

ANNUAL EVALUATION SUMMARY - PART I

PD-ABB-098

1. BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS.
2. USE LETTER QUALITY TYPE, NOT "DOT MATRIX" TYPE

IDENTIFICATION DATA

ISA 66659

A. Reporting A.I.D. Unit: USAID/Swaziland

B. Was Evaluation Scheduled in Current FY Annual Evaluation Plan? Yes Skipped Ad hoc

C. Evaluation Timing: Interm Final

ESF: _____ Evaluation Plan Submission Date: FY-89 4th 5th Other

D. Activity or Activities Evaluated (List the following information for projects or programs) evaluated; if not applicable, list title and date of the evaluation report.)

Project No.	Project /Program Title	First PRDAG or Equivalent (FY)	Most Recent PACD (Mo/Yr)	Planned LOP Cost (000)	Amount Obligated to Date (000)
645-0218	Swaziland Manpower Development Project (SWAMDP)	1984	6/91	19.63m	

ACTIONS

Action Decisions Approved By Mission or AID/W Office Director	Name of Officer Responsible for Action	Date Action to be Completed
Action(s) Required The evaluation contained 50 detailed recommendations. Nine recommendations assigned a high priority were:		
1. USAID and TCC make a concerted joint effort to agree on a workplan.	USAID/TCC	06/88
2. Review the long and short term advisory functions of OPEXers to use available slots.	USAID	09/88
3. Delete the requirement for a Community Development specialist and conduct impact evaluation of traditional leadership training.	USAID/TCC	09/88
4. Prepare an in-country training needs assessment and training strategy and then implement the training program.	TCC	07/88
5. Reactivate Alumni Association	TCC	1988
6. Increase number of participants sent for short term training.	TCC	
7. Speed up and improve quality of participant processing and training plans.	TCC	11/88
8. Take action to ensure the sustainability of the Development Communications activities following departure of the TA.	AED/USAID	12/88
9. Strengthen and broaden the role of Project Management Officer by increasing level of effort from 50% to 100%.	USAID	06/88

(Attach extra sheets if necessary)

APPROVALS

Date Of Mission Or AID/W Office Review Of Evaluation: November 1988 (Month) 11 (Day) - (Year) 1988

Approvals of Evaluation Summary And Action Decisions:

Name (Typed)	Project/Program Officer	Representative of Borrower/Grantee	Evaluation Officer	Mission or AID/W Office Director
Leticia Diaz	Leticia Diaz	Elliot Bhembe	James Bednar	Roger D. Carlson
	HR/GDC	Acting PS, DEPS	PPD	Director
Signature	<i>Leticia Diaz</i>	<i>Elliot Bhembe</i>	<i>James Bednar</i>	<i>Roger D. Carlson</i>
Date	3/29/90	4/12/90	3/30/90	5-14-90

ABSTRACT

H. Evaluation Abstract (Do not exceed the space provided)

This summary is organized by project element.

1.0: Technology Skills Transfer, funded for \$3,370,000 is implemented by the prime contractor, TransCentury Corporation (TCC). The purpose is to provide technical resources to build capacity of Swazi institutions. As in other assessments the need for manpower planning in the GOS was noted. The evaluation found that budgeted OPEXers were under utilized and recommended that USAID make use of this skills transfer mechanism.

2.0: Development of An Administrative Cadre, funded for \$11,230,000. \$10,230,000 for long-term participant training; \$730,000 for short term participant training; and \$270,000 for in-country training. The purpose is to increase the capacity of selected Swazis and Swazi institutions, both public and private, to plan and direct development. Most activities were on track or exceeding planned outputs. The number of long term participants will exceed planned levels. In-country training however, was behind. It was recommended that the contractor provide an in-country training strategy.

3.0: Development Orientation for Traditional Leaders and Women's Organizations was budgeted at \$1,060,000, as an experimental activity to explore the feasibility and impact of working with the traditional sector. The training seminars and workshops have been very successful. The number of participants and workshops exceeded the planned output. It was recommended that the contractor conduct an assessment of the training's impact on community development.

4.0: Development Communications, funded at \$1,700,000, is being implemented by the Academy for Educational Development (AED) with a subcontract to San Diego State University. The purpose is to engender capacity to plan, prepare, disseminate, and evaluate development messages. The element was found to have increased the number and quality of development messages. Nearly 60% of all radio programming was found to have a development message. Swaziland Broadcasting Service, however, failed to set up a planned Centre for Development Communication. The University of Swaziland has been identified as a more appropriate training institution.

