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A.I.D. Project Number 645-0218

Grant Agreement Number:
645-0218-G-SS-4024-00

PROJECT
GRANT AGREEMENT
BETWEEN
THE KINGDOM OF SWAZILAND
and the
UNITED STATES OF AMERICA
for
THE SWAZILAND MANPOWER DEVELOPMENT PROJECT

DATE: 20 JAN 1984

A.I.D. Project No. 645-0218
Grant Agreement Number:
645-0218-G-SS-4024-00

Project Grant Agreement

Dated:

Between The Kingdom of Swaziland ("Grantee")

and The United States of America, acting through the
Agency for International Development (A.I.D.)

Article 1. The Agreement

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

Article 2. The Project

SECTION 2.1. Definition of Project. The project, which is further described in Annex I, consists of assistance to the Grantee to realize the full development potential of its human resources both in the modern sector and on the rural homesteads. The project consists of five interrelated elements: (1) Development of an Administrative/Leadership Cadre, (2) Development Orientation for Traditional Leaders and Rural Women's Associations, (3) Strengthening an institutional base for Development Communications, (4) Establishing linkages between Swazi training institutions and U.S. institutions to strengthen academic and administrative leadership of the Swazi institutions, and (5) Technology/Skills Transfer. The project will fund participant training, technical assistance and commodities in support of these elements.

Annex 1, attached, amplifies the above definition of the Project. Within the limits of the above definition of the Project, elements of the amplified description stated in Annex 1 may be changed by written agreement of the authorized representatives of the Parties named in Section 8.2. without formal amendment of this Agreement.

SECTION 2.2. Incremental Nature of Project

(a) A.I.D.'s contribution to the Project will be provided in increments, the initial one being made available in accordance with Section 3.1 of the Agreement. Subsequent increments will be subject to availability of funds to A.I.D. for this purpose, and to the mutual agreement of the Parties, at the time of a subsequent increment, to proceed.

(b) Within the overall Project Assistance Completion Date stated in this Agreement, A.I.D., based upon consultation with the Grantee, may specify in Project Implementation Letters appropriate time periods for the utilization of funds granted by A.I.D. under an individual increment of assistance. It is anticipated that, subject to the provisions of this paragraph, A.I.D.'s total contribution to this Project will be U.S. \$19,630,000.

Article 3. Financing

SECTION 3.1. The Grant. To assist the Grantee to meet the costs of carrying out the Project, A.I.D., pursuant to the Foreign Assistance Act of 1961, as amended, agrees to grant the Grantee under the terms of this Agreement not to exceed Two Million and Eighty-Five Thousand United States ("U.S.") Dollars (\$2,085,000) ("Grant"). The Grant may be used to finance foreign exchange costs, as defined in Section 6.1., and local currency costs, as defined in Section 6.2., of goods and services required for the Project.

SECTION 3.2. Grantee Resources for the Project

(a) The Grantee agrees to provide or cause to be provided for the Project all funds, in addition to the Grant, and all other resources required to carry out the Project effectively and in a timely manner.

(b) The resources provided by the Grantee for the Project will be not less than the equivalent of U.S. \$6,800,000, including costs borne on an "in-kind" basis.

SECTION 3.3. Project Assistance Completion Date

(a) The "Project Assistance Completion Date" (PACD), which is June 30, 1991, or such other date as the Parties may agree to in writing, is the date by which the Parties estimate that all services financed under the Grant will have been furnished for the Project as contemplated in this Agreement.

(b) Except as A.I.D. may otherwise agree in writing, A.I.D. will not issue or approve documentation which would authorize disbursement of the Grant for services performed subsequent to the PACD or for goods furnished for the Project, as contemplated in this Agreement, subsequent to the PACD.

(c) Requests for disbursement, accompanied by necessary supporting documentation prescribed in Project Implementation Letters are to be received by A.I.D. or any bank described in Section 7.1. no later than nine (9) months following the PACD, or such other period as A.I.D. agrees to in writing. After such period, A.I.D., giving notice in writing to the Grantee, may at any time reduce the amount of the Grant

by all or part thereof for which requests for disbursement accompanied by necessary supporting documentation prescribed in Project Implementation Letters, were not received before the expiration of the said period.

Article 4. Conditions Precedent to Disbursement

SECTION 4.1. First Disbursement. Prior to the first disbursement under the Grant, or to the issuance by A.I.D. of documentation pursuant to which disbursement will be made, the Grantee will, except as the Parties may otherwise agree in writing, furnish to A.I.D. in form and substance satisfactory to A.I.D.:

A statement of the name of the person holding or acting in the office of the Grantee specified in Section 8.2. and of any additional representatives, together with a specimen signature of each person specified in such statement.

SECTION 4.2. Additional Disbursement. Prior to disbursement under the Grant, or to the issuance by A.I.D. of documentation pursuant to which disbursement will be made, for the Development Communications portion of the Grant, the Grantee and A.I.D. shall, except as A.I.D. may otherwise agree in writing, agree on a feasible staffing and organizational plan for the Development Communications portion of the Project.

SECTION 4.3. Notification. When A.I.D. has determined that the conditions precedent specified in Section 4.1. and 4.2. have been met, it will promptly notify the Grantee.

SECTION 4.4. Terminal Dates for Conditions Precedent

(a) If all of the conditions specified in Section 4.1. have not been met within ninety (90) days from the date of this Agreement, or such later date as A.I.D. may agree to in writing, A.I.D., at its option, may terminate this Agreement by written notice to the Grantee.

(b) If all of the conditions specified in Section 4.2. have not been met within the time set forth in Project Implementation Letters, A.I.D., at its option, may cancel the then undisbursed balance of the Grant, to the extent not irrevocably committed to third parties, and may terminate this Agreement by written notice to the Grantee.

Article 5. Special Covenants

SECTION 5.1. Project Evaluation. The Parties agree to establish an evaluation program as part of the Project. Except as the Parties otherwise agree in writing, the program will include, during the implementation of the Project and at one or more points thereafter:

(a) evaluation of progress toward attainment of the objectives of the Project;

(b) identification and evaluation of problem areas of constraints which may inhibit such attainment;

(c) assessment of how such information may be used to help overcome such problems; and

(d) evaluation, to the degree feasible, of the overall development impact of the Project.

SECTION 5.2. OPEX Contracts. The Grantee will sign contracts with each OPEX technician provided under the project. The contract will provide for the pay, allowances, and benefits for such technicians on the same basis as the Grantee provides for its officials for a similar grade.

