

Action Plan

FY 1991-1992

SWAZILAND

BEST AVAILABLE

September 1990



Agency for International Development
Washington, D.C. 20523



UNITED STATES
AGENCY FOR INTERNATIONAL DEVELOPMENT
USAID MISSION TO SWAZILAND

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27 JUL 1990

Mr. Walter Bollinger
Acting Assistant Administrator
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Dear Walter:

I am pleased to transmit to you USAID/Swaziland's Action Plan for FY 1991-92. As the plan is the first of our new LCDSS period, the first section focuses on how the program has evolved in the one-year period since the LCDSS was approved. The second section outlines the specific targets and benchmarks that we plan to achieve.

The Mission has found this exercise a useful mechanism for developing a cohesive development program for Swaziland. I look forward to reviewing the Swaziland program with you and the Bureau in September.

Sincerely,

Roger D. Carlson
Director

FY 1991-92 USAID/SWAZILAND ACTION PLAN
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I. Review of Progress in Achieving AID's Strategic Objectives in Swaziland

A. Program Impact Assessment

The FY 1991-1995 LCDSS

The goal identified in USAID/Swaziland's FY 1991-1995 Limited Country Development Strategy Statement (LCDSS) is to "assist Swaziland to expand its accelerating economic growth into a process of equitable and sustainable development that enhances the quality of life of all Swazis." A justification for the strategic objectives chosen to accomplish this goal and an assessment of the progress made toward achieving each of the strategic objectives is briefly summarized below.

Reduce the population growth rate Swaziland's relatively rapid population growth (3.4%) diverts scarce resources from economic growth and exacerbates existing social problems. Previous CDSs have noted the negative impact of this growth rate and have identified increased acceptance of child spacing practices as a measure of progress. While no credible prior benchmarks are available, the contraceptive prevalence rate of 17% recorded in 1989 is widely believed to represent an improvement over usage earlier in the decade. Attitudes of Government of Swaziland (GOS) officials have become more supportive of family planning over the past few years, as indicated by more public pronouncements and greater interest in USAID's initiatives. This has not yet, however, been translated into active promotion of family planning services in the government's clinics. Continued and, if possible, increased AID involvement in the provision of voluntary family planning services is an indisputable priority.

Increase Swazi management of and participation in the economic growth process Improving the ability of Swazis to manage and participate in economic growth is essential to broad-based development. The Swazi economy exhibits a striking dualism. The foreign-dominated private sector generates much of the productive output but few Swazis derive benefits from this other than as low-wage employees. It is in the Swazi productive sector where about three-quarters of the adult population earn their livelihood through subsistence agriculture, income-generating activities and microenterprises. Creating a capacity for improved management and broader participation in economic growth requires development of an appropriate knowledge base, skills and attitudes through basic education and management training at higher levels.

The current approach is consistent with USAID/Swaziland's past human resource development program, but is more focused on Swazi managerial capacity than past programs. Much progress has been made in developing the current leadership cadre, particularly in the public sector, but middle management needs

strengthening, and Swazi leadership in the private sector has yet to emerge. Previous interventions in primary education have resulted in improved curricula and better quality instruction, but the quality of primary education is now threatened by ever larger numbers of students.

Accelerate employment generation through private sector growth

With a rapidly expanding labor force, more employment opportunities are needed in both the formal and informal sectors of the economy. While further improvement in the investment climate will help stimulate additional foreign investment, this avenue alone cannot fill the gap. The majority of the population will need to support itself through small-scale commercial agriculture, self-employment and employment in small and medium-sized Swazi businesses.

This strategic objective represents a new direction in USAID/Swaziland's program, although it was anticipated in the previous CDSS. For example, the FY 1987 CDSS recognizes that past efforts to increase agricultural productivity on Swazi Nation Land (primarily subsistence agriculture) were relatively unsuccessful, and proposes a reorientation of agricultural initiatives towards smallholder commercial agriculture. To date, limited progress has been made in this direction, but the groundwork is in place for more substantial progress during this LCDSS period.

Program Development

AID/W approved the LCDSS in October 1989, requesting the Mission to refine and quantify its strategic objectives and targets in preparation for the Action Plan. AID/W and contract personnel provided assistance in using the program logframe methodology, and a two-day retreat with private sector representatives helped to better define the private sector strategic objective. The revised strategic objectives were reviewed by AID/W in April 1990 and approved with the caveat that the human resources and private sector objectives be more precisely defined and the number of targets in the private sector be reduced. The strategic objectives from the LCDSS, the initial program logframe and this Action Plan are given in Table 1.