5.0: Institution Building and Institutional Linkages, funded at \$500,000 is directly managed by the mission. Five linkages were to be established between U.S. and Swazi institutions. One linkage had been established and two others were being planned.

COSTS

I. Evaluation Costs

1. Evaluation Team		Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (U.S. \$)	Source of Funds
Name	Affiliation			
John C. Williams	Contractor	40	12,130	645-0218
Elizabeth A. Carter	AID/OIT	24	-	OIT
Howard Kaufman	Contractor	24	5,760	645-0218
Joseph Ascroft	University of Iowa			
Louis A. Picard	Contractor	28	6,720	645-0218

2. Mission/Office Professional Staff Person-Days (Estimate) <u>26</u>	3. Borrower/Grantee Professional Staff Person-Days (Estimate) <u>10</u>
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A.I.D. EVALUATION SUMMARY - PART II

SUMMARY

J. Summary of Evaluation Findings, Conclusions and Recommendations (Try not to exceed the three (3) pages provided)

Address the following items:

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| <ul style="list-style-type: none"> • Purpose of evaluation and methodology used • Purpose of activity(ies) evaluated • Findings and conclusions (relate to questions) | <ul style="list-style-type: none"> • Principal recommendations • Lessons learned |
|--|--|

Mission or Office: USAID/Swaziland	Date This Summary Prepared: August 21, 1989	Title And Date Of Full Evaluation Report: Midterm Evaluation of SWAMPD April 1988
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A multidisciplinary team conducted a mid-term evaluation of the project during April and May of 1988. The Life-of-Project [LOP] and grant agreement are seven years [FY 85 through Fy 91]. Two contractors, TransCentury Corporation (TCC) and the Academy for Educational Development (AED) have contracts with USAID which run from December 1984 to December 1989. Project funding was established as follows:

AMOUNT	TOTAL
AID: Cash Contribution	\$19.6 mm 74%
GOS: Cash and In-Kind Contribution	\$ 6.8 mm 26%

TOTAL TO PROJECT	\$26.4 mm 100%

"The purposes of the project are to: [a] expand the capacity of selected Swazis institutions..to independently plan and direct development activities; and [b] encourage an increased level of informed participation by the general Swazi population in a variety of such activities." The project has five major elements:

- o Technology/Skills Transfer;
- o Development of an Administrative/Leadership Cadre;
- o Development Orientation for Traditional Leaders and Rural Womens Associations;
- o Development Communications; and
- o Institutional Linkages.

1. TECHNOLOGY/SKILLS TRANSFER

Funded for \$3,370,000, the Technology/Skills Transfer project element is implemented by TransCentury Corporation. The purpose is to provide technical resources from which Swazi institutions will have been enabled to build the capacity to sustain the momentum of SWAMPD.

OUTPUTS: TECHNOLOGY/SKILLS TRANSFER RESOURCES

A Contractor Field Representative [Chief-of-Party], budgeted for 60 months, has served a total of 36; 24 months remain for the 19 months left in the contract.

Five long term technical advisors [LTTA] were planned for 108 person months, approximately 56 months have been used, and 52 remain. 93 person months of short term advisors were scheduled, approximately 34 person months have been used, and 59 remain.

Up to nine expatriate operational experts [OPEX] were targeted for 216 person months; inclusive of all OPEX (pass through and/or those inherited from SAMDP) approximately 200 person months have been used or scheduled under the aegis of SWAMDP, thus leaving one person-year available

MID-TERM STATUS AND RECOMMENDATIONS

The use of Technical Advisors has, in balance, been less than optimal. Furthermore, at current rates of utilization, a significant number of budgeted person-months will not be used. Given this circumstance, USAID needs to review and take action regarding the long- and short-term advisory functions and OPEXers. The actions range from [a] using available/budgeted slots, [b] re-activation of dormant slots, and/or [c] reprogramming funds to enable assistance in select areas.

Manpower Planning

A major conceptual and capacity issue is raised with the cessation of the Manpower Developer/Trainer function regarding how the Personnel Management Electronic Data Processing System [EDP] system will be built. This issue is serious because such a system would require system requirements and analysis input from someone familiar with the project, MLPS, USAID systems, and manpower planning.

In-Country Training Manager Function

TCC should deliver, as soon as possible, both a conceptually sound assessment of in-country training and a cogent strategic plan for training activities through December 1989. Assuming successful completion of the in-country training assessment plan within a reasonable amount of time, USAID and TCC should undertake either corrective action to assure that the In-Country Training Manager's current job description is fully met, or modify the current job description to reflect scope revisions acceptable to USAID.

