energy devices				5/79-9/79	78	16	62			-	50	12		
Local Costs (labor, research etc.)				5/79-5/81	28	28	-			-	-	-		
HC AND OTHER DONOR					60	30	30			10	40	-		
<b>TOTAL-</b>					75	75				Life of Project \$250				
HC: Personnel, admin support, local costs					75					100				

FUNDING	PERSONNEL WORKYEARS (XX, X)				PERSONNEL INTENSITY	PARTICIPANTS PROGRAMMED			FOOTNOTES			
	FISCAL YEAR					TYPE A=NONCONTRACT B=CONTRACT	FISCAL YEAR					
	19 79	19 80	19 81	19 82			19 79	19 80		19 81		
PROGRAM ACCOUNT												
TOTY (NON-)	0.6				HIGH							
OPERATING EXPENSES	0.5	0.2	0.3	0.3	MEDIUM							
	0.2	0.2	0.2	0.2	LOW							

#### 4. DECISION UNIT OVERVIEW

Congress has requested the Administration to prepare a comprehensive Southern Africa Development Analysis. It is anticipated that this analysis will form the basis for country development strategy statements. Pending formulation of the CDSS, this narrative overview contains expanded background material to the summary goal and strategy statement.

A. Physical Setting: The Kingdom of Swaziland is a small, landlocked country of 6,700 square miles situated between Mozambique and the Republic of South Africa. The country is divided into four topographical regions each of which runs from north to south. These are, from west to east, the Highveld, the Middleveld, Lowveld, and Lubombo plateau. Swaziland has an estimated 524,000 persons and a per capita income, in 1975, of \$440. A dominant modern sector is largely owned by expatriates, provides a high proportion of the GDP and exports, but employs relatively few people.

B. Composition of the Economy: Major components of the formal economy are wood pulp, asbestos, citrus and sugar. Mining and tourism are less important in the formal sector with mining in decline as the iron ore mine has been closed down and exports of ore are about to be terminated. Tourism continues basically strong, with Swaziland having enjoyed another good year in that sector. Despite the rapid growth of the formal sectors of the economy, as much as 80% of the population exist on subsistence farms, producing an estimated 21% of the GDP.

C. Development Needs of the Poor:

Rural Poor--Between 70% and 80% of the population of Swaziland can be classified as rural poor, engaged in subsistence farming on the 53% of the land held communally by the Swazi Nation. Here traditional authority and land tenure systems prevail. These farmers have not shared in the economic growth of recent years as only 22% of them enter the market economy. Their stagnant, even declining, situation presents a sharp contrast to the intensive, modern, largely foreign owned and managed farming sector, which occupies as much as 40% of the land.

On the Swazi Nation land there are an estimated 44,000 farm families with holdings of less than three hectares. Less than 10% of Swazi Nation land production is offered for sale on the commercial market. Maize, the food staple of Swaziland, occupies about 80% of the total crop area. Because of low yields, however, two thirds of the maize consumed in Swaziland is imported from South Africa. In recent years farmers on Swazi Nation land have increased production of cash crops, notably cotton, tobacco and vegetables. Nevertheless, imports of fresh fruits and vegetables have steadily grown from a level of \$637,176 in 1972 to an annual rate of nearly \$2 million in 1976.

Women are the principal farmers by tradition with the men predominantly concerned with livestock. Cattle ownership is extremely important for social reasons and this, combined with reduced mortality through improved veterinary services, has led to severe overstocking on Swazi Nation land. Herd size has grown without a corresponding increase in productivity. In many areas, the condition of the cattle and the range land are deteriorating.

One ostensible solution to the situation would be emigration from the small farms to urban areas. Yet employment in the formal sectors, at the most optimistic projections, is expanding fast enough to absorb 40 to 50 percent of the expansion of the labor force\*; rural/urban migration is therefore not a comprehensive solution.

The Urban Poor—Growing migration to the urban centers has occurred over the past few years and growing squatter settlements are to be observed in the Mbabane-Manzini urban corridor. While schools, health services, and roads are major needs of this group, the immediate needs are for housing and jobs.

A comprehensive, effective set of policies and programs needed to meet these problems has not yet been established. A number of low-cost housing schemes of limited scope have been tried with some success but have not yet been converted into a broad program. A series of analyses have been or are about to be performed, including a shelter sector survey by AID in June 1978.

Resolution of the jobs problem is perhaps out of reach for the foreseeable future, but recent analysis indicates that there will be shortages in the skilled craft occupations such as bricklaying, carpentry, and motor mechanics over the next decade. Job training should thus be in these areas.

## 2. DEVELOPMENT ISSUES AND PROBLEMS

A. Government Policies and Programs, Commitment and Progress: The Government of Swaziland (GOS) has completed work on, but not yet published, the Third Development Plan extending to 1983. From what is known of that Plan it reflects the strategy set forth in public statements and private discussions by leading members of the Government. This program continues

\* A net 7,000 additional persons enter the labor force annually, but accepting the most optimistic projections, employment in the formal sector will increase by 3-4,000 jobs annually.

past lines of action by emphasizing industrial, estate agriculture and transport investment more heavily than programs which impact on the poor majority. Nevertheless, funds are projected for programs which would benefit farmer/herders with traditional rights to small plots of Swazi Nation land, and for health, education and housing programs which in large measure will impact favorably on the urban and rural poor. Swaziland's substantial modern sector is likely to grow more rapidly in the next five years than the traditional under the influence of this investment pattern. As a result, the existing imbalance between the favored minority, who participate in and benefit directly from modern sector activity, and the rural poor majority is almost certain to be heightened.

Industry is the sector with the largest investment as programmed in the GOS Third Plan with E90.8 million (\$104.6 million) or 21.8% out of a total of E416.7 million (\$480.1 million). Moreover, E35.0 million (\$40.3 million) of this is for the locally financed portion of only one major project, the third sugar mill whose total cost is estimated at dollars 159 million inclusive of the dam and other civil works for the commercial sugar estate. That project is being carried out on a capital intensive (automated) basis and virtually without small farmer outgrowers. It is estimated, therefore, that it will provide directly only 2500 to 3000 jobs at a capital cost per job created of approximately \$50 - 60,000. Government justifies the project, however, partly on the basis of employment creation. Other projects in the industry sector may be more or less labor intensive but will not provide a major contribution to meeting the increasing need for employment due to the rising numbers of people entering the labor force.

Transportation is the next largest investment sector in the new Plan with E85.2 million (\$98.2 million) or 19.2% of the total. The projects in this sector are known to include major trunk roads being upgraded to paved standard and a railway link. The latter will provide an alternative route for export goods now moving by rail through the port of Maputo (in Mozambique) the current capacity of which constitutes a bottleneck for the movement of iron ore and sugar. The rail link will cost E20.5 million (\$23.6 million) all in the current fiscal year. Other projects in the

transport sector about which little is known at present include: an international maritime shipping line, the first ship for which was recently purchased; an airline for which the first jet (a Fokker F-28) has been contracted at a reported cost of \$8 million; and, a new international airport. These heavy capital investments promise little benefit to the poor majority. Moreover, the investment in the transport and industry sectors is "up front" in the plan and together in the first two years they absorb 22% of the total projected investment in all sectors for five years.

Those sectors which offer greater hope for benefitting the poor majority: Education, Health, Agriculture and Housing together receive E136.8 million (\$157.6 million) or 32.8% of the total. The largest investment among these sectors is in agriculture with E55.0 million or 13.2%. (A closely allied sector relating not only to agriculture, namely co-ops, is given E3.5 million.) This includes the main program of the GOS (with major support from several donors including the US) directed toward small farmers on Swazi Nation land, namely the Rural Development Areas Program (RDAP) which is described elsewhere in this paper. Education receives only slightly less at E53.9 million or 12.9% of the total while health is allocated only E8.7 million or 2.1%. Housing is accorded E19.2 or 4.6%.

The allocations outlined above show not inconsiderable concern for development efforts which benefit the poor majority but clearly indicate a preponderance of effort in other areas. The GOS is anxious to sustain a macro-economic growth rate comparable to the past favorable levels though much depends on the world market for sugar as the new mill is seen as replacing the iron ore exports now about to end. The GOS expresses concern about the need for employment due to the increase in the numbers in the labor force and the possibility of reduced migrant labor demand in the RSA where more than 20,000 Swazis are now employed. Yet the industrial expansion is not expected to be employment intensive and the programs and investments in the rural and agricultural sectors are not large or intensive enough to hold a prospect of adequate increase in employment to absorb available job seekers. A recent manpower study in Swaziland concluded that an intensive effort is required on small farms to create greater need for labor there because it would not be feasible to do so industrially in the foreseeable future.

Investment is not, of course, the whole picture. Price incentives could be adjusted, more funding provided for recurrent costs of needed social and economic services, a more coherent set of planning and monitoring structures created at the central and sector levels, etc., to improve performance and create a more equitable program. Government not only pursues a conservative, entrepreneurial-minded (rather than socially and developmentally-minded) set of fiscal and monetary policies but even when investments are made in projects whose main purpose is to produce revenue it is not clear who are the beneficiaries of those investments. This is because no accounting is given of the uses of the returns on investments which accrue to the funds which are under the control of the Swazi National Council and in whose name major government investments are made. The inequality in income and social benefits which has stemmed from past policies and seems likely to be intensified by current and prospective actions of the GOS holds the possibility of political consequences for the country, especially in view of the social and political situation and the winds of change which are sweeping Southern Africa.