B. Implications for Future Program Action

The strategic objectives presented in this Action Plan are the result of an evolutionary process resulting from a variety of influences. For example, between the writing of the LCDSS and the Action Plan, the Mission has prepared PIDs for the Swaziland Training and Institutional Development (STRIDE) Project and the Swazi Business Development Project and PPs for STRIDE and the Educational Policy Management and Technology (EPMT) Project. The information-gathering and analyses

TABLE 1 USAID/SWAZILAND STRATEGY DEVELOPMENT

ACTION PLAN

REVISION OF STRATEGIC OBJECTIVES

Same

Same

Program Goal: To assist Swaziland to expand its accelerating economic growth into a process of equitable and sustainable development that enhances the quality of life of all Swazis.

Program Sub-Goals: Same as LCDSS S.O.'S

Program Sub-goal: reduce the population growth rate

Strategic Objectives: (1) Reduce the population growth rate

S.O.'S: (1) Increase the contraceptive prevalence rate

(1) Increase the contraceptive prevalence rate from 17% to 25%

(2) Increase Swazi Management of and participation in the economic growth process

(2) Increase the number of Swazis with the education and skills needed for economic growth

(2) Increase the number of Swazis who effectively direct, manage and participate in national development.

(3) Accelerate employment generation through growth of the Swazi private sector

(3) Increase (in size and number) Swazi participation in and ownership of private enterprises, including commercial agriculture.

(3) Increase the number and size of Swazi-owned businesses.

required for these exercises have informed the Mission's overall program and resulted, in one case, in a shift in program emphasis.

The private sector strategic objective has been refocused from employment generation to greater Swazi ownership of private enterprises. Creating jobs, per se, is not enough to ensure "equitable and sustainable development" in Swaziland. Low-paying wage jobs in foreign-owned companies are an unlikely avenue to self-sufficiency. Sentiment is growing in the Government and other quarters that Swaziland should not be a nation of wage-earners but must become increasingly capable of managing its domestic affairs and working hand-in-hand with foreign investors. By focusing on expanding the indigenous Swazi business sector, this issue is addressed along with the employment issue, since new jobs will be created as a result of the expansion of the indigenous Swazi business sector (which includes commercial agriculture).

The Mission's shift in emphasis in the private sector program was also influenced by AID/W's introduction of the concept of manageable interest, which had not been explicitly discussed at the time the LCDSS was written. Employment creation through foreign investment promotion is beyond the Mission's manageable interest because so much of the attractiveness of Swaziland's investment climate is related to the regional environment. It is impossible to predict what effect the changes taking place in South Africa, Namibia and Mozambique will have on Swaziland's investment appeal in the next five years. On the other hand, strengthening the indigenous business sector through improving internal economic linkages does not depend heavily on regional developments, but in fact, positions Swaziland to capitalize on opportunities that may arise and helps insulate it from any negative consequences of regional developments.

The concept of manageable interest also led to the re-specification of the strategic objective of the population program from reducing the rate of population growth to increasing the contraceptive prevalence rate. In addition, the structure of the population program has been influenced by experience in the health/family planning field pointing to the effectiveness of integrating family planning (FP) and maternal and child health services. This concept was endorsed at the Africa-wide CCCD Conference held in Swaziland in April. Hence, while the population program proposed in the LCDSS focused exclusively on family planning, some child survival (CS) activities have been incorporated into the Action Plan program. Given Swaziland's sensitivity to family planning issues and the Swazi government's strong interest in integrating family planning services with other high-priority health services, the Mission believes that the best and perhaps the only way to increase contraceptive prevalence is by promoting an integrated package of FP/CS services.

FY 1991-1992 Action Plan

The strategic objectives and targets of USAID/Swaziland's FY 1991-1992 Action Plan are illustrated in the diagram of the program logframe (Diagram I).

Relationship to the DFA Action Plan

Swaziland's Action Plan corresponds well with the FY 1989-1991 DFA Action Plan. The DFA Action Plan objectives and their relationship to this Action Plan are discussed below.

1. Improve the management of African economies by redefining and reducing the role of the public sector and increasing its efficiency.