OPEX Slots

Considering the LOP time remaining in the SWAMDP project, it is recommended that the mission carefully examine the continued need for OPEX. This needs assessment should be

accomplished within the context of GOS civil service regulations which [apparently] constrain the OPEX placement process and thereby result in a significant blurring between OPEX and Long-Term Technical Advisor status. Also, the mission needs to decisively clarify the appropriateness of funding long-term OPEXers without a GOS or NGO salary as a precursor to the topping up arrangement.

2. DEVELOPMENT OF AN ADMINISTRATIVE/LEADERSHIP CADRE

This activity, implemented by TCC, was funded for \$11,230,000; \$10,230,000 for long-term participant training; \$730,000 for short-term participant training; and \$270,000 for in country training. The purpose is to "expand the capacity of selected Swazis and Swazi institutions, both public and private, to independently plan and direct development activities."

OUTPUTS: PARTICIPANT TRAINING

As of March 1988, 95 long-term trainees had been selected and sent for training to the U.S. Thirty-seven have completed their training and returned to Swaziland. Considering an additional 23 selected for the 1988 class and the 15 projected for the class of 1989, the EOP total will be 133 long term participants likely to be trained under the project [exclusive of 20 from SAMDP]. This is 32 less than the upper limit target of 165 indicated by contract amendment 2.

It was expected that the project would fund up to 25 regional long-term participants during the life of the project. Five students (presently in training) represent the total outputs to date.

The target for short-term training is 50 to 60 persons. Sixteen participants have been sent to the U.S. and three to other African countries for training. Three more participants have been selected recently for training during the summer of 1988.

OUTPUTS: IN-COUNTRY TRAINING

The contractor is to provide training for approximately 500 Swazis in about 40 in-country programs or courses averaging between 5-6 courses per year. In-country training is to be concentrated in order to enable one person to attend 2-3 courses during the life of the project.

As of May, 1988 a total of 133 people have attended 14 training courses. An average of four courses a year were organized by the Transcentury. This would suggest that approximately 367 more people should attend between 6-8 workshops prior to the end of the project.

PARTICIPANT TRAINING

Participants Training represents both the largest and longest term investment in SWAMDP. It has been the most successful project element to date.

Participant Selection Process

The Long-Term Participant Selection Process is a rigorous, formal process involving advertised outreach, testing, and interviews. The Short-Term Participant Process is shorter, less formal, and more flexible.

Participant Support Systems

Participants are highly complimentary about the TCC support they have received. Long term participants have received both a two and one-half day computer familiarization course and a one day orientation course before departure. TCC meets all participants in the U.S. and conducts several days of orientation in the TCC offices in Washington. In 1987 TCC experimented with a monthly newsletter for Swazi participants; it was well received. The mid-winter seminar initiated by TCC for all long-term participants seems to be popular.

There are some problems, however. Participants did comment on the difficulties of finding housing once they arrived at their campuses; if undergraduates chose not to live in a dorm, the difficulty of meeting expenses for off-campus living was especially cited as a problem. A letter from the Mission to TCC was worded in a fashion which precluded TCC from providing housing allowances in excess of local dormitory rates.

The GOS has been paying the participant's salary for one year but no half salaries thereafter (as is required under the grant agreement). The GOS dependent allowance of about E25 to E30 per month per dependent child if felt to be so low by participants that some do not apply for it.

During the first two years of implementation of SWAMDP, an alumni association was formed which engaged in activities suggested in the project paper.

IN-COUNTRY TRAINING

The original design of SWAMDP called for close collaboration with the Swaziland Institute of Management and Public Administration [SIMPA]. The decision was made in early stages of the project not to collaborate with SIMPA until it resolved certain organizational issues. Consequently, to this point, the focus of in-country training has been on support for training planners rather than on training senior managers.

MID-POINT STATUS AND RECOMMENDATIONS

At the mid-point of the project, the Participant Training Component is the strongest part of the project. Some portions bear closer examination for potential replication elsewhere. The in-country training element has been very poorly implemented. Beyond the organizational development strategy, the in-country training activities under the in-country training component of SWAMDP have been meager. And, as yet, a critical needs assessment of the ICT function has not been accomplished.