B. Current Economic and Financial Performance Issues and Problems:

Present Status of Revenues and Finances--Government financial resources are ample right now, but softness in some sectors of the economy and continuing heavy commitments to future capital investments raise concern over availabilities a year from now. Various other conflicting factors plus a paucity of current, reliable data make any precise projections of Government financial capability impossible.

After trade surpluses in the early 1970's, the country is now running deficits. Foreign capital inflows, including transfers, have more than offset the trade deficits, however, and foreign exchange reserves continue to grow, having now reached seven months imports.

Government revenues continue to increase and are projected to increase at the rate of 18 percent over the coming year. (Revenues are shifting from levy's on sugar and iron ore exports to customs receipts.) Domestic credit continues to be available as both the Government and the private sector continue to hold a net creditor position against the banking system.

We thus tend to think that even now domestic resources are available to be tapped for development activities. Other than lack of

Governmental commitment, perhaps the biggest obstacle to their use is lack of domestic financial management capability.

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Regional Economic Considerations—The possibilities of independence in Zimbabwe and Namibia having major economic impact on Swaziland appear to be remote, and the Government expresses little or no concern. The Government is, however, highly concerned about the impact of events in or affecting South Africa (e.g., recession in the South African economy as well as inflation is of considerable concern). Also, Government representatives are concerned about the indirect impact of any externally imposed sanctions on the RSA; it has been noted that approximately 90 percent of Swaziland's consumable imports originate in the RSA and that two-thirds of maize requirements are imported from the RSA. Government representatives have strongly expressed a desire to lessen this dependence.

In addition to concern over the RSA, Government representatives have expressed serious reservations about regional cooperation. They noted that US and other donors push regionalism but the GOS points to constraints such as conflicting political ideologies, nationalism and economic self interest. They note the history of UBLS and ECOBLS in this area, and the disintegration of the East Africa Community as evidence of what will not work. They state that some countries extract maximum physical facilities from regional projects, and then pull out. Nevertheless, the GOS representatives obviously are very concerned with some regional issues such as trade relationships, dependencies, and the transport outlet for exports through the port of Maputo.

Transportation Links—Because of the continued failure of the port of Maputo to provide efficient and timely transportation for Swaziland's exports and the resultant financial losses already experienced in the case of iron ore exports and anticipated in sugar exports, Swaziland has begun construction of a southern rail link to the R.S.A. This is a controversial project, defined on the basis of economic security, which may become economically profitable if a proposed rail line to the northern Transvaal area of the R.S.A. is built.

Trade Relations—Because of their extreme dependence on the R.S.A. for food and basic commodities the GOS has expressed a desire to explore ways to reduce their vulnerability. Some members of the GOS feel that increases in agricultural (especially maize) production are the only way

to lessen their dependence on the R.S.A. This, however, does not help Swaziland's dependent position in regard to oil, gas, etc.

Dependency--In addition to dependence on R.S.A. in the areas of food and oil imports, Swaziland also depends, to a large extent, on the R.S.A. for its water supply and storage, its fees from the Southern African Customs Union, and private sector investment.

Swaziland's continued water supply has not been guaranteed by agreement with R.S.A. and it is reported that the R.S.A. is building dams west of Swaziland's borders and will thus be in a position to control the flow of water in Swaziland's rivers, all of which rise in R.S.A.

While Swaziland would like assistance in reducing its vulnerability to R.S.A. no one yet seems prepared to consider any alternative to the present Customs Union.

R.S.A. has always provided Swaziland with the majority of her private investments. This source, given the recession in the R.S.A., has been curtailed. While the labor supply due to expanding population is increasing and there is the possibility that 15-20,000 Swazi workers now in the R.S.A. may have to be reabsorbed, private investment from the U.S. and Europe is not forthcoming. Investors, worried over the instability of the area, have sought investment guarantees and protection not now available.

C. Human Rights: The State Department's human rights report on Swaziland notes that in 1973, despite his party's overwhelming victory in free elections, the King suspended the "Western" constitution and Parliament and announced his intention to return to government through traditional tribal institutions. The report states that despite the fears of critics at that time and despite the lack of written legal safeguards, there has been no significant degradation of respect for human rights. The Government has not attempted to restrict independent investigation of the human rights situation in the country, is sensitive to expressions of international concern about specific allegations, and in 1977 cooperated with inquiries by the UNHCR into charges that it was pursuing a policy of "benign neglect" toward political refugees from South Africa and Mozambique. It does not attempt to cover up any violation of those rights (of its citizens) which may occur under its system of limited legal safeguards and political rights.

The other side of the coin, however, is that, according to the report, critics believe the attempt to revive a traditional and autocratic, if benevolent, system of government will not prove sufficiently flexible to accommodate increasing demands for more modern mechanisms for political participation. Paralleling this criticism are those indicating that Government economic development policy does not adequately address the needs of the poorer sections of the population. These critics state the Government tolerates widespread nepotism and petty corruption, resulting in diversion of significant resources from the rural poor majority.

In sum, the criticism of human rights in Swaziland centers more on questions of equitable policies and programs rather than on abuses of individuals.

D. Defense Expenditures: Swaziland first budgeted for defense expenditures of \$900,000 in FY 74. The near absence of defense expenditures prior to the mid-seventies reflected the general state of security within a region dominated by the economic, political and military power of South Africa. Police units, some with para-military capabilities, were adequate to meet existing internal security needs. Dramatic and continuing changes in the region's internal power configuration have altered Swaziland's, as well as its neighbors', perceptions of security requirements.

Swaziland's recurrent defense expenditures, initially modest at \$900,000 in FY 74, reached \$2.3 million in FY 78, and have doubled to a projected \$4.6 million for FY 79.

The increasing level of recurrent defense expenditures appears to reflect the threat to national security created by exposure to alien ideas. A common border with Mozambique and a geographical location that lends itself to use as a staging ground for guerilla operations into South Africa could well mean the exposure to the populace to ideas and activities potentially subversive to the political, social, and economic stability of the Kingdom.

The ratio of defense expenditures to GDP for FY 79 is an estimated two percent. Their share of the recurrent budget is 8.8 percent, and 5.6 percent of the total budget.

The increase in defense expenditures necessarily means a reduction in the resources available for other purposes. Release of these expenditures from defense purposes would not, however, mean an equivalent increase in development expenditures for mandate concerns. This is particularly true in the case of Swaziland with its emphasis on large-scale export activities and on supporting infrastructure rather than on activities which immediately and directly address the needs of the rural poor.

E. Sector Considerations:

Human Resources Development--Because of the continuing emphasis on formal education and the circumscribed number of job openings in the formal economic sectors per year (3-4000 according to a 1977 GOS sponsored manpower study) Swazis educated at intermediate and higher levels will be unable to find employment.

While the next five years will witness an accelerating increase in the educated unemployed, the country will simultaneously face shortages of skilled workers both in crafts like carpentry and bricklaying and in fields requiring knowledge of math or science.

In addition to the coming problem of the educated unemployed, the estimated 7,000 persons entering the labor force against the 3-4,000 view job openings in the formal sector annually, indicate population on small farms must increase. Thus, in the area of human resources the focus must be on the development of those basic educational skills necessary for Swaziland's rural poor majority to play an expanding and more sophisticated role in a modern economy. There are three basic constraints in developing the education system to meet the above problems. Coming employment problems are comparatively invisible and students prefer, for a variety of cultural and economic reasons, to study in the formal system rather than learn a skill. The most serious hindrance, however, results from untrained and undertrained teachers who produce students who are especially poor in English, math and science.

Non-formal education programs have generally lacked impact because of the difficulties of coordinating the functions of several ministries and minimizing inter-ministerial rivalry. A second problem involves the difficulties involved in training for future rather than present vacancies.

The above factors account for A.I.D.'s strategy of supporting broad curriculum reform in Swaziland, working a year at a time from the first year of primary school through secondary school and into vocational schools. This includes the preparation and distribution of teaching training materials.

This strategy requires careful, patient work and tenacious commitment rather than huge sums of money. AID is not concentrating on this focus to the exclusion of other manpower activities--training within and without projects; in-country, in-service, and vocational training. AID should continue with these because they aid development by solving specific, limited development problems. Nevertheless, only by helping to address the central constraints affecting the entire human resources development system can we contribute to a comprehensive manpower solution.

Agriculture—If Swaziland is to become independent with respect to food staples, bring its citizens into the cash economy as so many of them obviously wish, and maintain its land and herd resource base, it must accelerate and expand efforts to modernize and diversify small holder agriculture. Wood pulp, citrus, sugar, and cotton from the plantations provide revenues and limited numbers of jobs, but these activities cannot be expanded to the point where they either provide economic independence or cash incomes for the majority of the rural poor. Swaziland does have the necessary land. Widespread application of locally available inputs could both make Swaziland independent in food staples and free up land for cash crops.

Efforts to date to improve subsistence agriculture are centered around the Rural Development Areas Program (RDAP) which accounts for 25% of government investment in agriculture. Eighteen Rural Development Areas will eventually cover 60% of the Swazi nation land, which is communally held, and a quarter of the nation's population. The RDAP is supported by several donors including the IBRD, the UK, and AID. At its ultimate stage each of eight intensive RDAs is to become a comprehensive rural and agricultural development project, combining provision of improved inputs and services to farmers with infrastructure--including physical reorganization and rationalization of land allocations, fencing for livestock, water

development and roads. Ten other RDAs are to offer much more <sup>67</sup> limited inputs. The RDAP is viewed as the opening of an effort that will one day make all of Swaziland an RDA with nationwide social services, rural infrastructure, and agricultural production services. In addition, efforts are being made to strengthen a small farmer credit system, cooperative development, and the development of a market for crops. The GOS is aware of the need to proceed carefully, and the plan states that "policy will be guided by the need to effect a gradual program of improvement based on a carefully planned program of sequential changes rather than to attempt sweeping and dramatic reform." At times it appears to be overcautious, conservative and unduly responsive to political pressures which thwart the most active and relevant efforts to improve resource use (e.g. range management and destocking).