Unlike many other African countries, Swaziland has sound macroeconomic policies and a low debt burden. The public sector is, however, less efficient than it could be, and inefficiency is becoming more noticeable as the rapidly growing population strains the government's ability to provide quality education, health, infrastructure and other services. The key to improving the management of the Swazi economy, and the efficiency of the public sector in particular, is improving the management skills of public sector officials and facilitating a better working relationship between the public and private sector. This is being addressed through the STRIDE Project, which will strengthen administrative skills of government officials. The EPMT project is designed to improve the efficiency of the primary school system through better information and management and new systems of evaluation.

2. Strengthen competitive markets to provide a healthy environment for private sector growth.

Swaziland already has a free-market orientation but there is room for improvement in the environment for private sector growth, particularly growth of the indigenous private sector. Two targets in the private sector are increasing access to markets and increasing access to credit. Work under these targets will include facilitating structural reform of the agricultural marketing board to encourage local fresh produce production and developing various mechanisms for increasing the flow of credit to Swazi farmers and business people.

3. Develop the potential for long-term increases in productivity in all sectors.

Swaziland's program addresses the potential for productivity increases through development of basic, managerial, financial and entrepreneurial skills and technology transfer in commercial agricultural production and processing. The fundamental principle of the human resources program is that a

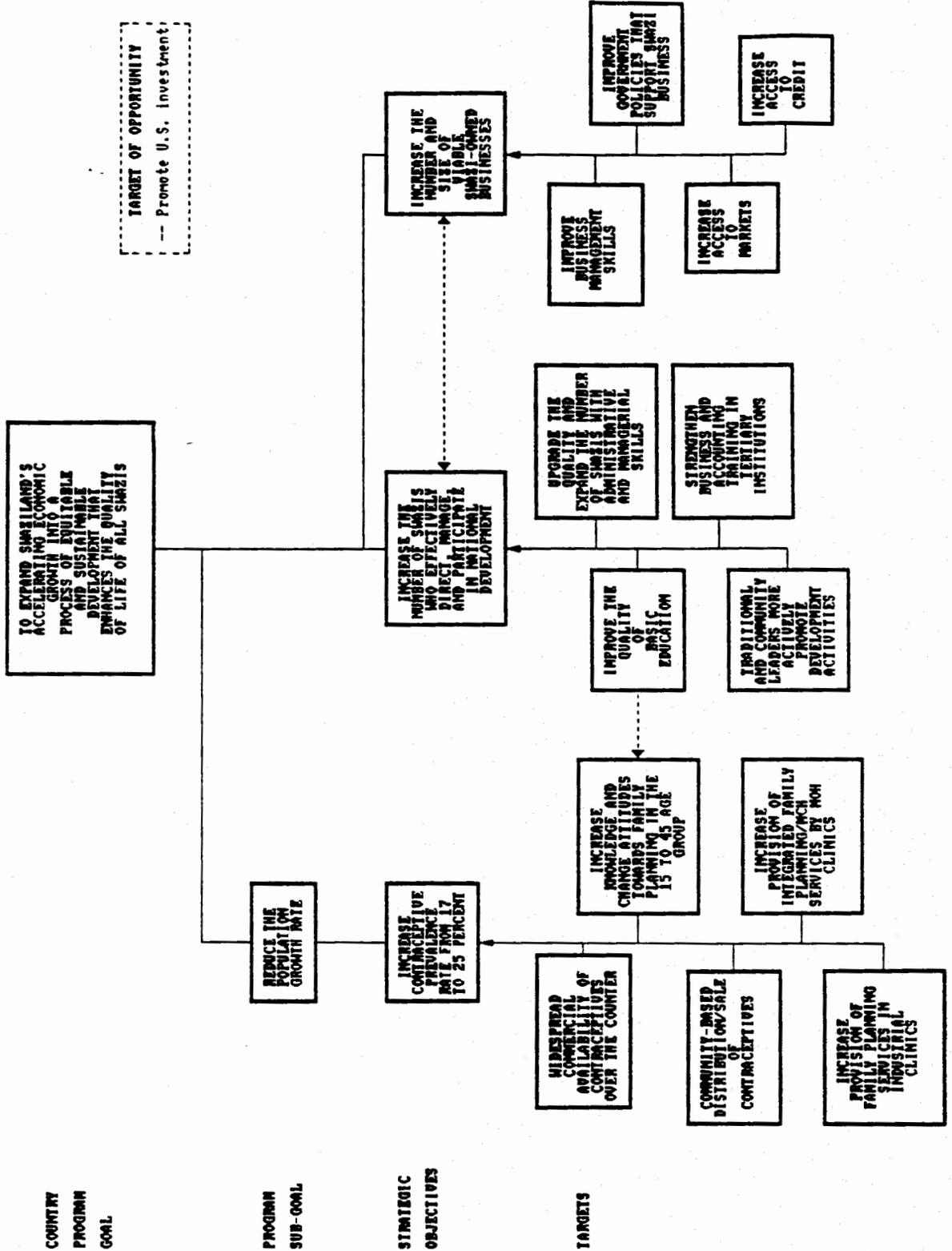
quality basic education combined with appropriate higher level skills training is the basis for maximizing the long-term productivity of the country's human resources.