SECTION 5.3. Public Sector Participants

(a) The Grantee will take such steps as may be required to assure that individuals receiving training outside Swaziland will return to established positions in the Government either to replace or to work with A.I.D.-financed technicians, or to occupy other positions commensurate with their training.

(b) The Grantee agrees to establish and enforce bonding requirements for public sector employees receiving training abroad.

SECTION 5.4. Maximizing Technical Assistance Overlap. The Grantee will take such steps as may be practicable, including the establishment of dual incumbency positions where feasible, to maximize the extent of overlap of A.I.D. technical assistance personnel with Grantee personnel trained under the project.

SECTION 5.5. Community Leadership Specialist. The Grantee agrees to use its best efforts to establish and fill the position of Community Leadership Specialist within the Ministry of Agriculture and Cooperatives/Community Development Section by February 1988.

SECTION 5.6. Civil Service Training Complement. The Grantee agrees to explore the feasibility of establishing within its civil service a "training complement" to provide needed flexibility to train the best-qualified public servants currently within or entering the civil service.

SECTION 5.7. Incentives for Participants. The Grantee agrees to explore the feasibility of establishing adequate incentives for participants undertaking long-term training to insure that the most highly qualified candidates, particularly those with families, will be motivated to undertake such training.

Article 6. Procurement Source

SECTION 6.1. Foreign Exchange Costs. Disbursements pursuant to Section 7.1. will be used exclusively to finance the costs of goods and services required for the Project having, with respect to goods, their source and origin, and, with respect to services, their nationality in the United States (Code 000 of the A.I.D. Geographic Code Book as in effect at the time orders are placed or contracts entered into for such goods or services) ("Foreign Exchange Costs"), except as A.I.D. may otherwise agree in writing, and except as provided in the Project Grant Standard Provisions Annex, Section C.1 (b) with respect to marine insurance. Ocean transportation costs will be financed under the Grant only on vessels under flag registry of the United States, except as A.I.D. may otherwise agree in writing. To the extent authorized by A.I.D. Handbook 10, paragraph 7E, suppliers of participant training services under the project may have as their place of nationality countries included in A.I.D. Geographic Code 941, except as A.I.D. may otherwise agree in writing.

SECTION 6.2. Local Currency Costs. Disbursements pursuant to Section 7.2. will be used exclusively to finance the costs of goods and services required for the Project having their source and, except as A.I.D. may otherwise agree in writing, their origin in Swaziland ("Local Currency Costs"). To the extent provided for under this Agreement, "Local Currency Costs" may also include the provision of local currency resources required for the Project.

Article 7. Disbursement

SECTION 7.1. Disbursement for Foreign Exchange Costs

(a) After satisfaction of conditions precedent, the Grantee may obtain disbursements of funds under the Grant for the Foreign Exchange Costs of goods or services required for the Project in accordance with the terms of this Agreement, by such of the following methods as may be mutually agreed upon:

(1) by submitting to A.I.D., with necessary supporting documentation as prescribed in Project Implementation Letters,

(A) requests for reimbursement for such goods or services, or

(B) requests for A.I.D. to procure commodities or services in Grantee's behalf for the Project; or

(2) by requesting A.I.D. to issue a Letter of Commitment for specified amounts

(A) to one or more U.S. banks, satisfactory to A.I.D., committing A.I.D. to reimburse such bank or banks for payments made by them to contractors or suppliers, under Letters of Credit or otherwise, for such goods or services, or

(B) directly to one or more contractors or suppliers, committing A.I.D. to pay such contractors or suppliers for goods or services.

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

SECTION 7.2. Disbursement for Local Currency Costs

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

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

(1) by acquisition by A.I.D. with U.S. dollars by purchase or from local currency already owned by the U.S. Government; or

(2) by A.I.D.

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

(B) thereafter making available to the Grantee, through the opening or amendment by A.I.D. of Special Letters of Credit in favor of the Grantee or its designee, an amount of U.S. dollars equivalent to the amount of local currency made available by the Grantee, which dollars will be utilized for procurement from the United States under appropriate procedures described in Project Implementation Letters.

The U.S. dollar equivalent of the local currency made available hereunder will be, in the case of the subsection (b) (1) above, the amount of U.S. dollars required by A.I.D. to obtain local currency, and in the case of subsection (b) (2) above, an amount calculated at the rate of exchange specified in the applicable Special Letter of Credit Implementation Memorandum hereunder as of the date of the opening or amendment of the applicable Special Letter of Credit.

SECTION 7.3. Other Forms of Disbursement. Disbursements of the Grant may also be made through such other means as the Parties may agree to in writing.

SECTION 7.4. Rate of Exchange. Except as may be more specifically provided under Section 7.2. if funds provided

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

Article 8. Miscellaneous

SECTION 8.1. Communications. Any notice, request, document, or other communication submitted by either Party to the other under this Agreement will be in writing or by telegram or cable, and will be deemed duly given or sent when delivered to such Party at the following address:

To the Grantee:

Mail Address: Principal Secretary, Prime Minister's Office
Department of Economic Planning and
Statistics
P. O. Box 602
Mbabane, Swaziland

Alternate address for cables: ECONPLAN, Mbabane, Swaziland

To A.I.D.:

Mail Address: Director, A.I.D. Mission to Swaziland
P. O. Box 750
Mbabane, Swaziland

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

SECTION 8.2. Representatives. For all purposes relevant to this Agreement, the Grantee will be represented by the individual holding or acting in the office of the Principal Secretary, Prime Minister's Office, Department of Economic Planning and Statistics. A.I.D. will be represented by the individual holding or acting in the office of the Director, A.I.D. Mission to Swaziland. By written notice, may designate additional representatives for all purposes other than exercising the power under Section 2.1. to revise elements of the amplified description in Annex 1. The names of the representatives of the Grantee, with specimen signatures, will be provided to A.I.D., which may accept as duly authorized any instrument signed by such representatives in implementation of this Agreement, until receipt of written notice of revocation of their authority.

SECTION 8.3. Standard Provisions Annex. A "Project Grant Standard Provisions Annex" (Annex 2) is attached to and forms part of this Agreement.

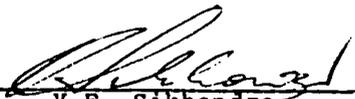
IN WITNESS WHEREOF, the Grantee and the United States of America, each acting through its duly authorized representative, have caused the Agreement to be signed in their names and delivered as of the day and year first above written.