The responses of small scale farmers to individual schemes and in individual cases encourage the belief that a combination of production incentives combined with and in addition to the RDAP could bring about improvements of scale.

There are a number of constraints to be addressed, however, including the following: (a) Coordination of rural development efforts. Not only are several ministries involved in the RDAP, but the program involves relocation of farmers, bringing the traditional system as well as the modern into play, meaning that many problems and questions move up two separate chains for decision. This causes delay and makes coordinated action very difficult. (b) Lack of skilled agricultural manpower, especially of extension workers, is seen by many as the single most serious constraint in the sector. (c) Research, while practical and related to the Swazi environment, is not yet closely linked to extension. (d) Credit, for which local funds are potentially available, is not yet substantially directed toward small holders. (e) Pricing policies: In an effort to keep down the cost of living, controls are kept on the price of maize. However, the price of inputs involved in maize production are increasing, encouraging many of the more knowledgeable and progressive farmers to grow other crops. (f) Lack of input, transport, and marketing infrastructure. (g) Land tenure: It is maintained by some that traditional tenure patterns do not

provide the security required for small holders to make intensive investments. Yet, changing the system involves major social change.

### 3. HEALTH

Like most other developing countries, the pattern of disease in Swaziland is shaped by low incomes, inadequate diets, unclean water, and unsanitary practices. Swaziland's major diseases are thus preventable. Historically, however, as with many other developing countries, services have been based in urban hospitals. Efforts to shift the balance from urban, hospital-based curative services to integrated services covering rural areas have been underway for some time and received increased attention during the Second Development Plan 1973 - 1977. The draft Third Development Plan 1978-1982 continues this emphasis—with the objectives of (a) increasing the proportion of resources devoted to preventive services in order to give special emphasis to mothers and children and to reduce the incidence of diseases associated with unclean water and poor sanitation; (b) providing more equitable distribution of services; (c) expanding health education and nutrition activities; and (d) working toward reduced population growth.

Implementation problems reduced the portion of funding shifted into rural and preventive activities during the Second Plan from original projections. The Ministry of Health did undertake a series of actions in these directions however. Included were training of additional categories of para-medical personnel (primarily health assistants and rural health visitors), construction of clinics and health centers in rural areas, school health programs, and establishment of a health education activity. The Ministry hopes to have 75% of the population within 5 miles of a clinic by 1985 and have integrated services operating from the clinics and centers. It has been addressing the operational problems that slowed progress toward these objectives during the Second Plan.

Under the new health services system, it is clear that nurses, not physicians, must be the basic practitioners over the coming decades. Thus AID's major health activity is to help the Government establish a basic health training facility to train staff to meet Swaziland's particular needs as well as to help establish the planning and management capacity necessary

to effectively employ this staff. A second, more operationally oriented activity now under development focuses on a comprehensive set of activities designed to eliminate schistosomiasis and greatly reduce other water related diseases.

4. USAID Program and Strategy

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A. Introduction

The poor majority in Swaziland have been the target for impact of AID programs for some time. Most activities have been designed to have direct, favorable impact in rural development including agriculture, health and education. Despite an average per capita income for the country of approximately \$440, the bulk of the people have far less, so that a strong prima facie case exists to support programs to assist the poor majority directly. Since the majority of poor people are rural, they should also be the primary focus of our attention. But an increasing number of poor are coming to the cities and finding conditions very difficult especially with respect to housing and social services. Government does support programs for the poor majority but, as noted above, the emphasis in the investment program lies elsewhere. If we are to assist Swaziland, how should we respond?

In view of the poverty of the majority, we take it for granted that support should be given on at least a minimal scale despite government's emphasis elsewhere. A minimal program would, however, offer little basis for dialogue and encouragement to those in the GOS who would support more equitable deployment of Swaziland's own resources. A program of \$3-5 million might have some value but offer little hope of contributing to change. In addition, while the Swaziland human rights environment is not without blemish, and we would hope for improvement in terms of treatment of those whose political views do not accord with those of the GOS, the record is not

seriously unsatisfactory. Therefore, a program above that level seems both justifiable and desirable.

We conclude that a grant program on the order of \$10 million would strike an appropriate balance. It would provide resources which would be an important supplement to what the GOS does for the rural poor, but the level itself would signal to the GOS the following two important messages: (a) the U.S. stands ready to support development in Swaziland; and (b) the U.S. is not prepared under present GOS policy and resource deployment conditions to support Swaziland as heavily as other countries of similar size in the area. This should be supplemented with appropriate indications that what the U.S. would prefer is a more positive set of programs and policies more strongly tailored to deliver support to an improved quality of life for the poor and that if that were forthcoming U.S. assistance could be increased.

In the immediate future, there is an important tactical opportunity to underline this policy to the GOS. OSARAC has programmed and AID has proposed to the Congress a \$5.4 million loan for equipment in support of the RDA program. That amount has recently been reviewed and it is now clear that a sum more like \$9.5 million is needed to finance the procurement of the needed balanced package of equipment and spares. During the immediate future when the project is under final design and the PF being prepared, the point ~~will~~ be made to the GOS that the U.S. will not find it possible to provide more than the original sum to finance this equipment. We should then include

in the loan agreement a Condition Precedent to first disbursement that no funds will be available unless and until the GOS provides evidence that the required balance of funds will be made available by the GOS from its own resources for procurement of the balance of the needed equipment. Under these conditions, OSARAC proposes the following programs with levels of funding for FY 79 and 80 at approximately \$10 million in each year.

B. Agriculture and Rural Development

Recognizing that the overwhelming majority is and will continue to be employed in small-scale agriculture in the rural areas, as well as the potential of this sector for contributing to the economic independence and bringing the poor majority into the cash economy, a major share of AID's efforts is concentrated in these fields. Further, as is seen below, AID assistance funded under the other program categories has a very strong rural development orientation. With other donors, significant support is provided by AID to the GOS under the Food and Nutrition category to: (a) strengthen the capacity of the Ministry of Agriculture to carry out land development activities under the Rural Development Area Program (RDAP); (b) assist in developing a viable producer-oriented cooperative structure providing production-related inputs and marketing services to small-scale farmers; (c) encourage increased production of fruits and vegetables by establishing a market system for production; and (d) establish mohair production in Swaziland for domestic requirements and further encourage employment in local handicraft industry.

C. Health and Nutrition

AID has entered into a program with the GOS to greatly enhance the rural delivery system by: (a) strengthening planning, management, and logistics systems for delivery of health services into rural areas; (b) training supervisory and front line para-professional staff; (c) orienting the system toward a greater emphasis on effective delivery of promotive and preventive public health services; and (d) strengthening GOS operations against schistosomiasis and other water-related diseases which compose a major part of Swaziland's health problem.

D. Education and Human Resources Development

AID is undertaking a number of assistance activities designed to address Swaziland's requirements for basic education, provide essential skills, and add to Swaziland's capacity to identify and define development problems and plan and implement development activities. Basic education is to be shaped to Swaziland's particular needs by establishing an institutionalized Swazi capacity for developing primary curricula. Assistance to rural education centers will help develop a system of non-formal education to enable rural youth and adults to become more economically productive in the rural sectors. Adult education programs at the University College of Swaziland will increase the College's capacity to meet mid-level manpower training needs in education and commerce. This effort will be complemented by assistance, through the Swaziland Institute for Manpower and Public Administration, to help overcome the shortage of lower- and mid-level staff who primarily supervise and manage direct public services. A proposed

Institute for Development Research will establish a hitherto absent capacity for defining and articulating country and regional development constraints, opportunities, and requirements, particularly those pertaining to the poor majority. Finally, to assist the Government with immediate responses to development-related manpower gaps, AID is providing selected operational personnel and related training.

E. Selected Development Problems

Approaches are proposed under this category to assist both the rural and urban poor to overcome specific constraints to meeting basic human needs.

1. Recognizing the increasing requirements of a rapidly growing rural population for fuel combined with increasing scarcity of wood for this purpose, OSARAC proposes to develop and test low cost systems of alternative energy sources relevant to the needs of Swazi citizens living on Swazi Nation land.

2. To expand and diversify production as well as seek out non-farm income opportunities in rural areas, OSARAC proposes to assist in-country efforts to identify and exploit promising small and medium scale industrial activities with high employment possibilities.

3. While the land holds the key to Swaziland's economic development, a wholly rural based society is unviable, as urban centers are growing rapidly and housing shortages, especially for the poor, are already a major problem. AID will assist the GOS to make coherent plans and programs to accommodate this urban growth. It is also planned to provide a Housing Investment Guaranty, perhaps in conjunction with other donor financing, to provide increased low income urban housing through an aided self-help sites-and-services program.

F. Population

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The favorable population policy of the GOS has had little effect on population growth in Swaziland. The birth rate is 50 per 1000 with a 3.2% annual growth rate. Infant mortality is 150/1000. A major constraint is a lack of trained personnel. The AID financed health activity includes development of a nursing curriculum which will emphasize MCH, family planning, and clinical skills for these programs. Population theory will be included in all health worker training curricula carried out in the facility. The inadequate rural health facilities and lack of health personnel in Swaziland preclude any immediate expansion in FP programs. However, AID encourages the MOH to send RNs for clinical contraceptive training, as they can be released, so that existing facilities can offer FP services.