Recommendations: Participant Training

AID might want to consider using American trained faculty from Southern African Universities in the training plan and university targeting process. U.S. based Advisory group members should belong to one of the recognized associations [e.g., AACRAO, NAFS, ACPA, and so forth]. USAID should consider having the advisory group review candidate folders in Washington. Finally, the participants' applications must be prepared and sent to target universities by January 1st to enable optimal placements.

The Alumni Association should be reactivated and TCC's In-Country Training Manager should play an implementing role; a complete list of alumni should be computerized either on TCC's Participant Tracking System [PTS] or on the Participant Training Management System [PTMS] in AID. Furthermore, TCC should be asked to get precise statistics on how many SWAMDP returnees are without jobs or are in positions which are not related to their training.

3. DEVELOPMENT ORIENTATION FOR TRADITIONAL LEADERS AND WOMENS ASSOCIATIONS

Managed by TCC, this project element focuses on two distinct groups, Womens groups [Zenzele] and traditional Leaders. It is funded at \$1,060,000 by USAID partly as an experimental effort. The general purposes of this element are to: [a] expand the capacity of traditional Swazi leaders and rural women's associations to plan and direct development activities; and [b] encourage an increased level of participation in development activities on the part of traditional leaders and rural women's associations.

OUTPUTS: DEVELOPMENT ORIENTATION

According to a letter from TCC to USAID, the training output from project inception to March of 1988 was 1,171 rural leaders (4849 training days) and 3,945 Zenzele women (12,473 training days), respectively. This far exceeds the contract target of 150 training sessions for each group.

GENERAL FINDINGS

Workshops and seminars appear to be thorough, well-thought out, and the content is geared to the expressed needs of the trainees at the time of their production. As the needs for training have shifted, the training curriculum has concurrently been adjusted so as to meet these needs in a timely fashion. Weaknesses were found [1] in an ability to provide adequate monitoring and follow-up; and [2] in the quality or paucity of training materials produced and distributed.

GOS coordination of activities in the rural areas with other in- and out-country institutions has been continuous since the incipient stages of the contract. This is a good sign in term of integration of the development orientation.

TCC has been instrumental in designing a Community Development certificate course. A curriculum outline was completed in March, 1987; Either UNISWA [DEMS] or SIMPA is projected to become the institute responsible for providing the inputs for the certification training.

MID-TERM PROJECT STATUS AND RECOMMENDATIONS

In the traditional sector of the SWAMDP project, and in terms of outputs, TCC has met much of its quantitative contractual obligations. If one measures the outputs of training in terms of the growing awareness of government resources and the myriad of requests for more training on the part of the rural leaders, it must be concluded that the training workshops and seminars have been very successful. The activity requiring immediate attention is the completion of the impact assessment of the training.

A recurring budget needs to be made available on a timely basis to both CD and HE. In this regard, USAID should impress upon GOS the importance of complying with the terms and conditions of the Grant Agreement. Project funds should not continue to be relied upon to finance recurrent cost items.

4. DEVELOPMENT COMMUNICATIONS

The Development Communication [DC] element, funded at \$1,710,000, is relatively isolated from the rest of SWAMDP by virtue of being managed by another contractor [the Academy for Educational Development]. Applications to the mainstream activities of SWAMDP are peripheral.

The purpose of the Development Communication component of the Swaziland Manpower Development Project is to engender the capacity to plan, prepare, disseminate, and evaluate development communication activities in those government ministries and non-governmental organizations [NGOs] mandated to bring development to the people of Swaziland. To help achieve this purpose, a Center for Development Communications, at SBIS, [CDC] was to be created.

OUTPUTS: PERSONNEL RESOURCES

A U.S.-based Project Director has exceeded a ten-month budget by approximately one month as of May 1988. A Development Communications Specialist (who also serves as a Chief-of-Party) with 39 months budgeted, will have used approximately 41 months upon scheduled departure in December 1988.

Of 39 months scheduled for short-term advisors, at least 35 months have been used. However, depending upon other activities were charged [e.g., listenership survey], the person-month budget may have been exceeded.

OUTPUTS: IN-COUNTRY TRAINING

AED has fulfilled, and on occasion exceeded its In-Country training mission. It has held four to five workshops per year on topics ranging from sample testing, interviewing, broadcast script writing, voice training, radio performance and public relations practice. This exceeds the 3 to 4 workshops per year required under the contract. Close to 50 participants, 20 more than had been targeted under the contract, will have successfully undergone comprehensive DC training by June 1988.