4. Improve food security.

Improving food security is not a major problem in Swaziland. However, the GOS has promoted production of staple crops on Swazi Nation Land. While the country has its share of periodic droughts and natural disasters, the effects of these are usually isolated to small portions of the population for a short period of time. The USAID program does, however, contribute indirectly to increased food security by increasing the quantity and diversity of commercial agricultural production, which helps to spread the risk in times of adverse weather conditions.

OBJECTIVE TREE OF USAID/SHAZILAND

July 3, 1990



II. Strategic Objectives, Targets and Benchmarks

The preceding diagram illustrates how AID's program will contribute to reaching the overall program goal. Transforming Swaziland's rapid economic growth into an equitable and sustainable development process will improve the quality of life for the Swazi population. AID's program focuses on three main objectives: increased contraceptive prevalence, increased numbers of Swazis directing, managing and participating in the country's development, and an increased number and size of viable Swazi-owned businesses. The following provides details on the targets that need to be achieved in order to reach the objectives. The benchmarks will measure progress during the 1991-92 Action Plan period toward achieving the desired results. The key management steps and tracking and analysis sections outline the planned resources and mechanisms to be used in the program.

SUBGOAL: Reduce the population growth rate

STRATEGIC OBJECTIVE: INCREASE CONTRACEPTIVE PREVALENCE FROM 17% TO 25%

TARGET 1: Widespread commercial availability of contraceptives over the counter

Indicator: 50% of potential retail outlets selling pills and condoms

BENCHMARKS:

- 1.1 GOS agrees to participate in a regional contraceptive social marketing program
- 1.2 Contract signed between SOMARC and Central African Pharmaceutical Supply Co. (Zimbabwe) for regional implementation
- 1.3 Commercial distribution network established
- 1.4 Commercial advertising campaign being implemented

Key Management Steps:

- Obtain MOH approval of social marketing program, including the sale of oral contraceptives in non-pharmacy retail outlets, and public advertising of oral contraceptives and condoms.

Agenda for Tracking and Analysis

- Baseline survey of potential retail outlets for contraceptives conducted by local distributor
- Routine reports from the distributor on the number of these outlets actually selling contraceptives

TARGET 2: Community-based distribution/sales of contraceptives

Indicator: Rural health motivators in all four regions distributing oral contraceptives and condoms

BENCHMARKS:

- 2.1 MOH agrees in principle that rural health motivators should distribute pills and condoms (at least throughout one region).
- 2.2 Design and complete one-year pilot community-based distribution program to assess safety and effectiveness of approximately 40 rural health motivators in distributing contraceptives in one region
- 2.3 Design and implement community-based distribution program throughout the one pilot region (follows 2.2)

Key Management Steps:

- Procure technical assistance for pilot program
- Insure active MOH involvement in pilot design and implementation

Agenda for Tracking and Analysis

- The supervision component of the pilot program will track safety and effectiveness of rural health motivators' distribution of contraceptives. This system will be duplicated in the region-wide program.

TARGET 3: Increase provision of family planning services in industrial clinics

Indicator: 20% increase in couple years of protection (CYP) provided by industrial clinics participating in FLAS's industrial program.

BENCHMARKS:

- 3.1 Complete analysis of survey data from members of Swaziland Federation of Employers regarding existing industrial programs and interest in collaborating with FLAS.
- 3.2 Establish an industrial family-planning unit within FLAS.
- 3.3 Select initial participating industries.
- 3.4 Establish an IE&C program for industry, a community based distribution program for company towns and a management information system for the industrial program.