For the Government of the
Kingdom of Swaziland

For the United States of
America


By: Mhambi M.P. Mnisi
Title: Minister Without Portfolio


By: Robert H. Phinny
Title: U.S. Ambassador


By: V.E. Sikhondze
Title: Principal Secretary,
Dept. of Economic Planning
and Statistics


By: Robert Huesmann
Director
USAID/Swaziland

June 29, 1984
Date

June 29, 1984
Date

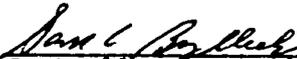
Funds Available:

Appropriation :72-1141021.5

Budget Plan Code:GDAA-84-21645-EG13

Allotment :445-50-645-00-69-41

Authority :State 155885, State 178005, Nairobi 19151


Controller, USAID/Swaziland

AMPLIFIED PROJECT DESCRIPTION

Except as specifically provided herein, and within the limits of the definition of the Project set forth in Section 2.1., elements of the Amplified Project Description may be changed by written agreement of the authorized representative of the Parties named in Section 8.2. without formal amendment of this Agreement. This Annex is illustrative; it will be reviewed, changed, and updated periodically (usually following and evaluation) to reflect the dynamic nature of the project and expected modifications in implementation over time. A table of abbreviations is the last page of this Annex.

Article I. General Project Description

This project is based on the proposition that well-qualified, development-oriented management and leadership in key institutions will continue to be the major elements contributing to accelerated economic and social development in Swaziland. It can only be achieved by long-term efforts to develop key institutions, particularly by training individuals with the technical and managerial skills necessary to direct them and by encouraging full participation of an informed public to use the institutions effectively and demand that they function efficiently for the good of the nation. It will assist Swaziland to realize the full development potential of its human resources both in the modern sector and in the rural homesteads. The project consists of five interrelated elements: (1) Development of an Administrative/Leadership Cadre, (2) Development Orientation for Traditional Leader and Rural Women's Associations, (3) Strengthening an institution base for Development Communications, (4) Establishing linkages between Swazi training institutions and a U.S. institution to strengthen academic and administrative leadership of the Swazi institution, and (5) Technology/Skills Transfer. The project will fund participant training services, technical assistance and commodities in support of these elements.

A. Goal.

The sector goal to which this project is addressed is to assist Swaziland to realize the full development potential of its human resources, both in the modern sector and on the rural homesteads. The validity of this goal rests on the assumption that meaningful development will occur only when indigenous institutions have acquired the necessary levels--both qualitative and quantitative--of human resources to sustain the development process. As stated in the CDSS Up-Date of 1984, "by far the most important element in any truly indigenous, enduring and development-oriented institution is a critical mass of capable Swazi personnel, including its leadership." The impact of this project on the sector goal will be reinforced by the underlying emphasis on human resources development in the other projects in the USAID portfolio, which are focused on interventions in agriculture, health and education. There are two

measures by which an impact on the sector goal can be evaluated: by the end of the project, (a) Swazi institutions such as SIMPA, MOAC, UniSwa, the Swaziland Institute of Health Sciences Department of Establishments and Training, and the Swaziland Broadcasting System, among others, should be staffed with better-qualified employees and operating at higher levels of efficiency and effectiveness and (b) more and better programs should be planned and managed by Swazis with a minimum of expatriate assistance.

B. Purpose.

The purposes of the project are (a) to expand the capacity of selected Swazis and Swazi institutions--both public and private--independently to plan and direct development activities and (b) to encourage an increased level of informed participation by the general Swazi population in a variety of such activities. The project will be implemented over a period of seven years, with incremental funding provided from FY 1984 through FY 1989. By 1991 it is expected that the following conditions will have been achieved:

- (a) Selected Swazi institutions will have an increased capacity and capability to carry out training functions using primarily Swazi personnel;
- (b) Returned participants will be working in the fields for which they were trained, with increased potential for promotion, and in positions with increasing responsibility for institutional, technological and policy development;
- (c) In-country trainees will be functioning at a higher level of skill and efficiency than before training;
- (d) Institutional linkages will be contributing to the development, organizational efficiency and operations of selected Swazi training institutions;
- (e) Traditional leaders and members of rural women's organizations will be more knowledgeable about development issues and will be playing an active role in the development of their areas;
- (f) Swazi capability will have been developed and will be operating within various public and private institutions to plan, prepare, disseminate and evaluate development messages through various communications media, resulting in large numbers of Swazis receiving development benefits because of information received through the media; and
- (g) A significant number of new technologies will have been transferred, and operational efficiencies will have been brought about by or with the assistance of U.S. technical personnel.

The project will have a positive impact on other projects in the USAID/Swaziland program, all of which integrate participant training

and technology transfer to strengthen specific Swazi institutions. For example, in the Cropping Systems Research and Extension Training project (645-0212) and the Rural Water-Borne Disease Control project (645-0087), the extension of practical agricultural techniques and health/water education messages will be reinforced by the development communications activities in this project. Efforts to improve both the education system under the Teacher Training project (645-0214) and the health system under the proposed Rural Health Development project (645-0220) can be reinforced by in-country training, including development orientation programs for traditional leaders and rural women, provided under this project.

C. Outputs.

There are six quantified project outputs which will result in the above conditions by the end of the project:

- (a) An estimated 130 Swazis will have completed long-term academic training (325 person-years) in U.S. and African universities; and an estimated 64 (averaging 10 per year) will have completed short-term, non-degree training in either U.S. or African institutions;
- (b) Approximately 1,000 Swazis will have been trained in a total of about 40 in-country programs/courses (5-6 courses per year);
- (c) At least 300 traditional leaders (chiefs, indvunas, etc.) will have participated in more than one development-oriented seminar, workshop, or observation visit within or outside Swaziland;
- (d) At least 300 members of rural women's organizations will have attended more than one development-oriented seminar or course;
- (e) Effective development information messages will have been prepared and delivered through various communications media, as measured by (i) 3-4 in-service workshops per year to train Swazis in the preparation and delivery of messages for radio, newspapers and other communications media and (ii) 3-5 institutions (GOS and non-governmental) strengthened to make development information available and effective and to participate in its broad dissemination; and
- (f) About six U.S. training institutions will have established linkages with the same or a larger number of Swazi training institutions to provide technical support, training and other services.

D. Inputs.

About 60 percent of the project funding will support long- and short-term training for Swazis in the U.S. and other African countries and short-term training in Swaziland. Such training will continue the efforts of earlier USAID manpower development projects and is the major element in attempts to achieve the sector goal and project purpose discussed above. Additional elements of the project focus on the development of efficient, effective Swazi institutions (reinforced, of course, by the participant training) and on methods of encouraging informed participation in the development process by Swazi organizations, groups and individuals active in the traditional setting. The project is designed to improve institutional capabilities in both the public and private sectors, to emphasize capability and leadership potential in the selection of Swazis for training, to realize the development potential of traditional Swazi leaders and indigenous rural organizations and to utilize the communications media as an important tool for bringing the benefits of development to large numbers of Swazis.