AID's population policy in Swaziland will be reviewed next year in the context of developing a CDSS. In the interim PVOs working in the population will be invited to support targets of opportunity identified by the Mission.

G. Long-Range Alternatives

We believe it is desirable to encourage the GOS to pursue a more balanced investment policy and to increase the coherence and effectiveness of programs to directly improve the quality of life of the poor majority. In order to do this, AID should be prepared to expand its program and in return for a greater share of GOS investments and recurrent budget expenditures being directed to meeting basic human needs, we should be prepared to provide funding for required technical assistance and appropriately planned infrastructure. In the short run, it will be necessary to fund activities (like the IDR, SIMPA, training and lecturers) which can lead toward an alternative development strategy. Implementing a program which directly benefited the majority would conceivably involve a level considerably expanded beyond the \$10 million annual input proposed in this ABS.

In view of the changing political situation in southern Africa, it would be highly desirable and probably necessary to promote more rapid, peaceful, evolutionary change. We must be prepared to encourage and promote such a reorientation and to support it with additional resources when it occurs. The present situation is clearly producing steadily increasing internal tensions and may encourage radical solutions. Unless

the current GOS policies are modified, however, it seems unlikely that more external assistance will improve the situation.

#### H. Commentary on Personnel and Operating Expenses

We have tried to hold the staff numbers as small as consistent with our responsibilities for sound program management. The Ambassador has reiterated a desire to seek relief from the AID regulations, procedures and documentation that prescribe these responsibilities, but we assume these are so fundamental that they will not change before FY 1980; therefore, we are basing our staff projections on the need to operate under the existing A.I.D. procedures.

The OSARAC Swaziland office had up to 14 people in FY 80, but this will decline to 7 positions in FY 1980. The decline in staffing levels projected for Swaziland results from two interrelated reorganization assumptions. Plans are underway to devolve program administration from a regional (OSARAC) office in Swaziland to separate A.I.D. offices in Botswana, Lesotho and Swaziland. On the assumption that this devolution will take place in early FY 1979, regional staff (director, agriculture and education officers) have been departing and their positions not filled. On the further assumption that the residual "regional" staff (Capital Projects, Health and Economics Officers) will be absorbed into a new southern Africa regional support office in FY 80, these positions are deleted from the Swaziland complement. The seventh reduced position comes from combining the Executive and General Service Officer positions into a single management position; this is possible because of the reduced administrative services required by a mission half its present size.

The reduction in staff is also possible because the Swaziland aid program will not be expanding the way the Botswana and Lesotho programs are proposed. As explained above, the overall proposed program will decline from \$12 million in FY 78 to approximately \$10 million in both FY 79 and FY 80.

If either the assumptions on reorganization or the static program levels are not sustained during Washington reviews, then the staffing would change accordingly.

Our staff is smaller than might otherwise be deployed because of a conscious strategy on our part to:

- (1) conduct project designs using consultants in technical fields and REDSO or AID/W design officers;
- (2) implement projects with non-direct hire staff;
- (3) conduct major evaluations with external examiners; and
- (4) require USDH operating expense-funded staff to manage several projects simultaneously and perform with versatility in several sectors.

The impact of this strategy on keeping USDH staffing levels down becomes evident when it is recognized that there are over 99.4 program-funded work years planned for project implementation that might have been OE-funded USDH personnel under a different strategy.

The above strategy does result in a higher Policy Direction and Management (PDM) staff ratio to Direct Project-related staff (3.3:2.0), but a very favorable ratio of total USDH staff to program-funded operators (7.3:99) and total program funds managed (\$32 million). We use the few USDH resident staff to manage TDY design teams and evaluators, manage (not implement) projects. Most of the PDM (generalists) staff also manage smaller, less technical projects until there is enough technical work to justify a full time technical person.

Decision Unit: OSARAC/Swaziland

Decision Package: MINIMUM

Activity Description:

The "Minimum" program level of \$4.306 million involves support to only six of the eleven on-going projects, two of them at reduced levels. The program at this level would be one to maintain the highest priority on-going efforts to extend basic development services to rural poor beneficiaries, plus provide incremental funding for OPEX personnel. As noted in the overview, OE-funded personnel decline from 14 in FY 78 to 7 in FY 79-80 because of the proposed OSARAC devolution and the relatively static aid program.

Resource Requirements: See Table

Five Year Projections: See Table

Short-Term Objectives:

Essentially, this level would permit A.I.D. to protect its investment in half of its on-going projects by meeting the recurrent costs of the six highest priority projects. However, it does not provide funding for five other on-going projects which are important to our strategy of supporting basic human need services. The "Minimum" level will continue land development work in the RDAs; expansion of primary co-ops and strengthening of central co-op administration; development of the fourth of seven grades of primary curriculum materials; expansion of water protection activities, but at a level below the country's capacity to expand this program; increase the number of rural health workers at a pace consistent with overall rural health expansion plans; and provide incremental funding for six additional OPEX personnel.

Impact on Major Objectives:

The "Minimum" level program would cause doubt in the GOS regarding U.S.G. commitment and strategy. If we were unwilling to fund even the follow-on costs of present projects, then our overall development and political relations would be adversely affected. While the work in produce marketing, alternative energy, university outreach, small-scale industries and rural incomes from Mohair production are lower priority, it would be sound not to start these in FY 79 if they cannot be sustained in FY 80 funding levels.

FY 1980 ANNUAL BUDGET SUBMISSION  
(in \$000)

DECISION UNIT: OSARAC/ SWAZILAND

DECISION PACKAGE MINIMUM

(Minimum,  
Mark,  
Current,  
Proposed,  
Expansion)

ACTIVITY DESCRIPTION

1980  
THIS PACKAGE CUMULATIVE TOTAL

1978 1979

RESOURCE REQUIREMENTS

Food and Nutrition	2593	2997	2350	2350
Population	592	1829	700	700
Health	3395	3617	1256	1256
Education	-	1546	-	-
Selected Development Activities	-	-	-	-
Sahel Development Program	-	-	-	-
Other (specify)	-	-	-	-

Total Program 6580\* 9989 4306 4306

PL 480 Title I (non-add)  
(of which Title III)

PL 480 Title II (non-add)

Housing Guaranties (non-add)

Employment - Full-time Permanent

U.S. Direct Hire 1/

Foreign Nationals

TDY

10.1	7.3
16.0	16.0
3.0	4.0

Total

29.1	27.3
------	------

FIVE YEAR PROJECTIONS

BY	BY+1	BY+2	BY+3	BY+4
----	------	------	------	------

Program

Personnel (in workyears)

Mission - US

- FN

TDY - USDN

N/A

\*All FY 1978 Obligations are SSA

1/ See separate schedule for OSARAC for FY 78 data.

Figures shown include 1 IDI.

Decision Unit: OSARAC/Swaziland

Decision Package: MARK

Resource Requirements: See Table

Five Year Projections: See Table

Short-Term Objectives:

See "Minimum" discussion. The additional \$720,000 at this level would allow A.I.D. to protect its useful prior years' investments in one more project (University College); expand the water borne protection activities to a level consistent with GOS capacities; and add another increment of funds for 3 more OPEX officers, plus add in and out of country training for the Swazis they replace. It would still leave 4 other on-going projects unfunded.

Impact on Major Objectives:

See "Minimum" statement. Political and development relations would be as adversely affected at the "Mark" level as they would be at the "Minimum" level.

FY 1980 ANNUAL BUDGET SUBMISSION  
(in \$000)

DECISION UNIT: OSARAC/SWAZILAND

DECISION PACKAGE MARK

81

(Minimum, Mark, Current, Proposed, Expansion)

ACTIVITY DESCRIPTION

ACTIVITY DESCRIPTION	1978		1979		1980	CUMULATIVE TOTAL
	RESOURCE REQUIREMENTS	1978	1979	THIS PACKAGE	TOTAL	
Food and Nutrition Population		2593	2997	-	-	2350
Health Education		592	1829	200	-	900
Selected Development Activities		3395	3617	520	-	1776
Sahel Development Program		-	1546	-	-	-
Other (specify)		-	-	-	-	-
Total Program		6580*	9989	720	-	5026
PL 480 Title I (non-add) (of which Title III)		-	-	-	-	-
PL 480 Title II (non-add)		-	-	-	-	-
Housing Guaranties (non-add)		-	-	-	-	-
Employment - Full-time Permanent	1/					
U.S. Direct Hire			10.1	7.3	-	-
Foreign Nationals			16.0	16.0	-	-
TDY			3.0	4.0	-	-
Total			29.1	27.3	-	-
<b>FIVE YEAR PROJECTIONS</b>		<b>BY</b>	<b>BY+1</b>	<b>BY+2</b>	<b>BY+3</b>	<b>BY+4</b>
Program						
Personnel (in workyears)						
Mission - US						
- FN						
TDY - USDA						

Program Personnel (in workyears) Mission - US - FN TDY - USDA N/A

\*All FY 1978 Obligations are SSA.  
1/ See separate schedule for OSARAC for FY 78 data. Figures shown include 1 IDI.