The provision of in-service training in studio care and maintenance for SBS technical staff was successfully completed over a period of six months by a technical advisor from the USA. Two operators were especially trained to take charge of the two new DC studios.

MID-TERM STATUS AND RECOMMENDATIONS

In many respects, the Development Communications component has been a success. However, in light of the facts that [a] limited funds will be left after December 1988, [b] SBS is considered to be unenthusiastic about the CDC, and [c] the CDC coordinator is unprepared to assume leadership, the long-term sustainability of the Development Communications element is doubtful. In essence, AED will spend the remaining year of its contract as a long distance caretaker. In light of this, AID has three basic options it should consider.

Short-Term Option

The first option entails providing no additional funding for the CoP [Development Communications Specialist] beyond the current contract budget. This would essentially end contractor presence in Swaziland in one year prior to the scheduled end of the project.

Intermediate-Term Option

The second option would entail additional funding to retain a CoP for one more year to December 1989. This would enable sufficient time to assure that targets will be firmly established for long-term training of DC professionals; at least two, if not three long-term fellowships still need to occur to satisfy original output requirements.

Long-Term Option

The third option also entails providing another year of funding [to December 1989]. This would provide a bridge whereby problems resolved and lessons learned could be applied to planning for a successor project.

This last option reflects the preference of all the user institutions. User institutions generally expressed interest in continuing to expand the scope of the project from its narrow bias towards radio to include knowledge and skills associated with the show-and-tell media as well as with interpersonal intervention.

Two alternative locations have been suggested for the CDC: UNISWA and SIMPA. Both, however, have disadvantages similar to SBS. A solution would be to locate the CDC physically at SIMPA for easy user institution accessibility but administratively under UNISWA's Division of Extramural Studies [DEMS] through which course certification and curriculum oversight could be provided. DEMS gives UNISWA its distance teaching outreach to benefit the mature non-academic public and would therefore find little difficulty administering an off-campus, SIMPA-based CDC.

5. INSTITUTION BUILDING AND INSTITUTIONAL LINKAGES

The final project element, directly managed by the Mission, is the linkages activity which was funded at \$500,000. According to the Project Paper, the purpose of this element is that "Institutional Linkages will be contributing to the development, organizational efficiency and operations of selected Swazi training institutions."

OUTPUT

About five U.S. training institutions were to establish linkages with the same number of training institutions or programs in Swaziland. At this point only one linkage has been developed between the Swaziland College of Technology and Western Carolina University. Four other potential linkages have been discussed.

INSTITUTIONAL DEVELOPMENT AS A COMPONENT

The institutional linkage program raises a broader question as to the extent to which SWAMDP is an institutional development program as well as a human resource development program. The project paper supports the view that SWAMDP was intended to have a very strong institutional development component. Further, it was the intent of the designers of SWAMDP that evaluations of the project should examine the extent to which in-country activities could be sustained after the completion of the project. This is further buttressed by the argument from SIMPA and the Ministry of Labour and Public Service that discrete training activities held separately from an institutional base cannot be sustained after the end of the project.

MID-TERM STATUS AND RECOMMENDATIONS

From the SCOT perspective, its linkage was fruitful. Some transfer of knowledge clearly took place, but perhaps to the extent that a demand was created which exceeds the available supply of linkage support.

With regard to institution-building, both the University and SCOT have been targets for institutional development under SWAMDP. These are both examples where a relationship has developed out of a linkage between participant training and technology transfer in an institutional development mode. It is a model that could be more widely applied.

MANAGEMENT ANALYSIS OF SWAMDP

Exclusive of funds earmarked for programmatic activities, the Project Paper established \$1,700,000 for general project administration and management activities -- to include funds for the mid-term evaluation. Therefore, the purpose of a management analysis of SWAMDP is to evaluate how well the project has been implemented, administered, and controlled.

The period of highest productivity [in-country] occurred during the tenures of the first Chief of Party and Traditional Sector Specialist. It was during this period that an intensive amount of work was accomplished. Except for the tenure of the Traditional Sector Specialist, there has been poor continuity or transition in many of the slots TCC is authorized to fill. The poor transition seems to be caused by re-definitions of job duties for incoming individuals who, ideally, should be providing follow-up to activities initiated by prior consultants. Also, there is insufficient compliance with terms and conditions of short- and long-term advisor job descriptions.

The Participant Process Selection Manager, whose two year contract ran out has left a void regarding the current round of participant selections. Furthermore, the Participant Process Selection Manager apparently acted as a "gatekeeper" of the PTS computer system; the consequence of his departure has been to leave TCC with no apparent ability to readily access or manipulate its data bases.