The project has five interrelated elements:

1. Development of an Administrative/Leadership Cadre

(\$11,230,000)

An average of 25 Swazis will be offered scholarships each year for long-term academic training abroad. This level represents about the present level of scholarship support and is considered the minimum level to develop the critical mass of administrative and technical leadership needed to direct Swaziland's development efforts. In general, priority will continue to be given to diploma and degree training in specialized fields in agriculture, education, health, business, engineering and the sciences. Short-term non-degree/technical training in the U.S. and other African countries will be provided for at least 64 Swazis over the period of the project (averaging 10 per year). Intensive, specialized training in critical development areas will be offered for selected mid-level Swazis as well as observation/study tours for key decision-makers. In-country training will also be provided as the most cost-effective means of training relatively large numbers of Swazis and providing focused training for specific development institutions and units within those institutions. Priority will be given to (a) supervisory and management training for high-level decision- and policy-makers and potential leaders from the mid-level ranks and (b) technology and skills training. The provision of long-term academic and short-term technical participant training abroad and in-country training constitutes a coordinated approach to improving the efficiency and effectiveness of Swazi development

institutions (agriculture, health, education, public works and engineering, natural resources, commerce and industry and human resources development/training).

2. Development Orientation for Traditional Leaders and Rural Women's Associations (\$1,060,000)

To date, USAID-sponsored training has been directed toward improving the qualifications and effectiveness of personnel in the "modern" government. Such training has not reached the Swazi traditional sector. In view of the importance of that sector in Swaziland, the project aims to adjust that imbalance by providing training through seminars and workshops to improve the management capabilities of traditional leaders, increase their awareness and knowledge of development issues and activities, and encourage them to use their positions of leadership to support such activities carried out through modern-sector GOS and non-governmental/NGO organizations. There is also a clear need to encourage the formation of more women's organizations, expand the quality and quantity of training of women in organizations, and improve communication between male extension workers and women's organizations. Assistance will be focused on (a) expanding the institutional capacity of the Community Development Section in the Ministry of Agriculture and Cooperatives to conduct workshops and other more innovative types of training and development orientation for traditional leaders and (b) expanding the institutional capacity of the Home Economics Section of the same ministry to form, motivate and train Zenzile women's organizations; and to additionally use mass media to increase public awareness of women's organizations and of the need for community and government (including extension worker) support. In both cases, skills upgrading in adult education and non-formal education training techniques will be provided to the existing staffs of community development workers and home economists.

3. Development Communications (\$1,710,000)

There is a great potential in Swaziland for strengthening the access to, and delivery of, practical development information. Assistance will be provided to: (a) train Swazi communicators in the skills required to use mass communications to promote development more effectively; (b) reduce constraints on available capacity for disseminating development information by providing modest amounts of equipment and commodities; (c) encourage Swazis to set development priorities and to plan and organize activities in support of such priorities; and (d) create an institutional base for development communications in Swaziland. The institutional base will be a new Center for Rural Broadcasting and Information at the Swaziland Broadcasting Service. Although the more effective use of radio for development will be a primary objective in the Center's operations; technical services, training and coordination activities will also support the development use of siSwati newspapers.

4. Institutional Development/Linkages (\$500,000)

A new approach to institutional development--linkage arrangements between Swazi training institutions and one or more U.S. institutions--will also be supported through the project. The purpose of an institutional linkage will be particularly to strengthen the academic and administrative leadership and the programs of the Swazi institution. To maximize its mutual benefits, interests and priorities, an institutional linkage should focus on faculty and administrative development and on the development and improvement of curricula. Faculty exchanges, development-oriented, short-term research by faculty, colloquia and seminars and faculty refresher training are examples of possible joint activities. Project funding is provided to support about six institutional linkages over the period of the project. It is expected that the initiative for a linkage will be taken by the cooperating institutions themselves, with USAID's role primarily being facilitative. Upon USAID approval of a linkage, a cooperative agreement and/or grant will be negotiated and signed between USAID and the U.S. institution to implement the arrangement.

5. Technology/Skills Transfer (\$3,370,000)

The approach to institution-building emphasized in the project is the development, through participant training, of a critical mass of knowledgeable Swazis capable of successfully directing Swaziland's development process. This is complemented by the transfer of knowledge and skills at the workplace through the provision of long-term and short-term U.S. expertise to various Swazi institutions. Operational Experts (OPEX) will be provided for selected institutions within which they will have a potential impact in terms of technology transfer, policy analysis and institutional development. Funding is budgeted for an average of three on-board OPEX personnel per year. Long-term technical advisory assistance will also be provided, including the services of a Manpower Economist/Planner to work with the Department of Establishments and Training.

The provision of short-term technical services will often be the most appropriate response to GOS requests for assistance in specific tasks. Criteria for evaluating requests will include: the degree of impact on the transfer of technology and specialized skills, the potential for introducing technological and policy-related innovations and sustainability and/or replicability (e.g., training of trainers and potential for a multiplier effect). Short-term technical services may also be provided to conduct, or assist Swazi staff in conducting, a variety of in-country, in-service training programs (see 1. above). A total of 63 person-months of consultant services is budgeted.

Project management support is budgeted for the assignment of a contractor field representative (\$1,050,000) and the employment of a PSC Assistant Project Manager (\$520,000). Also, funds have been

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budgeted for evaluations and analyses (\$190,000). A.I.D. is authorized on behalf of the Project to procure the PSC services of the Assistant Project Manager.

Article II. Responsibility of the Parties

A. Implementation Schedule

The following schedule presents the major implementation actions to take place during the project along with the responsible agents. The schedule is illustrative and is not expected to be followed exactly. At several points within the life of project (usually following an evaluation), the schedule will be updated and/or changed by written agreement between AID and the Grantee without formal amendment of this Agreement.

1. Development of an Administrative/Leadership Cadre:

a. Long-Term Academic Training Abroad*

<u>DATE</u>	<u>ACTION</u>	<u>RESPONSIBILITY</u>
July 1984	Scholarship announcement in local newspapers	DET/USAID
September 1984	Ministries review applications; send prioritized training request to DET	DET/Ministries
October 1984	GOS Training Plan submitted to USAID	DET/USAID
November 1984	USAID reviews TP; establishes short list; interviews candidates	USAID
January 1985	Candidates selected; GRE and GMAT testing and medical exams scheduled	USAID/MOE
April 1985	PIO/Ps submitted to contractor for U.S. placement	USAID/Contractor
July 1985	Orientation for departing participants	USAID/Contractor

*The implementation schedule listed here is for 1984/1985 long-term placements only. Annex N-1 of the Project Paper contains a similar, but accelerated implementation plan after 1984/1985.