Decision Unit: OSARAC/Swaziland

Decision Package: PROPOSED

Activity Description:

The "Proposed" program level of \$10.6 million is 5 million over the "Mark" level, about equal to the FY 79 program, and a drop of \$1.4 million from FY 78. At this level, all eleven on-going projects would be continued with full incremental funding (\$2.5 million) and 4 new projects worth \$2.4 million would be started. The 4 additional projects can be managed with no staff increase over the "Minimum" and "Mark" levels, which are the same as the FY 79 level after the staff is decreased from 14 to 7 people.

Resource Requirements: See Table

Five Year Projections: See Table

Short-Term Objectives:

The "Proposed" level would provide the second year of funds needed to establish a marketing mechanism for small farmer's produce; this would help them to partially diversify out of subsistence food crops and allow them to increase earnings through cash crops. The mohair production project would contribute to the same objective of increased rural incomes. The introduction of alternative energy sources into rural life would slow the ecological degradation being caused by relying on diminishing wood stocks and overgrazed cattle, improve the quality of rural life and create jobs needed for the growing cadre of under-employed. The small-scale industries project would also create jobs and demonstrate to the government that a policy of labor-intensive light industry is a viable alternative to their present capital intensive strategy. Non-formal skills training through the Rural Education Centers would contribute to the same objectives of job creation and moving towards joint agriculture and a labor-intensive light industry development strategy. Two new projects (SIMPA and IDR) contribute to this same short-term objective of moving from a "trickle-down" strategy of development to a direct-beneficiaries strategy. The Institute will produce research results which will demonstrate to policy makers the implication of alternative development strategies. The SIMPA activity will provide the increased administrative capacity needed to carry out a basic needs development strategy.

FY 1980 Annual Budget Submission

Decision Unit: OSARAC/Swaziland

Decision Package: PROPOSED

Impact on Major Objectives:

Funding at the "Proposed" level would demonstrate that the U.S.G. is serious in its commitment to programs which directly benefit the rural poor. The proposed level would show by its decline from FY 78 level, and static level compared to FY 79, that the U.S.G. is not ready to increase funds for Swazi development (at a magnitude consistent with other southern Africa countries) unless the GOS changes its development investment strategy. At the same time, it will demonstrate our commitment to fund the on-going projects at the planned level. As noted in the Short-Term Objective comment, above, two of the new projects are critical to helping the government weigh the suggested strategy change needed to impact more directly on the lives of the poor. The long-term implications of this strategy is as important to GOS political stability as it is to long-term development prospects. The GOS has proved to be a moderate friend in the dynamic southern Africa political setting. The GOS has stated that this moderation seems to get them less attention than some of its more vociferous neighbors. It is important to overall foreign policy objectives that we provide the commitment to help GOS development contained in the "Proposed" level.

FY1980 ANNUAL BUDGET SUBMISSION  
(in \$000)

DECISION UNIT: OSARAC/SWAZILAND

DECISION PACKAGE PROPOSED  
(Minimum, Mark, Current, Proposed, Expansion)

ACTIVITY DESCRIPTION

	1978*	1979	THIS PACKAGE	1980	CUMULATIVE TOTAL
<b>RESOURCE REQUIREMENTS</b>					
Food and Nutrition	2593	2997	7759		3109
Population	-	-	-	-	900
Health	592	1829	-	-	5595
Education	3395	3617	3819		1030
Selected Development Activities	-	1546	1030		-
Sahel Development Program	-	-	-	-	-
Other (specify)	-	-	-	-	-
<b>Total Program</b>	6580	9989	4578		10634
PL 480 Title I (non-add) (of which Title III)	-	-	-	-	-
PL 480 Title II (non-add)	-	-	-	-	-
Housing Guaranties (non-add)	-	-	-	-	-
Employment - Full-time Permanent	1/				(2000)
U.S. Direct Hire		10.1	7.3		
Foreign Nationals		16.0	16.0		
TDY		3.0	4.0		
<b>Total</b>		29.1	27.3		

FIVE YEAR PROJECTIONS

Program	FY	FY+1	FY+2	FY+3	FY+4
Personnel (in workyears)	\$10.6	11.3	12.3	13.5	14.9
Mission - US	7.3	8.0	8.0	9.0	10.0
- FN	16.0	10.0	11.0	11.0	12.0
TDY - USDM	3.0	3.0	4.0	4.0	4.0

\*All FY 1978 Obligations are SSA.  
1/ See separate schedule for OSARAC for FY 78 data. Figures shown include 1 IDI.

Item No. 6

TRANSACTION CODE: BUREAU CODE:

DECISION UNIT OSARAC/SWAZILAND

NAME OF DECISION PACKAGE SET MINIMUM/MARK/PROPOSED

TABLE V - PROPOSED PROGRAM RANKING

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RANK	DECISION PACKAGES/PROGRAM ACTIVITY/SUPPORT ITEM		RESOURCE REQUIREMENTS				PROGRAM FUNDING (\$ '000)	
	DESCRIPTION	FY 1980	APPROPRIATE ACCT	PERSONNEL	WORKYEARS (XX, X)			
					OPERATING EXPENSES MISSION	FUNDED FROM PROGRAM		
					TDY	ACCOUNT	INCREMENT	CUMULATIVE
1	Decision Package - Minimum							
2	Health Manpower Training (0062) GO		HE	M	0.2	-	5.2	100
3	Rural Development Area Infrastructure Support (0068) GO		FN	H	1.0	0.2	17.0	1828
4	Primary Curriculum Development (0009) GO		EH	M	0.1	-	7.0	656
5	Southern Africa Manpower Development (0069) GO		EH	M	0.3	-	6.0	600
6	Cooperatives and Marketing (0055) GO		FN	M	0.5	-	9.3	3706
7	Rural Water Borne Disease Control (0087) GO		HE	M	0.1	-	1.9	600
	Southern Africa Development Personnel & Trng. (0030.3) GO		EH	H	0.2	-	1.1	-
	Summary by Personnel Intensity:							
	Medium (5 projects)				(1.2)	-	(29.4)	(2478)
	High (2 projects)				(1.2)	(0.2)	(18.1)	(1828)
	Cumulative Total				(2.4)	(0.2)	(47.5)	(4306)
8	Decision Package - Mark							
9	University College at Swaziland (0081) GO		EH	M	0.1	0.1	3.3	120
10	Rural Water Borne Disease/Control (0087) GO		HE	M	-	-	2.3	200
	SAMD (0069) GO		EH	M	-	-	9.0	400
	Summary by Personnel Intensity:							
	Medium (3 projects)				(0.1)	(0.1)	(14.6)	(720)
	Cumulative Total				(2.5)	(0.3)	(62.1)	(5026)
11	Decision Package - Proposed							
12	Produce and Marketing (0206) GO		FN	L	0.3	0.4	3.0	677
13	Rural Small-Scale Industries (0205) GO		SD	M	0.1	2.0	3.0	300
14	Alternative Energy Research (0207) GO		SD	H	0.2	0.2	-	130
15	Swaziland Mohair Production (0210) GO		FN	L	0.1	-	1.0	82
16	SIMPA (0202) GN		EH	H	0.2	1.5	9.0	1100
17	Institute for Development Research (0204) GN		EH	M	0.1	-	0.3	500
18	Rural Education Centers (0201) GN		EH	H	0.1	-	3.0	250
19	Southern Africa Manpower Development (0069) GO		EH	M	-	-	18.0	1969
	Lower Income Shelter (0099) GN		SD	L	0.1	-	-	600
	Summary by Personnel Intensity:							
	Low (3 projects)				(0.5)	(0.4)	(4.0)	(1359)
	Medium (3 projects)				(0.2)	(2.0)	(21.3)	(2769)
	High (3 projects)				(0.5)	(1.7)	(12.0)	(1480)
	Cumulative Total				(6.8)	(4.4)	(99.4)	(10634)

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MBABANE, SWAZILAND MISSION  
MISSION OPERATING EXPENSE FUNDED PERSONNEL REQUIREMENTS  
(in work years xx.x)

MISSION SPECIFIC PERSONNEL	FY 78 Estimated Actual		FY 79 Estimated		FY 80 Mark		FY 80 Minimum		FY 80 Proposed	
	USDH	FNDH	USDH	FNDH	USDH	FNDH	USDH	FNDH	USDH	FNDH
Directly Related to Activities* 1/										
Policy, Direction & Management			3.3	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Financial Management			3.5	1.0	3.3	1.0	3.3	1.0	3.3	1.0
Mission Support			1.2	5.0	1.0	5.0	1.0	5.0	1.0	5.0
IDI's			2.1	8.0	1.0	8.0	1.0	8.0	1.0	8.0
OTHER (Specify)										
TOTAL			10.1	16.0	7.3	16.0	7.3	16.0	7.3	16.0

+  =  Total  
 +  =  Total  
 +  =  Total  
 +  =  Total

1/ The difference between this figure and the one appearing on Table V is time spent by project related staff on general technical and clerical support not directly attributed to any one project, e.g. ABS, CBSS, sector analysis, responding to AID/W, etc.

NON-MISSION SPECIFIC PERSONNEL

	USDH	FNDH								
Auditor General & IIS										
Other (Specify):										
TOTAL										

Note: Staffing reflects assumption that OSARAC will be replaced in FY 79 by separate independent Missions. Above reflects projected Swaziland Mission staffing. Foreign national staff will also have to be realigned to bring into balance with U.S. staffing. Pending such realignment FN staff excess to the Swaziland program, but not to total programs in Southern Africa, are reflected against the Swaziland ceiling.