MID TERM STATUS AND RECOMMENDATIONS

The size and complexity of SWAMDP does not have to imply that administrative and management requirements need be proportionately complex. In other words, with some relatively easy fixes, SWAMDP can be brought on track.

AID Resource Allocation

AID is at a critical juncture where it is: [a] attempting to rectify current contractor performance problems; [b] developing a strategy to bring the project to a smooth close with additions or deletions of scope and funds; and [c] incorporating lessons learned into potential SWAMDP successor project. In this regard it is recommended that action be taken to strengthen and broaden the role of Project Management Officer. The recommended changes are: [a] Increase the level of support up from 50% to a 100% dedicated slot [as per the project paper]; and [b] Delegate all day-to-day administrative and oversight functions for the entire project from the HRGDO to the Project Manager.

TCC Workplans

USAID and TCC should make a concentrated, joint effort to agree on a workplan which is clearly understood by both parties. Since the contract ends December 15, 1989, the plan should run to that date. The objective should be to identify all activities inclusive of staff and consultants and their associated timelines [and costs]. Authorization to proceed should cover all activities; incremental action should occur only to terminate an activity, or to modify an activity.

GOS Contributions

AID should gather more detail on the proposed legislation to change the GOS budget to a rolling three year cycle. A three year budget cycle could provide an excellent opportunity to lock-in longer-term funding.

Concurrently, in order to facilitate end-of-project accounting, a reporting system should be developed to measure GOS inputs to the project. This would initially entail working with GOS accountants to determine the most effective means to access expenditure data to enable timely reporting.

RECOMMENDATIONS FOR THE FUTURE

Finally, the most dominant longer-term issue is whether to split a successor project into component parts, or to maintain the current umbrella concept. The natural tendency may be to view some of the current operating problems as having been caused by too "large and complex" a project. However, before USAID comes to a conclusion that down-sizing and compartmentalizing is the necessary approach, it should carefully consider all the pros and cons of either approach.

ATTACHMENTS

K. Attachments (List attachments submitted with this Evaluation Summary; always attach copy of full evaluation report, even if one was submitted earlier; attach studies, surveys, etc., from "on-going" evaluation, if relevant to the evaluation report.)

1. Evaluation Report - Volumes I and II

COMMENTS

L. Comments By Mission, AID/W Office and Borrower/Grantee On Full Report

The evaluation came at critical time. Serious concerns had arisen about the contractor's performance and while most activities were on track, the in-country training, skills transfer and development communications components were experiencing real problems. The findings of the evaluation provided a text to use for an extensive dialogue with the contractor and the GOS to resolve these problems, as well as to fine tune the implementation of other activities.

The actions taken as a result of this dialogue helped to turn-around the project. Over the next twelve months OPEXers were placed in the Ministry of Finance's Public Enterprise Unit and at the Swaziland Institute of Accountants. Additional requests for skills transfer assistance make it likely that the level of effort for this component will be increased.

An in-country training strategy was developed by the contractor and approved by the Mission and the GOS. The strategy identified management and supervisory training for GOS, parastatal private sector managers. As a result, 200 individuals were trained in supervision, human resources management, financial control, and project implementation. The training requires participants to develop action plans utilizing their new skills when they return to work. This has in many ways been a ground-breaking program. It has brought together senior government and private sector officials in a setting where they can share their different perspectives on and approaches to management problems and the interaction of the public and private sectors. The training has been of high quality engendering a willingness by officials at the highest level to participate. Participants feel strongly that they have benefited and such training should continue.

While the participant training component was found to be on track, recommendations from the evaluation led to improvements in the management and monitoring of trainees. The PTMS system has become fully operational and the contractor's monitoring and reporting on project finances and students' academic progress has improved. Adjustments were made to the schedule for selecting and placing students with the result that training plans are better drawn and students placed in a more timely manner.

Following an evaluation recommendation, and impact assessment of the training for traditional and community leaders found that this experimental component has yielded a significant development impact (in excess of initial expectations). The assessment uncovered a number of significant linkages between traditional authority and private sector growth that will be pursued in a follow-on project.

The evaluation voiced concerns about the sustainability of the Development Communication activities in light of the failure to establish a viable Center for Development Communications. In response the Mission has encouraged the establishment of a program in development communications at the university. The improved quality and quantity of broadcast development messages has benefited the nation.