Key Management Steps:

- Resolve funding problem for FLAS's industry unit's staffing (such as charge for industrial services, encourage the evolution of FLAS from free to a fee-for-service agency).
- Determine TA needs for industrial unit and recruit full-time advisor.
- FLAS hires up to three additional staff for the industry unit.

Agenda for Tracking and Analysis

- Increase in CYP among participating industries will be measured by the management information system which is to be installed at each participating industry (Benchmark 3.4)

TARGET 4: Increase provision of family planning services through MOH clinics

Indicator: 2% annual increase in CYP provided by MOH clinics

BENCHMARKS:

- 4.1 Patient-flow analyses conducted to maximize staff/patient contact during clinic sessions.
- 4.2 Family planning integrated into regular training for MOH's EPI, CDD and ARI programs.
- 4.3 Supervisory system for family planning and child survival activities designed.
- 4.5 Health Information System (HIS) routinely providing accurate data on family planning and key child survival activities.

Key Management Steps:

- Design and implement FPCS project

Agenda for Tracking and Analysis

- CYP data will be provided through the health information system; data for the quality of family planning services will be provided through the supervisory system.

TARGET 5: Increase knowledge and change attitudes regarding family planning in the 15 to 45 age group.

Indicator: Change in knowledge and attitudes among focus-group, as measured against August 1990 baseline.

BENCHMARKS:

- 5.1 Complete market research on attitudes towards family planning
- 5.2 Design, test and implement mass-media information campaigns
- 5.3 Repeat market research to assess changes in knowledge and attitudes.

Key Management Steps:

- Determine communications objectives based on market research, design and mass-media campaigns.
- Locate sources of local production/placement capability for mass-media campaigns (e.g. advertisement agencies)
- Receive permission from Swazi Broadcasting System to air campaigns.

Agenda for Tracking and Analysis

- Tracking and analysis will be provided through the market research.

**STRATEGIC OBJECTIVE: INCREASE THE NUMBER OF SWAZIS WHO
EFFECTIVELY DIRECT, MANAGE AND
PARTICIPATE IN NATIONAL DEVELOPMENT**

Indicators:

- Number of children completing 7 years of primary school increased by 20%.
- Average scores on math and English achievement tests increased by 10%.
- Number of administrative and management positions localized in the private sector increased by 10%.
- Number of tertiary graduates in business and accounting increased by 30%.
- 15% increase in productivity of USAID-funded participants (as measured by changes in trainees' real salary)
- Capital budget implementation increases from annual rate of 60% to 75%.

TARGET 1: Improve the quality of basic education.

Indicators: 30% decrease in primary school repetition and dropout rates.
10% improvement in student achievement in math and English.

BENCHMARKS:

- 1.1 Grade one and two students' performance in English and Math being evaluated each term with criterion referenced tests.
- 1.2 Grade one and two student achievement results for math and English collected and assessed on a national basis.
- 1.3 800 teachers trained in testing and remediation techniques.
- 1.4 15% of primary schools better managed (as measured by Headmasters performance in training program).

Key Management Steps:

- Issue contract for EPMT project and begin project implementation.
- OPEXer placed in inservice teacher training unit.

Agenda for Tracking and Analysis:

- Reports on student achievement and school characteristics from education MIS system to be established under EPMT.
- Midterm evaluation of EPMT project.

TARGET 2: Upgrade the quality and expand the number of Swazis with administrative and managerial skills.

Indicator: Number of people who receive academic and non-academic credentials (approximately 35% of trainees will be women).

BENCHMARKS:

- 2.1 70 Swazis sent for training to U.S. or third countries.
- 2.2 200 Swazis complete in-country administrative and management training courses.

Key Management Steps:

- Select contractor for STRIDE project and begin project implementation.
- Monitor on-going training under the SWAMPD project.

Agenda for Tracking and Analysis:

- SWAMPD final evaluation.
- Reports from the GOS localization unit in the MLPS.
- PTMS system information.
- STRIDE contractor reports.

TARGET 3: Strengthen Business and Accounting Training in Tertiary Institutions

Indicators: Revised and expanded curricula at SCOT and UNISWA.
Enrollment in business and finance courses increased at SCOT and UNISWA.

BENCHMARK:

- 3.1 Linkage established among a U.S. university business school, UNISWA and SCOT.

Key Management Steps:

- Issue solicitation for expressions of interest from U.S. universities.
- UNISWA and SCOT administrators visit selected U.S. universities.
- Issue cooperative agreement between a U.S. university and USAID/Swaziland.