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b. Short-Term Non-Degree Technical Training

<u>DATE</u>	<u>ACTION</u>	<u>RESPONSIBILITY</u>
July 1984	Establishment of policy for short-term training abroad	DET/USAID
August 1984	Meeting to determine short-term training placements for September-December 1984	DET/USAID
August 1984	PIO/Ps drafted, approved and sent to (SAMDP) contractor	USAID/Contractor
December 1984	Meeting to determine short-term training placements for January-April 1985	DET/USAID
December 1985	PIO/Ps drafted, approved and sent to (SWAMDP) contractor	USAID/Contractor
April 1985	Meeting to determine short-term training placements for May-August 1985	DET/USAID

(The cycle continues as above.)

c. In-Country Training

<u>DATE</u>	<u>ACTION</u>	<u>RESPONSIBILITY</u>
November 1984	Contract representative for In-Country Training and Technology/Skills Transfer element is selected and receives USAID and GOS concurrence	Contractor/USAID/ DET
January 1985	Contract rep arrives in country	Contractor/USAID
March 1985	In-Country training policy established and communicated to GOS	Contractor/USAID/ DET
April 1985	Review and prioritization of prospective in-country training activities	Contractor/USAID/ DET
May 1985	First in-country training course conducted	Contractor/DET

2. Development Orientation for Traditional Leaders and Rural Women's Associations

<u>DATE</u>	<u>ACTION</u>	<u>RESPONSIBILITY</u>
February 1985	TA for this segment arrives	Contractor/USAID
April 1985	Swazi Community Leadership Specialist hired	Contractor/USAID/ MOAC
May 1985	Arrival in country of short-term TA to assist in drafting a work plan for both TL and RW sub-elements	Contractor/MOAC
June 1985	Work plan (through December 1986) completed and approved by MOAC	Contractor/MOAC
July-Sept. 1985	Initial conferences/activities	Contractor/MOAC
December 1985	Modified formative evaluation	GOS/USAID

3. Development Communications

<u>DATE</u>	<u>ACTION</u>	<u>RESPONSIBILITY</u>
January 1985	Short-term TA/Communication expert arrives in country	Contractor/SBS
February 1985	Work Plan/Feasibility Study by TA/Communication Expert completed; reviewed and approved by GOS	Contractor/SBS
March 1985	Full-time Development Communications Specialist arrives in country	Contractor
April 1985	Director for SBS Center for Rural Broadcasting and Information selected	SBS
May 1985	Two studio engineers selected to work with SBS Center RB&I	SBS
May 1985	First in-country workshops/seminars offered	Contractor/SBS
July 1985	SBS radio studio equipment ordered	Contractor/SBS

4. Institutional Development/Linkages

<u>DATE</u>	<u>ACTION</u>	<u>RESPONSIBILITY</u>
August 1984	USAID and potential Swazi beneficiary training institutions develop agreed upon strategy for implementing this element	USAID/GOS
This strategy might possibly include:		
September 1984	USAID establishes deadline to receive linkage proposals	USAID
October 1984	Proposals received and reviewed by USAID	GOS/USAID
November 1984	USAID chooses to implement two linkage arrangements	USAID
December 1984	Cooperative Agreement/Grant negotiated with involved U.S. institutions	USAID/ U.S. Institutions
January 1985	Linkage activity begins	U.S./Swazi institutions

5. Technology/Skills Transfer

<u>DATE</u>	<u>ACTION</u>	<u>RESPONSIBILITY</u>
November 1985	Vitae of Manpower Economist/Planner approved by DET	DET/Contractor
December 1984	OPEXers currently in country have their contract transferred (to the new contractor)	USAID/Contractor
February 1985	Manpower Economist/Planner arrives in country to assume post at DET	Contractor/DET
March 1985	Arrangements are made for the purchase of a micro-computer in DET to complement TA to that Department	Contractor/USAID

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B. Implementation Plan

1. GOS Responsibilities

USAID will negotiate and sign a Project Grant Agreement with the Department of Economic Planning and Statistics. The Project Grant Agreement will be amended periodically to provide incremental funding. The project will primarily be implemented by three GOS agencies:

- the Department of Establishments and Training for the long-term academic training abroad, the short-term non-degree/technical training abroad, the in-country training, and the assignment of Operational Experts and technical advisors;

- the Ministry of Agriculture and Cooperatives in collaboration with the Office of the Indvuna yeTinkhundla for the expanded traditional leadership program and support to rural women's associations; and

- The Ministry of the Interior, through the Swaziland Broadcasting Service, for strengthening development communications.

Implementation of institutional linkages will necessarily be the responsibility of each specific Swazi training institution which undertakes such a relationship with a U.S. institution.

To reinforce timely and efficient implementation of the project, the principal GOS officers working in the areas of each project element and the USAID Director or his designate will consult regularly and communicate in writing as needed.

In general the GOS will be responsible for identifying suitably qualified candidates for long-term academic training abroad, short-term non-degree/technical training abroad and for participation in project-supported in-country, in-service training programs. The GOS will also be expected to accord special consideration to skills upgrading at all levels for Swazi women.

The GOS will be responsible for establishing the following new positions at a sufficiently high grade/salary level to attract fully qualified Swazis:

--within the Community Development Section of the Ministry of Agriculture and Cooperatives, the position of Community Leadership Specialist by February 1988; and

--to staff the Center for Rural Broadcasting and Information at the Swaziland Broadcasting Service, as agreed between USAID and the GOS.

GOS responsibilities by project element are summarized below and represent its contribution to the project. The Ministry of Finance will be responsible for the timely budgeting and allocation of funds to finance the GOS contribution to the project.

(a) Development of an Administrative/Leadership Cadre (a) for long-term academic training abroad, the participant's airfare from Swaziland to the U.S. (Port of Entry) or to another African country and return to Swaziland, as well as the participant's full salary during the first year of training and either a dependents' allowance or half-salary thereafter (except for the UniSwa Staff Development Fellows); (b) for short-term non-degree/technical training abroad, international airfare and continuation of salary; and (c) for in-country training programs, facilities, subsistence and local instructors to the extent possible, as well as release-time for employees.