EXISTING OSARAC POSITIONS AS OF MAY 26, 1978

WORKFORCE REQUIREMENTS - SCHEDULE I - EXISTING P

MODE	LEVEL	AUTHORIZED	BUDGETED	REQUESTED	IDI NON-CEILING	TOTAL FILL
		CEILING	POSITIONS	POSITIONS	POSITIONS	POSITIONS
FY 78		FY 78	FY 79	FY 80	FY 78	007
003		004	005	006		010
					FY 79	008
					FY 80	009

L	POS NO	POSITION TITLE	P	P	G	I	G	STATUS	DATE POS	INCOME
I	013	014	A	L	R	N	R	OF	TO (C)	TO CON
N			Y	A	S	A	C	A	POSIT.	(D) (E)
E			N	I	D	U	O	END OF	STATUS	THRU F
				T	E	M	E	FY 78	PEPLAN	
N				I	B			OR	A=ACTUAL	
O				D	E			FY 79	FOR FY7A	
				O	N	O	N	O	(C) O	79 : 80
				1	I	T	I	(D) I		
012				5	6	7		(E) 8	019	020

✓	216901007	REG OVL OFF	FR	01	02					
✓	216901012	ASST REG OVL OFF	FR	03	03					
✓	216901015	EXEC OFF	FR	03	03					
✓	216901019	SECY	FS	06	06					
	216901023	SECY PT	FS	08						
	216901028	SECY PT	FS	08						
✓	216902007	ASST PROG OFF	FR	04	04					
✓	216902012	ASST PROG OFF	FR	05	05					
✓	216902022	ASST PROG ECON	FR	04	04					
✓	216903008	AID CPNS OFF	FR	03	03					
✓	216903012	HLTH OVL OFF	FR	04	04					
✓	216903015	MGT OFF	FR	04						
✓	216903017	ASST GEN OVL OFF	FR	05	04					
✓	216903024	CIV ENG ADV	FR	04	03					
✓	216903029	SECY	FS	07						
✓	216903040	ACCNT FINL ANLST	FR	04						
✓	216903050	HMRS OVL OFF EDU	FR	04						
✓	216904014	AID CPNS OFF	FR	03	03					
✓	216904018	CP PRJ OVL OFF	FR	04	04					
✓	216904020	MGT OFF	FR	04						
✓	216904024	ASST GEN OVL OFF	FR	05	04					
✓	216904027	ASST AG OVL OFF	FR	04						
✓	216904032	SECY	FS	07						
✓	216904040	ACCNT FINL ANLST	FR	04						
✓	216904050	HMRS OVL OFF EDU	FR	04						
✓	216905007	CTLR	FR	03	03					
✓	216905012	GSO	FR	04	05					
✓	216906008	AG OVL OFF	FR	03	02					
✓	216906010	ASST AG OVL OFF	FR	04	04					
✓	216906013	HMRS OVL OFF EDU	FR	03	03					
	216906020	PA ADV TRG	FR	04	03					
	216906028	SECY	FS	08	07					
	216903016	ASST.AG.DVL.OFF.	FR	04	06					



HEABANE, SWAZILAND MISSION- OPERATING EXPENSE BUDGET

80

EXPENSE CATEGORY	LINE NO.	OBJECT CLASS	EXPENSE RELATED TO	FY 1976		FY 1979		FY 1980		MARK	PROPOSED
				UNITS	\$	UNITS	\$	UNITS	\$		
<b>HOUSING Continued</b>											
Rent	32	235	No. of Residential Units			4.0	31.2	4.0	33.6		
Utilities	33	235	No. of Residential Units			11.0	9.3	7.0	6.5		
Renovation	34	259	No. of Residential Units			4.0	2.0	4.0	3.0		
Maintenance	35	259	Total Square Feet			13300.0	7.0	13300.0	9.1		
Residential Furnishings and Equipment	36						6.0		21.0		
Additions to Inventory	37	311	No. of Residential Units								
Replacement	38	311					3.0		17.0		
Transportation	39	22					3.0		4.0		
Temporary Lodgings	40	127					4.0		2.3		
Mission Director	41						1.2		1.0		
Rent	42	235									
Utilities	43	235									
Renovation of Residence	44	259									
Maintenance of Residence	45	259									
Supplies and Materials	46	26									
Furniture Procurement	47	311									
Official Residence Allowance	48	254									
Representation Allowance	49	252					1.2		1.0		
Vehicles	50										
Acquisition	51	312									
Operation/Maintenance	52	259									
Portion of Lines 31-52 for Program Funded People	53										
<b>OFFICE OPERATIONS</b>	54						226.6		197.4		197.4
Acquisition of Land and Structures	55	320									
Rent	56	234					27.0		27.0		
Utilities	57	234					2.0		2.5		
Renovations	58	259					7.0		4.0		
Building Maintenance	59	259					6.0		7.0		
Office Furnishings and Equipment	60						15.0		2.6		
Additions to Inventory	61	310					6.0				
Replacement	62	310					9.0		2.6		

HRABANE, SWAZILAND MISSION - OPERATING EXPENSE BUDGET

90

EXPENSE CATEGORY	LINE NO.	OBJECT CLASS	EXPENSE RELATED TO	FY 1978		FY 1979		FY 1980		PROPOSED	
				UNITS	\$	UNITS	\$	UNITS	\$	UNITS	\$
<b>OFFICE OPERATIONS Continued</b>											
Other Equipment	63	319									
Transportation (Freight)	64	22			6.0					4.0	
Communications	65	230			5.0					6.4	
Security (Guard Services)	66	259			5.5					6.0	
Printing and Reproduction	67	24			21.7					16.3	
Operational Travel	68				1.0					2.0	
International	69	210			59.5					58.0	
Domestic	70	210			49.5					52.5	
Charter/Contract Transportation	71	259			10.0					5.5	
Vehicles	72										
Addition	73	312	No. of Vehicles		15.4					18.5	
Replacement	74	312	No. of Vehicles								
Maintenance	75	259	No. of Vehicles		1.0					1.0	
Automotive Supplies and Materials	76	26	No. of Vehicles		4.8					4.0	
Other Supplies and Materials	77	26	No. of Vehicles		3.6					4.0	
FAAS	78				34.0					22.0	
Other U.S. Government Reimbursements	79	258			9.5					7.3	
Other	80	259									
Portion of Lines 55-80 for Program Funded People	81				12.0					14.0	

HBABANE, SWAZILAND MISSION - OPERATING EXPENSE BUDGET

EXPENSE CATEGORY	LINE NO.	FY 1976	FY 1979	MARK	F.Y. 1980	
					MINIMUM	PROPOSED
TOTAL OPERATING EXPENSE BUDGET	82		911.3	777.9	777.9	777.9
Reconciliation						
Deduct from item 82 items not funded from Mission's allotment:						
Object Class 11	83		(295.0)	(221.3)		
Object Class 12	84		(28.9)	(21.8)		
Object Class 13	85		-	-		
Net FAAS (from line 78)	86		(9.5)	(7.3)		
Other - Explain on Attachment	87		(3.9)	(2.7)		
Net Allotment Requirements	88		574.0	524.8		
Operational Year Allotment Requirement by Quarter						
First Quarter	89					
Second Quarter	90					
Third Quarter	91					
Fourth Quarter	92					

ADDITIONAL SCHEDULES AND ANALYSES	Attached	
	Yes	No
Use of Trust Funds		X
ADP Equipment		X
Budget Line 31 Detail		X
Budget Line 55 Detail		X
Budget Line 80 Detail	X	

SWAZILAND - OPERATING EXPENSE BUDGET

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ADDITIONAL SCHEDULES AND ANALYSES

LINE 80 DETAIL - OBJECT CLASS 259

<u>Item</u>	<u>FY 1979</u>	<u>FY 1980</u>
A. Medical Costs	\$ 5.0	\$ 6.0
B. Office equipment service and repair	2.0	2.5
C. Residential appliances service and repair	2.0	2.5
D. Casual Labor	3.0	3.0
	<u>\$ 12.0</u>	<u>\$ 14.0</u>

LINE 87 - OBJECT CLASS 22

	<u>FY 1979</u>	<u>FY 1980</u>
Payment by AID/W for storage charges of HHE of USDH employees	<u>( 3.9)</u>	<u>( 2.7)</u>

MBABANE SWAZILAND

PROJECTED STAFFING PATTERN (SCHEDULE FOR NEW POSITIONS)

93

Item No. 7

NAME & TITLE	OFF/DIV	GRADE	OM BOARD	ETA JUNE	ETA JULY	ETA AUGUST	ETA SEPTEMBER	79 1ST QTR	79 2ND QTR	79 3RD QTR	79 4TH QTR	80 1ST QTR	80 2ND QTR	80 3RD QTR	80 4TH QTR
1. KEAN, J. (REG DVL OFF)	SWAZILAND	R-2						Position to be deleted 12/78HL							
2. MORSE, T. (ASST REG DVL OFF)	"	R-3						RTP						5/80 HL TRF	
3. LEVINSKY, M. (SECY)	"	S-6													
4. BURLESON, H. (EXEC OFF)	"	R-3						Position to be deleted							
5. ROJMAN, R. (GSO)	"	R-5													
6. HICKSON, D. (CTLR)	"	R-3													
7. BAH, B. (ASST PROG OFF)	"	R-4		6/78HL RTP										6/80 HL TRF	
8. WAGNER, J. (ASST PROG OFF)	"	R-5													
9. THOMAS, H. (PA ADV)	"	R-3													
10. BLOK, G. (AC DVL OFF)	"	R-4													
11. ZIMMERMAN, J. (SECY)	"	S-7								6/79 HL RTP					
12. MGT. OFF.	"														
13. MCDONOUGH, J. (MRS DVL OFF)	"	R-3													
			12	12	11	11	11	10	10	9	7	7	7	7	7
	FOR FY 80														
	MINIMUM	7 Employees													
	MARK	7 Employees													
	PROPOSED	7 Employees													