Agenda for Tracking and Analysis:

1. Project records.

TARGET 4: Traditional and Community Leaders more actively promote development activities.

Indicators: 75 new development activities, including businesses, started on SNL.
150 development committees established and/or maintained

BENCHMARKS:

- 4.1 Chief's committees devote more time to development issues.
- 4.2 150 Community Leaders participate in development training.
- 4.3 30 development activities/businesses started in communities where leaders were training.

Key Management Steps:

- Select contractor for STRIDE project and begin project implementation.

Agenda for Tracking and Analysis:

- SWAMDP final evaluation.
- STRIDE mid-term evaluation
- Impact evaluation of community and traditional leader training.
- Reports from Community Development Section of the Tinkhundla.

**STRATEGIC OBJECTIVE: INCREASE THE NUMBER AND SIZE OF VIABLE
SWAZI-OWNED BUSINESSES**

Indicators:

3500 new microenterprises established
1000 producers in commercial agriculture activities
350 new small businesses established
35 new medium businesses established

TARGET 1: Improve government policies that support Swazi business

Indicator: GOS policies improved in the areas of taxation, customs, licensing, procurement, investment promotion, and agricultural marketing

BENCHMARKS:

- 1.1 Steps required to improve policies identified in all policy areas
- 1.2 MOWC procurement policy provides for increased contracting with Swazi firms, resulting in a 50% increase in value of MOWC contracts undertaken by at least 6 Swazi construction contractors

Key Management Steps:

- Authorize Swazi Business Development (SBD) Project
- Procure contract services for SBD project
- Ensure that annual workplans for CAPM and SBD projects include actions in policy areas

Agenda for Tracking and Analysis:

- The SBD project will conduct a baseline survey as well as a survey of construction contractors
- Mid-term and final evaluation of CAPM project
- Mid-term evaluation of SDB project to include assessment of MOWC procurement practices (early-mid 1993)

TARGET 2: Improve business/management skills

Indicator: 3500 businesspeople are using new or improved planning, financial management, business administration and marketing skills in on-going businesses.

BENCHMARKS:

- 2.1 15 new training courses and materials developed
- 2.2 SCOT, UNISWA, BMEP, Asikhutulisane and MOAC/Home Economics are training 2000 people annually in more relevant business skills
- 2.3 30 training programs provided through business organizations

Key Management Steps:

- Authorize SBD Project Paper contractor
- Implement training component of SEAS project
- Sign Cooperative Agreement for STRIDE university linkage

Agenda for Tracking and Analysis

- Mid-term and final evaluation of CAPM project
- Sector evaluation of BMEP and SEAS microenterprise projects
- Mid-term and final evaluation of the SBD project

TARGET 3: Increase access to markets

Indicators: Swazi share of fresh produce in local markets is increased from 6% to 50%
 Value of non-traditional agricultural exports increased by 20 % (from E 44 to E 53 million)
 At least 50 additional Swazi businesses providing goods and services to large local firms and the government

BENCHMARKS:

- 3.1 Five new agricultural commodities with export potential identified
- 3.2 Two new agricultural commodities being exported
- 3.3 Swazi share of fresh produce in local markets is increased from 6% to 12%
- 3.4 Market information center established
- 3.5 Small business registry compiled and published
- 3.6 MOAC distributing agricultural price information in a timely manner

Key Management Steps:

- Authorize SDB project and procure contractor

Agenda for Tracking and Analysis:

- Review of media for market price information
- Mid-term and final evaluation of CAPM and SBD projects
- Surveys at start and end of SBD project

TARGET 4: Increase access to credit

Indicator: 500 first-time borrowers receive business loans
 Number of commercial Swazi borrowers receiving repeat loans increases by 25%

BENCHMARKS:

- 4.1 20 commercial loan officers trained in small business lending
- 4.3 500 potential borrowers trained in preparing viable bank applications
- 4.4 Ten group credit schemes functioning

Key Management Steps:

- Authorize SBD project and procure contractor
- Monitor implementation of Small Business Loan Guarantee Scheme

Agenda for Tracking and Analysis

- Evaluation of SDB project
- Baseline surveys at start and end of SBD project
- CAPM mid-term and final evaluations

TARGET OF OPPORTUNITY: INCREASE U.S. INVESTMENT

During the Action Plan period, the mission will continue to support efforts to attract and encourage U.S. investment in Swaziland. This may include participation in trade and investment missions and conferences, assistance to individual U.S. investors and support of other promotional activities.