(b) Development Orientation for Traditional Leaders and Rural Women's Associations: in addition to establishment of the Community Leadership Specialist position, those portions of MOAC's CD and HE annual recurrent budgets which are allocated to traditional leader and women's association training, on-board CD and HE staff time, training facilities and accommodations and radio time.

(c) Development Communications: in addition to establishment of positions to staff the Center for Rural Broadcasting and Information as agreed by USAID and the GOS, exclusive access to one studio and priority access to another studio, the assignment of two operators (studio engineers) to support the Center's broadcasting activities, space for a broadcast/production training classroom and an office/library, additional studios and editing and office space as required and an increase in the radio time available for development broadcasting.

(d) Institutional Development/Linkages: the participation of professional and support staff from the cooperating Swazi institutions for implementation of the linkage programs and facilities.

(e) Technology/Skills Transfer: (a) for OPEXers; the basic GOS salary for the position to be filled, plus the additional benefits and services accorded to GOS employees of comparable rank, support staff including counterparts, office space, furnishings, supplies and equipment, the costs of operating and maintaining vehicles used in an official capacity, and residential housing and furnishings; (b) for long-term technical advisors, professional and support staff, supplemental commodity support (office equipment, access to computers, office supplies, etc.), the costs of operating

and maintaining official vehicles, office space and furnishings, plus residential housing and furnishings; and (c) for short-term specialists, counterparts, support staff, office space and equipment, and official transport.

2. AID Responsibilities

USAID/Swaziland will be responsible for the timely provision of the AID inputs to the project, including participant training, technical services, commodities and other support costs, including international transportation costs associated with master's and Ph.D. research carried out in Swaziland. The USAID Mission is staffed with a Director, Deputy Director, Project Development Officer, Assistant Program Officer, Controller and half-time Anthropologist to support the project management and implementation responsibilities of the Human Resources Development Officer, the Education Officer/Assistant Project Manager and the Training Officer. The Regional Legal Advisor for Southern Africa, based in Mbabane, will provide legal services, including preparation and negotiation of the Project Grant Agreements and amendments, preparation and negotiation of cooperative agreements and/or grants for institutional linkages and review of contracts. The REDSO/ESA Regional Contracts Office will be responsible for all contracting matters, including competition for awards, selection of contractors, negotiation and signature of contracts and contract backstopping. Assistance in commodity procurement and general implementation will also be provided by REDSO/ESA.

3. Other Donor Coordination

Several other donors annually provide scholarships for long-term academic and short-term technical training abroad. The British Council manages a scholarship program which focuses on short-term technical training in education, agriculture and health for about 80-100 Swazis at any given time. Of this number, an average of ten may be studying for diplomas or degrees in technical areas such as engineering and architecture. Although interested in offering possible future support, the British Council has not yet sponsored any in-country training programs. A modest scholarship program for Swazis from the private sector has recently been initiated. As is the case with AID, the British Council receives requests for training from the Department of Establishments and Training. Selections are then based on the priority fields of study, academic qualifications and whether or not the candidate is a counterpart to an OSAS (Overseas Aid Service) officer within a ministry or parastatal. The European Economic Community (EEC) through the Second Lome Convention (Lome II, 1980-85) earmarked only \$400,000, which has already been fully committed, for Swaziland for overseas training in member countries. Under the European Development Fund's regional program, scholarships are offered for training programs in the operation of the regional customs union, at the Mananga Agricultural Management Center in Swaziland and for Swazi students at the Waterford-Kamhlaba secondary school. Scholarships are also offered by the Germans, Dutch, Canadians,

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Israelis and United Nations, again primarily for short-term technical training and within the context of development projects.

This project therefore constitutes both the public and private sector's major resource for long-term and specialized in-country training. Given the pool of public sector candidates for long-term training and the demand for in-country training, there is virtually no potential for competition among donors for highly qualified Swazis and for the supply of in-country training.

USAID maintains close contact with donor representatives, especially those who are resident in Swaziland or nearby (U.K., EC, UN, Canada and Germany). The donor group meets monthly, and USAID has frequent one-on-one briefings to exchange information and avoid potential duplication of effort. As discussed in the CDSS Up-Date, however, USAID plans to stimulate more, and more regular, sector- and technical-level coordination. While other donors generally support the same development objectives, there is no particular unanimity on how to achieve them. Differences in approach must eventually be reconciled by Swazis. In this case, supporting a strong participant training program strengthens coordination by providing a broader base of Swazis, both individually and within institutions, capable of making such decisions.

4. Procurement Plan

Project implementation will require the procurement of participant training, technical services, commodities and related support. To promote effective and efficient implementation, procurement should be undertaken in four discrete packages, each of which is discussed below. If required, source and origin waivers for commodity procurement will be requested when equipment and commodity lists, including specifications and up-to-date prices, are finalized by the contractors.

Given the workload involved in other bilateral and regional human resources development projects, effective and efficient AID project management will require supplemental technical and administrative support for this project. Funds have therefore been budgeted to procure the services of an assistant project manager for six years under a Personal Services Contract.

Three separate Requests for Proposals (RFPs) will be issued simultaneously for the three major contracts under this project; for participant training abroad, technical services and in-country training and development communications. USAID will negotiate with one or more bidders for either one contract or separate contracts; whichever combination is in the best interests of the project.

(a) Participant Training Abroad (Estimated \$10,230,000)

With the exception of the procurement "package" for development communications (see (3) below), a contract will be negotiated and let for the provision of all project-funded long-term academic training and short-term non-degree/technical training abroad.

(b) Technical Services and In-Country Training
(estimated \$6,060,000)

A contract will be negotiated and let for the provision of long-term and short-term technical services and for the costs of in-country training programs. Procurement will be undertaken on the basis of competition following AID procurement regulations. With the exception of the procurement package for development communications [see (c) below], the contractor will be responsible for (1) recruiting and backstopping Operational Experts and long-term technical advisors; (2) recruiting and backstopping short-term specialists; and (3) coordinating and implementing in-country training programs. Backstopping OPEXers and long-term technical advisors will include procurement of job-related commodities. Implementation of in-country training programs will include (1) the provision of short-term technical services as required; (2) the local currency costs of providing honoraria, logistics and teaching supplies and aids, printing course materials, and renting training facilities as required; and (3) the procurement of supplies and equipment for the Swazi institutions which will participate in the in-country training programs.