(to be established upon departure of EXO)



Item No. 7

RECAP ON PERSONNEL (USDH ONLY)

	<u>END FY 78</u>	<u>END FY 79</u>	<u>END FY 80</u>
BOTSWANA	8	14 plus 1 IDI	14 plus 1 IDI
LESOTHO	8	11 plus 1 IDI	14 plus 1 IDI
SWAZILAND	11	7	7
REGIONAL	3	4 plus 1 IDI	16 plus 1 IDI
TOTAL	30	36 plus 3 IDI's	51 plus 3 IDI's

WORKFORCE LEVEL FY 78 - 27 (MODE Approved Ceiling 31 Positions)

WORKFORCE LEVEL FY 79 - 36

Item No. 7

OSARAC (Regional Office for BLS countries and Malawi with head quarters located in Hlabane, Swaziland)

**MISSION OPERATING EXPENSE FUNDED PERSONNEL REQUIREMENTS**  
(in work years xx.x)

98

MISSION SPECIFIC PERSONNEL	FY 78		FY 79		FY 80		FY 80		FY 80			
	Estimated	Actual	Estimated	Mark	Minimum	Proposed	USDH	FNDH	CONT	USDH	FNDH	CONT
Directly Related to Activities* 1/	7.5	4.2										
Policy, Direction & Management	10.8	1.0										
Financial Management	1.6	5.1										
Mission Support	3.2	9.5	7.5									
IDI's	1.0											
OTHER (Specify)												
TOTAL	24.1	19.8	7.5									

27 + 24 = 51 Total  
 + = Total  
 + = Total  
 + = Total

1/ The difference between this figure and the one appearing on Table V is time spent by project related staff on general technical and clerical support not directly attributed to any one project, e.g. ABS, CBSS, sector analysis, responding to AID/W, etc.

END OF YEAR CEILING

NON-MISSION SPECIFIC PERSONNEL

Auditor General & IIS												
Other (Specify):												
TOTAL												

END OF YEAR CEILING

+ = Total  
 + = Total  
 + = Total

NOTE: Above staffing data assumes the devolution of OSARAC into separate independent Missions in FY 79

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OPERATING EXPENSE BUDGET - OSARAC (Regional Office for BIS Countries and Malawi with headquarters located in Mbabane, Swaziland)

EXPENSE CATEGORY	LINE NO.	OBJECT CLASS	EXPENSE RELATED TO	FY 1976		FY 1979		FY 1980	
				UNITS	\$	UNITS	\$	UNITS	\$
PERSONNEL	01				1,352.8				
U.S. Direct Hire	02								
U.S. Citizens Basic Pay	03	110	USDI Workyears		1,233.2				
Part-time, Temp. U.S. Basic Pay	04	112	USDI Workyears	24.1	744.6				
Differential Pay	05	116	USDI Workyears	10.9	31.4				
Living Allowances	06	118	USDI Workyears						
Other Pay (Overtime and Terminal Leave Pay)	07	119			11.2				
Education Allowances	08	126	No. of Dependents	15.0	48.0				
Retirement	09	120	USDI Workyears	24.1	52.1				
Transportation/Travel	10				317.4				
Post Assignment - Travel	11	212	No. of Movements	50.0	63.7				
Home Leave	12	212	No. of Movements	7.0	18.7				
Post Assignment/Home Leave Freight	13	22			175.0				
R & R	14	215	No. of Movements	34.0	35.5				
Education Travel	15	215	No. of Movements	3.0	7.0				
Medical Travel	16	215			6.3				
Other Travel	17	215			11.2				
Other Personnel Benefits (O.C. 122, 123 & 129)	18				28.5				
Local Employees	19		FNDI Workyears		100.0				
Basic Pay	20	114	FNDI Workyears	19.8	87.5				
Overtime, Holiday Pay	21	115	FNDI Workyears	1.0	5.5				
Other Pay	22	119							
Personnel Benefits	23	129	FNDI Workyears	19.8	7.0				
Benefits for Former Personnel	24	13							
Contract Personnel	25		Workyears		19.6				
PASA Technicians	26	258	Workyears						
Other Reimbursable Details	27	111	Workyears						
Experts and Consultants (FN PSC)	28	113	Workyears	7.5	19.6				
Other Technicians	29	255	Workyears						
HOUSING	30				970.9				
Acquisition of Land and Structures	31	320	No. of Residential Units	8.0	540.0				

Note: See separate schedules by country for FY 79 and FY 80 O.E. Budget Data. Above assumes devolution of OSARAC into separate independent Missions in FY 79. Separate budgets prepared for each country.

OPERATING EXPENSE BUNGEI - OSARAC (Regional Office for BLS Countries and Malawi with headquarters located in Mbabane, Swaziland)

EXPENSE CATEGORY	LINE NO.	OBJECT CLASS	EXPENSE RELATED TO	FY 1978		FY 1979		FY 1980		MARK	PROPOSED
				UNITS	\$	UNITS	\$	UNITS	\$		
<b>HOUSING Continued</b>											
Rent	32	235	Nb. of Residential Units	20.0							
Utilities	33	235	Nb. of Residential Units	31.0	124.0						
Renovation	34	259	Nb. of Residential Units	31.0	28.0						
Maintenance	35	259	Total Square Feet	56000.0	37.2						
Residential Furnishings and Equipment	36				203.0						
Additions to Inventory	37	311	Nb. of Residential Units	9.0	164.0						
Replacement	38	311			8.0						
Transportation	39	22			31.0						
Quarters Allowance (Temporary Lodgings)	40	127			24.9						
Mission Director	41				1.8						
Rent	42	235									
Utilities	43	235									
Renovation of Residence	44	259									
Maintenance of Residence	45	259									
Supplies and Materials	46	26									
Furniture Procurement	47	311									
Official Residence Allowance	48	254									
Representation Allowance	49	252			1.8						
Vehicles	50										
Acquisition	51	312									
Operation/Maintenance	52	259									
Portion of Lines 31-52 for Program Funded People	53										
<b>OFFICE OPERATIONS</b>											
Acquisition of Land and Structures	54				893.9						
Rent	55	320			277.0						
Utilities	56	234			50.0						
Renovations	57	234			17.0						
Building Maintenance	58	259			64.0						
Office Furnishings and Equipment	59	259			14.0						
Additions to Inventory	60				59.0						
Replacement	61	310			55.0						
	62	310			4.0						

OPERATING EXPENSE BUDGET - OSARAC (Regional Office for BIS Countries  
and Malawi with headquarters located in  
Mbabane, Swaziland)

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(in 000)

EXPENSE CATEGORY	LINE NO.	OBJECT CLASS	EXPENSE RELATED TO	FY 1978		FY 1979		FY 1980		PROPOSED	
				UNITS	\$	UNITS	\$	UNITS	\$	UNITS	\$
<u>OFFICE OPERATIONS Continued</u>											
Other Equipment	61	319									
Transportation (Freight)	64	22		17.0							
Communications	65	230		4.0							
Security (Guard Services)	66	239		15.0							
Printing and Reproduction	67	24		40.1							
Operational Travel	68			2.0							
International	69	210		157.0							
Domestic	70	210		73.2							
Charter/Contract Transportation	71	259		83.8							
Vehicles	72										
Addition	73	312	No. of Vehicles	77.6							
Replacement	74	312	No. of Vehicles	51.0							
Maintenance	75	259	No. of Vehicles	7.0							
Automotive Supplies and Materials	76	26	No. of Vehicles	14.0							
Other Supplies and Materials	77	26	No. of Vehicles	12.6							
FAAS	78	257		53.0							
Other U.S. Government Reimbursements	79	258		25.2							
Other	80	259									
Portion of Lines 55-80 for Program Funded People	81			22.0							

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OPERATING EXPENSE BUDGET - OSARAC (Regional Office for BLS Countries and Malawi with headquarters located in Mbabane, Swaziland)

(in 000)

EXPENSE CATEGORY	LINE NO.	F. Y. 1 9 8 0			
		FY 1978	FY 1979	MARK	PROPOSED
TOTAL OPERATING EXPENSE BUDGET	82	3,217.6			
Reconciliation					
Deduct from item 82 items not funded from Mission's allotment:					
Object Class 11	83	( 787.2)			
Object Class 12	84	( 73.6)			
Object Class 13	85	-			
Net FAAS (from line 78)	86	( 25.2)			
Other - Explain on Attachment	87				
Net Allotment Requirements	88	2,331.6			
Operational Year, Allotment Requirement by Quarter					
First Quarter	89				
Second Quarter	90				
Third Quarter	91				
Fourth Quarter	92				

ADDITIONAL SCHEDULES AND ANALYSES	Attached	
	Yes	No
Use of Trust Funds		X
ADP Equipment		X
Budget Line 31 Detail	X	
Budget Line 55 Detail	X	
Budget Line 80 Detail	X	

Additional Schedule to OSARAC (Regional  
Office for BLS Countries and Malawi with  
Headquarters Located in Mbabane, Swaziland

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1. Budget Line 31 Detail: Object Class - 320:

Purchase of eight (8) houses	- <u>\$540.0</u>
(a) Mbabane, Swaziland - two houses	
(b) Gaborone, Botswana - three houses	
(c) Maseru, Lesotho - three houses	