MISSION MANAGEMENT, MONITORING AND COORDINATION ACTIVITIES

A. Project Management

During the Action Plan period, USAID/Swaziland's staff will be reduced by one-third, leaving 10 full-time USDH, 2 IDIs and 3 USRH part-time positions. The 10 full-time positions include the following regional positions: Legal Advisor, Controller, Executive Officer, Contracting Officer and Health/Population Officer, all of whom have bilateral as well as regional responsibilities. In order to maintain internal controls and limit vulnerability, more implementation and monitoring responsibilities will be placed on project-funded USPSCs and FSNs, reporting to USDHs. Projects will therefore pay more of the costs of supporting themselves. Mission management burden will also be minimized by use of buy-in mechanisms where available. The majority of projects will essentially be managed by prime contract teams. The role of the Mission will largely be one of close monitoring while actual implementation will be carried out by the contract teams.

B. Tracking and Evaluation

This Action Plan period is the first under the new CDSS; therefore, the initial emphasis of tracking will be to assure that quantitative baseline data exist on which to measure program progress in two years. Project funds are available to conduct the necessary data collections, either as baseline surveys or as part of evaluations. In addition, project final evaluations scheduled for the earlier part of the Action Plan period will provide useful data for measuring progress of planned activities under each strategic objective:

<u>Project Number</u>	<u>Project Title</u>	<u>Anticipated Evaluation Date</u>
645-0214	Teacher Training	July 1990
645-0220	Primary Health Care	October 1990
645-0218	Swaziland Manpower Development Project	October 1990

Baseline surveys have already been completed or soon will be conducted as part of most projects.

Other evaluations scheduled during the Action Plan period will provide data on the program's impact:

<u>Project Number</u>	<u>Project Title</u>
645-0229	Commercial Agricultural Production and Marketing
645-0230	Educational Policy Management and Technology
645-0228	Family Health Services

In addition to evaluating the projects in terms of meeting the project-specific objectives, the evaluations will assess the projects' impact on achieving the program benchmarks, targets and strategic objectives. This will be supported by quantitative analysis as well as descriptive examples of the projects' impact.

Another means of tracking progress will be through the EMPT, PHC, and FHS projects support for the establishment or improvement of information systems that will provide data for analysis throughout the Action Plan period.

Mission management will systematically monitor the program through quarterly reviews. The mission system is a modification of the Project Implementation Review. Full project portfolio reviews are conducted semi-annually. A quarterly review of issues and planned actions occur at the end of the first and third quarters. A PIR-type review occurs at the end of the second quarter. The Assessment of Program Impact (API) review will occur at the end of the fiscal year, in compliance with Bureau guidance.

C. Coordination with Other Donors

Most donor coordination in Swaziland takes place on an informal basis, although the United Nations Development Programme (UNDP) hosts formal coordinating meetings with donor representatives. The Department of Economic Planning and Statistics (DEPS) is responsible for coordinating donor resources for the GOS and is receiving technical assistance from the World Bank and UNDP to strengthen this function. As USAID is a leading donor in all three of the sectors it operates in, it will also take the lead among donors in coordination in these areas. For example, USAID, DEPS, the Ministry of Labour and Public Service and the Ministry of Education will invite major education/human resources sector donors such as the European Economic Community, the Overseas Development Agency, the German Agency for Technical Cooperation and the Canadian International Development Agency to an annual informal meeting to review the progress of projects in the sector.

USAID is taking the lead in improving and integrating clinic-level family planning and child survival services. The United Nations Population Fund (UNFPA), in conjunction with the International Planned Parenthood Federation, is the only other donor working in the family planning area and provides contraceptives and formal training in family planning. The Ministry of Health receives additional assistance in immunizations and diarrheal diseases from UNICEF.

USAID also has the largest program to assist the indigenous Swazi business community. Several donors provide technical assistance to the Ministry of Commerce and to the Swaziland Industrial Development Company; a few are providing limited resources for facilities and training to non-governmental organizations and community groups involved in income-generating activities or commercial enterprise.