It is estimated that 8-9 OPEXers and 4-5 technical advisors will be recruited and will require backstopping for various time periods over the life of the project. The GOS has initially requested three long-term advisors: a Manpower Economist/Planner for DET, a U.S. advisor to MOAC/CD for the expanded traditional leadership program and a Swazi Community Leadership Specialist. As discussed above in AID and GOS Inputs, it is estimated that 63 person-months of consultant services will be programmed for specialized assignments within GOS and private sector institutions and teaching and advisory support for in-country training programs. In addition, an estimated 30 person-months of short-term services will be programmed for support to the traditional leader program and rural women's associations. The contractor will be responsible for nominating at least two but preferably three candidates for each long-term and short-term assignment.

The contractor's responsibility for backstopping all contractor-supplied OPEXers, long-term advisors and short-term specialists will necessarily include both home-office backstopping and in-country backstopping. With the additional responsibility for coordinating and implementing all in-country training programs, the assignment of a contractor field representative over six years is considered necessary. The representative will be provided office space at SIMPA. In addition, a vehicle will be procured under the contract for the use of the contractor field representative for official duties. Operating costs of the vehicle will also be in the contract.

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(c) Development Communications (Estimated \$1,710,000)

Procurement for this activity will be undertaken on the basis of competition following AID procurement regulations. The contractor will be responsible for (a) recruiting and backstopping the long-term (one year) Development Communications Specialist; (b) arranging for and backstopping the services of the Development Communications Specialist on an intermittent basis (27 person-months) through September 1991 and the services of other short-term specialists, including the initial communications expert (39 person-months); (c) placement, backstopping and counselling an estimated five Swazi participants in B.A. and M.A. programs in U.S. universities; (d) arranging for and backstopping all short-term non-degree/technical training abroad; (e) procurement of all studio equipment, editing and reproduction equipment and related commodities; (f) programming site visits to other development communications projects; and (g) monitoring the renovation and furnishing of two SBS studios. It is expected that the resident Development Communications Specialist will be specifically responsible for (f) and (g) above.

(d) Institutional Linkages (Estimated \$500,000)

The most suitable mechanisms for implementing an institutional linkage are the cooperative agreement and/or grant. Under either arrangement, the Swazi institution is offered the necessary flexibility and discretion to identify the most appropriate U.S. institution(s) for its particular needs. The Swazi institution will submit a detailed proposal to USAID, discussing the purpose of the linkage, mutual benefits to be gained from such a linkage by each institution(s), the contribution of each institution to the linkage and the estimated cost of the linkage arrangement. (It is assumed that the AID support of the institutional linkage will provide the means to initiate a relationship which will continue beyond the life of the project.) Upon approval of a proposal for an institutional linkage, AID will negotiate and sign a cooperative agreement or grant with the U.S. institution.

Article III. Illustrative Financial Plan

The Illustrative Financial Plan, Table 1 of this Annex, sets forth the planned contributions of the Parties. Changes may be made to the Plan by written agreement of the representatives of the Parties identified in Section 8.2. without formal amendment of the Agreement, provided such changes do not cause (1) AID's contribution to exceed the amount set forth under Section 3.1. or (2) the GOS's contribution to be less than the amount set forth under Section 3.2.

A. Summary Cost Estimates.

As indicated in Table 1 below, the total estimated cost of the project is \$26.4 million. The AID contribution to the project is estimated at \$19.63 million, or 74% of the total cost. The contribution of the GOS and private sector to the project is estimated at \$6.8 million, or 26% of the total cost.

TABLE 1

SUMMARY COST ESTIMATE
(\$000)

	<u>FX</u>	<u>LC</u>	<u>Total</u>	<u>%</u>
AID	18,335	1,295	19,630	74
GOS/Private Sector	<u>940</u>	<u>5,860</u>	<u>6,800</u>	<u>26</u>
Total	19,275	7,155	26,430	100

B. Financial Plan.

Of the total AID contribution to the project, 93% represents foreign exchange costs, of which 61% will finance the costs of participant training in both U.S. and African universities. An estimated 7% represents local currency expenditures, of which 62% will finance the local costs of in-country training (at GOS training institutions and in the field) and follow-up activities for returned participants. In the case of the combined GOS and private sector contribution to the project, 14% represents foreign exchange costs, of which 80% will finance participants' round-trip airfares. An estimated 85% represents local currency expenditures, of which 59% will finance participants' continued salary and dependents' allowances during the period in training

C. Budget Summary of Inputs by AID Component.

The project has been designed with five elements, or categories of AID inputs: (1) development of an administrative leadership cadre, (2) development orientation for traditional leaders and rural women's associations, (3) development communications, (4) institutional development/linkages and (5) technology/skills transfer. Table 3 indicates the flow of resources into each project

element by component, i.e., participant training, technical services and commodities. Two additional inputs--(6) evaluation and analysis and (7) project management support--reflect the level of effort considered appropriate to assure adequate monitoring and assignment of a contractor field representative and, if necessary, the employment of an assistant project manager.

As indicated in the table, 59% of the AID budget will support long-term academic training abroad, short-term/non-degree technical training abroad and in-country training.

TABLE 3
BUDGET SUMMARY OF AID INPUTS BY COMPONENT
(\$000)

Key to Project Inputs: 1-Development of an Administrative/
Leadership Cadre
2-Development Orientation for
Traditional Leaders and
Rural Women's Associations
3-Development Communications
4-Institutional Development/
Linkages
5-Technology/Skills Transfer
6-Evaluation and Analysis
7-Project Management Support

<u>COMPONENT</u>	<u>INPUTS</u>							<u>TOTAL</u>
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	
Participant Training	10,890	180	540	-	-	-	-	11,610
Technical Services	-	870	1,000	500	3,280	190	1,500	7,340
Commodities	<u>340</u>	<u>10</u>	<u>170</u>	<u>-</u>	<u>90</u>	<u>-</u>	<u>70</u>	<u>680</u>
Total	11,230	1,060	1,710	500	3,370	190	1,570	19,630

D. AID Obligation Schedule.

The AID contribution to the project will be obligated periodically from FY 1984 through FY 1989 as indicated in Table 4 below. The initial obligation of \$2.0 million in FY 1984 represents the level included in the Operational Year Budget (OYB).