2. Budget Line 55 Detail: Object class - 320:

(a) Construction of temporary office space in Maseru, Lesotho	- \$67.0
(b) Construction of permanent office space in Maseru, Lesotho	- <u>210.0</u>
Total	<u>\$277.0</u>

3. Budget Line 80 Detail: Object Class - 259:

(a) Medical cost	- \$6.0
(b) Casual Labors and typing help	- 6.0
(c) Office equipments maintenance and repairs	- 5.0
(d) Residential equipments maintenance and repairs	- <u>5.0</u>
Total	<u>\$22.0</u>





Item No. 8

TABLE VI - FUNDING FOR SPECIAL CONCERNS

PROJECT NUMBER AND TITLE	APPROP CODE	SPECIAL CONCERN CODE	DECISION UNIT OSARAC/SWAZILAND					
			OBLIGATIONS (\$ 000)					
			FY1 PROJECT TOTAL	FY1 SPECIAL CONCERN	FY1 PROJECT TOTAL	FY1 SPECIAL CONCERN		
0201 - Rural Education Centers	(G)	LTRG	-	-	-	-	250	250
0207 - Swaziland Alternative Energy	(G)	ENGR	-	-	446	446	130	130
0210 - Swaziland Mohair Production	(G)	FN	-	-	202	50	82	20
0206 - Produce and Marketing	(G)	FN	-	-	484	484	677	677
0030 - Southern African Development and Personal Training (SADPT)	(G)	EH	121	90	-	-	-	-
0069 - Southern African Manpower Development	(G)	EH	969	90	2,707	270	2,969	120
0202 - Swaziland Institute for Manpower and Public Administration (SIMPA)	(G)	EH	-	-	-	-	1,100	1,100
0081 - University College of Swaziland	(G)	EH	1,684	1,684	210	210	120	120
0055 - Cooperatives and Marketing	(G)	FN	516	516	634	634	522	522
0068 - Rural Development Area Infra-Structure Support	(G)	FN	2,077	1,600	1,677	1,000	1,828	1,200
0009 - Primary Curriculum Development	(G)	EH	621	621	700	700	656	656
0087 - Rural Water Borne Disease Control	(G)	HE	-	-	640	640	800	800
0099 - Swaziland Lower Income Shelter	(G)	SD	-	-	-	-	600	600
0204 - Institute for Development Research	(G)	EM	-	-	-	-	500	500
0062 - Health Manpower Training	(G)	HE	592	592	1,189	1,189	100	100

Item No. 9

DECISION UNIT: OSARAC/Swaziland

PERIOD COVERED: FY 1978-81

DATE: May, 1978

Mission Evaluation Schedule for Operational Year and Budget Year 1/

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Project Title and Number/Subject	Number and Date of last PAR/PES Submitted	Proposed Date of Next PES	Period to be Covered	Identification Special Evaluations and Purpose for Them	Remarks 2/
<u>A. Food and Nutrition</u>					
1. Cooperatives and Marketing 645-0055	-	8/78	6/77 to 8/78	External 8/78	-
2. RDA Infrastructure Support 645-0068	-	9/79	9/78 to 9/79	External 9/80	AID/W to supply 3 people (to be determined)
3. Produce and Marketing 645-0206	-	8/80	7/79 to 8/80	External 9/81	-
4. Swaziland Mohair Production 645-0210	-	10/80	10/79 to 10/80	-	-
<u>B. Health</u>					
1. Health Manpower Training 645-0062	-	10/78	6/77 to 10/78	External 4/80	-
2. Rural Water Borne Disease Control 645-0087	-	8/80	5/79 to 8/80	-	-

1/ Supplementary information may be provided either as footnotes or in accompanying narrative.

2/ Include indication of help needed from AID/W - for information and planning only; action requests to be submitted in accordance with normal procedures.

Item No. 9

DECISION UNIT: OSARAC/Swaziland

PERIOD COVERED: FY 1978-81

DATE: May, 1978  
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Mission Evaluation Schedule for Operational Year and Budget Year<sup>1/</sup>

Project Title and Number/Subject	Number and Date of last PAR/PES Submitted	Proposed Date of Next PES	Period to be Covered	Identification Special Evaluations and Purpose for Them	Remarks <sup>2/</sup>
I. C. Education and Human Resources Development					
1. Primary Curriculum Development 645-0009	5/78	5/79	5/78 to 5/79	External 3/81	
2. Southern Africa Development Personnel and Training 645-0030.3	6/76	4/79	6/76 to 4/79		
3. Southern Africa Manpower Development 645-0069.3	-	8/79	8/78 to 8/79		
4. University College of Swaziland 645-0081	-	3/79	3/78 to 3/79		
5. Rural Education Centers 645-0201	-	3/81	5/80 to 3/81	External 2/83	AID/W to provide 1 technician (non-formal education)
6. Swaziland Institute for Manpower and Public Administration 645-0202	-	7/80	7/79 to 7/80		

1/ Supplementary information may be provided either as footnotes or in accompanying narrative.

2/ Include indication of help needed from AID/W - for information and planning only; action requests to be submitted in accordance with normal procedures.

Item No. 9

DECISION UNIT: OSARAC/Swaziland

PERIOD COVERED: FY 1978-81

DATE: May, 1978

Mission Evaluation Schedule for Operational Year and Budget Year<sup>1/</sup>

Project Title and Number/Subject	Number and Date of last PAR/PES Submitted	Proposed Date of Next PES	Period to be Covered	Identification Special Evaluations and Purpose for Them	Remarks <sup>2/</sup>
<b>I. C. Continued</b>					
7. Institute for Development Research 645-0204	-	8/81	8/80 to 8/81	-	-
<b>D. Selected Development Activities</b>					
1. Lower Income Shelter 645-0099	-	6/81	6/80 to 6/81	External 6/84	-
2. Rural Small-Scale Industries 645-0205	-	9/80	9/79 to 9/80	External 9/82	AID/W to provide 1 technician (Industry Development Advisor)
3. Alternative Energy Research 645-0207	-	7/80	8/79 to 7/80	-	-

<sup>1/</sup> Supplementary information may be provided either as footnotes or in accompanying narrative.

<sup>2/</sup> Include indication of help needed from AID/W - for information and planning only; action requests to be submitted in accordance with normal procedures.

ITEM NO. 10. - RESEARCH AND DEVELOPMENT

The following are possible research activities outside of project specific research elements, which will be discussed with the Government during the following year or which may be of interest to AID/W for more general research.

Swaziland

1. 645-0210 Swaziland Mohair Production
- 645-0207 Alternative Energy Research
- 645-0206 Produce and Marketing
- 645-0201 Rural Education Centers
- 645-0087 Rural Water Borne Disease Control
- 645-0068 Rural Development Area Infrastructure Support
- 645-0062 Health Manpower Training
- 645-0055 Cooperatives and Marketing

- Potential as part of a research study on forms of rural organization and social benefit effects. This study would identify various rural organization systems and analyse their effectiveness in meeting beneficiary needs, i.e. the Congressional Mandate. Included would be major analysis on top-down, bottom-up and mid-level expansion approaches.

2. 645-0210 Swaziland Mohair Production
- 645-0206 Produce and Marketing
- 645-0204 Institute for Development Research
- 645-0068 Rural Development Area Infrastructure Support
- 645-0055 Cooperatives and Marketing

- Variety of applications of planning methodologies and effectiveness of each. Analysis of top-down, bottom-up and mid-level expansion modes. Development of guidelines for planning applications to a variety of country situations.

3. 645-0069 Southern Africa Manpower Development (SAMD)
- 645-0202 Swaziland Institute for Manpower and Public Administration (SIMPA)

- Central research on the effectiveness of the OFEX personnel method as a means of upgrading individual key personnel and overall organization effectiveness.

- Validity of "umbrella" projects with multiple small inputs to a wide variety of technical areas vs. large number of small technical projects.

4. 645-0201 Rural Education Centers
- 645-0202 Swaziland Institute for Manpower and Public Administration (SIMPA)
- 645-0081 University College of Swaziland
- 645-0062 Health Manpower Training
- 645-0009 Primary Curriculum Development
- 645-0204 Institute for Development Research

- Study of educational systems and application to LDCs considering their individual historical backgrounds and adaptations. Means of bringing various national approaches into place as countries move away from colonial education systems, i.e. British, French, etc.

- Changing role of academic institutions in LDCs. Relationship to non-formal education systems. Use of new technologies, i.e. TV, programmed learning, work/study programs, multiple campuses, etc.

- Effects of "degree" consciousness in LDCs on organization, curriculum and effectiveness, including approaches to minimizing the certificate status symbol in favor of the productive individual emphasis.

5. 645-0009 Primary Curriculum Development

- Identification of basic elements of science and math essential for LDCs. Methods of improving teacher preparation for science and math.

6. 645-0207 Alternative Energy Research
- 645-0204 Institute for Development Research
- 645-0068 Rural Development Area Infrastructure Support
- 645-0087 Rural Water Borne Disease Control

- Role of conservation in LDC development plans and policies. Guidelines for countries with conservation problems.

7. 645-0207 Alternative Energy Research

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- Research on applied appropriate technology for rural areas utilizing world-wide experience.

8. 645-0210 Swaziland Mohair Production

645-0206 Produce and Marketing

645-0202 Swaziland Institute for Manpower and Public Administration (SIMPA)

645-0068 Rural Development Area Infrastructure Support

- Interactive role of private and public sectors in development, including flow pattern from one to the other.

- Value of cross-fertilization of private and public interaction in training and project implementation.