D. Special Issues and Considerations

Microenterprise Development

Much of the Mission's private sector program will qualify as assistance to microenterprise development, according to the Agency's definition of a microenterprise. The Commercial Agricultural Production and Marketing Project (645-0229) fosters agribusinesses and small farmer commercial activities, while assistance to an international and an indigenous PVO strengthens local institutional capacity to provide technical support and credit to microenterprises. Working through business organizations, the Swazi Business Development Project (645-0235) will reach a number of business people in the "microenterprise" category, and indigenous businesses of all sizes will benefit from training and more supportive GOS policies.

Child Survival

Despite some improvement over the last decade, infant mortality remains relatively high (100/1000) for a country of Swaziland's income level. A new project, the Family Planning and Child Survival Project (645-0236), will reduce unwanted fertility and maternal, infant and child mortality. This will be accomplished through the integration of family planning and child survival services offered in government clinics and through community-based distribution systems.

Gray Amendment Contracting

The Mission's largest project, the Swaziland Training and Institutional Development Project (635-0234), will be contracted to a small and disadvantaged firm in FY 1991. This contract will amount to approximately \$1 million per year. The technical assistance contracts for the Commercial Agricultural Production and Marketing Project and the Educational Policy, Management and Technology Project include disadvantaged enterprises as sub-contractors.

PROJECT PURPOSES OF ACTIVE PROJECTS DURING
FY 1991-92 ACTION PLAN PERIOD

PROJECTS THAT DIRECTLY SUPPORT THE LCDSS AND ACTION PLAN

645-0228 Family Health Services

Increase the prevalence of modern contraception and the practice of child spacing

645-0236 Family Planning and Child Survival

Reduce unwanted fertility and maternal, infant and child mortality.

645-0218 Swaziland Manpower Development

Expand the capacity of selected Swazis and Swazi institutions -- both public and private -- independently to plan and direct development activities and to encourage an increased level of informed participation by the general Swazi population in a variety of such activities.

645-0230 Educational Policy, Management and Technology

Improve the quality and efficiency of basic education

645-0231 Swaziland Training and Institutional Development

Strengthen Swazi managerial/administrative capabilities in the private sector and in government service and to strengthen training institutions that support private sector growth.

645-0229 Commercial Agricultural Production and Marketing

Establish an environment that is stimulating increases in small scale commercial agricultural production and other agribusiness and domestic and export marketing activity.

645-0232 Small Enterprise Advisory Services

Improve the access of small entrepreneurs to business management, financial and technology services; and to provide access for small entrepreneurs to practical resource materials on issues related to small enterprise activity development.

645-0234 Business Management Extension Program

Identify and implement successful business management training methods and other assistance activities which will promote small scale business enterprises.

645-0235 Swazi Business Development

Stimulate growth of established indigenous Swazi-owned businesses.

690-0247.45 Regional Rail Systems Support Program

(PACD: 4/94)

Strengthen and expand the capacity and operational efficiency of regional rail transport in SADCC countries. Improve the management efficiency and capability of Swaziland Railway.

PROJECTS DEVELOPED PRIOR TO THE LCDSS BUT WILL CONTINUE UNDER THE ACTION PLAN (PACDs in parentheses)

645-0212 Cropping Systems Research and Extension Training

(PACD: 8/91)

Improve and expand the capacity of the MOAC research and extension programs to develop and effectively extend cropping systems recommendations relevant to the economic needs of the Swazi Nation Land (SNL) farmers.

645-0214 Teacher Training

(PACD: 8/91)

Improve and expand the capacity of Swaziland's teacher training system to train and support new teachers at the primary school level.

645-0220 Primary Health Care

(PACD: 6/91)

Improve and expand the Primary Health Care system in Swaziland.

690-0215.45 Regional Training Council

(PACD: 12/91)

Improve the SADCC Regional Training Council's institutional capacity to identify, support, and coordinate manpower development programs of regional impact and benefit.

698-0421.45 Combatting Childhood Communicable Diseases

(PACD: 4/91)

Reduce child and infant mortality and morbidity attributable to diarrhea, malaria and immunizable diseases.

938-0252 Project Hope

(PACD: 5/94)

1. Improve the MCH and community health components of the basic nursing curriculum at Nazarene College;
2. Design and implement a one-year postgraduate community health nursing program at SIHS;
3. Develop and implement a training program in basic primary health care skills for nursing assistants at Good Shepherd Hospital;
4. Develop a cost-effective materials management program to establish an appropriate and reliable drug and medical supply system in Swaziland;
5. Provide assistance to the Traditional Healer Organization in increasing knowledge of healers in selected child survival interventions and HIV/AIDS.