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TABLE 4

AID OBLIGATION SCHEDULE BY FISCAL YEAR
(\$000)

<u>COMPONENT</u>	<u>FY 84</u>	<u>FY 85</u>	<u>FY 86</u>	<u>FY 87</u>	<u>FY 88</u>	<u>FY 89</u>	<u>TOTAL</u>
Participant Training	1,280	1,215	2,265	2,950	2,310	1,590	11,610
Technical Services	720	1,740	1,625	1,325	1,590	340	7,340
Commodities	-	165	130	145	120	120	680
<u>Total</u>	<u>2,000</u>	<u>3,120</u>	<u>4,020</u>	<u>4,420</u>	<u>4,020</u>	<u>2,050</u>	<u>19,630</u>

E. Methods of Implementation and Financing.

A review of alternative methods of implementation and financing from the standpoint of funds accountability has been conducted in the course of the PP design. It has been determined that the two preferred methods of implementation are direct AID contracting, using direct payment/reimbursement procedures, and the use of cooperative agreements and/or grants, using the Federal Reserve Letter of Credit (FRLC). This decision takes into account the methods of implementation and financing used in the USAID program in Swaziland (also primarily direct AID contracts) as well as other administrative considerations.

Up to three direct AID contracts may be let: (1) one for general long-term and short-term participant training abroad, (2) a second for general technical services and in-country training, including limited commodity procurement and local costs, and (3) a third for implementation of the development communications element of the project, including technical services, participant training, commodities and related local costs. A direct AID contract (Personal Services Contract) will also be let to procure the services of an assistant project manager in USAID. The preferred method of implementing institutional linkages is the cooperative agreement and/or grant.

TABLE 5

METHODS OF IMPLEMENTATION AND FINANCING

<u>Contract for</u>	<u>Method of Implementation</u>	<u>Method of Financing</u>	<u>Approx. Amount (\$000)</u>
(1) General Participant Training Abroad	Direct AID Contract	Direct Pay	10,530
(2) General Technical Services and In-Country Training:	Direct AID Contract	Direct Pay	6,060
(a) In-Country Training			(420)
(b) Technical Services			(5,130)
(c) Commodities			(510)
(3) Development Communications Element of Project:	Direct AID Contract	Direct Pay	1,710
(a) Participant Training			(540)
(b) Technical Services			(1,000)
(c) Commodities			(170)
(4) Asst. Proj. Manager	Personal Services	Direct Pay	520
(5) Institutional Linkages	Grant or Cooperative Agreement	Direct Pay (or FRLC if qualified)	500

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Article IV. Evaluation

Two major, external evaluations are planned and will be undertaken in collaboration with the GOS. In addition, on-going or annual internal evaluations are planned for certain elements of the project.

A. Major External Evaluations

A major, external formative evaluation is scheduled for late FY 1987 or early FY 1988, approximately three years after project implementation begins. AID's Inspector General will be requested to schedule an audit of the project about six months before the formative evaluation. The evaluation will be conducted by a REDSO/EA evaluation officer and four other experts, either outside consultants or AID employees, over a four-week period. The four experts will include an education specialist, a development communications specialist, an anthropologist/non-formal education specialist and a training specialist. Using the Logical Framework from the Project Paper, the evaluation team will evaluate the appropriateness and timeliness of the provision of project inputs and will assess output achievement. Progress toward reaching project objectives and the end-of-project status will also be analyzed. If necessary, the evaluation team will recommend modifications to project inputs or to the mix of funding for project elements that may be required to accomplish the project purpose. The team will also evaluate the linkages between project elements and the conceptual base of the linkages, making recommendations, if necessary, to strengthen or revise the relationships.

In addition, an external summative evaluation will be undertaken one year prior to the PACD. Since a follow-on project is anticipated, the evaluation will serve as the basis for determining the need for such a follow-on effort and the appropriate types and levels of assistance. The evaluation team will be composed of an AID/EHR officer and four other experts, either AID or outside consultants, in the same disciplines mentioned above. It is estimated that the summative evaluation will require four weeks to complete.

B. Other Evaluations

Certain project elements will have on-going or separate evaluation schedules. For example, after participants return from long-term training the GOS and USAID will assess (1) the utility and value of the training, (2) contractor responsiveness in providing support for trainees, and (3) interest in participating in in-country training programs and in orientation of new participants.

The evaluation schedule for the development communications element will include a formative evaluation immediately following the departure of the long-term technical advisor. The evaluation will be conducted by a development communications expert from, or nominated by, the Development Communications Section of AID's Bureau

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of Science and Technology, and will involve participating Swazi governmental and non-governmental organizations. This evaluation will (a) assess the institutional relationships and support for the proposed SBS Center for Rural Broadcasting and Information, (b) assess progress toward institutionalizing the indigenous capacity to prepare and deliver relevant development information to the Swazi population and (c) develop recommendations regarding the subsequent use of short-term communications consultants during the remainder of the project. Under this project element, an on-going, systematic feedback system will also assess listener response and program effectiveness. A two-way flow of information will allow regular evaluation of the coverage and effectiveness of the communications media.

Because of the special nature of the traditional leaders and rural women's associations element of the project, a modified formative evaluation is scheduled annually prior to the first major external evaluation. The recently-completed survey of traditional Swazi leaders provides the base-line data against which annual progress can be measured and evaluated. The annual evaluations will assess progress toward meeting the work plan objectives and the effectiveness of the training. The annual evaluations will be conducted by either the USAID/PSC Anthropologist or a qualified consultant in collaboration with the USAID HRDO and participating Swazi government entities.

Prior to the external formative evaluation, the U.S. advisor for that element of the project will direct another survey of traditional Swazi leaders, using the basic format of the initial survey. Results of this survey will be used by the evaluation team to evaluate the effectiveness of the program in reorienting the attitudes of Swazi traditional leaders toward development and recommend future training opportunities. Also, the scope of work for the long-term U.S. Advisor will include responsibility for continual monitoring and evaluation of the training program in collaboration with the inter-ministerial Steering Committee.

Funds have been budgeted for the two external evaluations and for the internal evaluations and analyses.

ABBREVIATIONS

AAI	African-American Institute
AFGRAD	African Graduate Fellowship Program
CFTC	Commonwealth Fund for Technical Cooperation
CD	Community Development Section, MOAC
DET	Department of Establishments and Training, Ministry of Labor and Public Service
DEMS	Division of Extra-Mural Services, UniSwa
ECPR	Executive Committee for Project Review
EEC	European Economic Community
FRLC	Federal Reserve Letter of Credit
GOS	Government of Swaziland
GMAT	Graduate Management Admission Test
GRE	Graduate Records Examination
GDP	Gross Domestic Product
HE	Home Economics Section, MOAC
HRD	Human Resources Development
HRDO	USAID Human Resources Development Officer
IG	Inspector General
IRR	Internal Rate of Return
MOAC	Ministry of Agriculture and Cooperatives
NGO	Non-governmental organization
OYB	Operational Year Budget
PSC	Personal Services Contract
PVO	Private Voluntary Organization
PACD	Project Assistance Completion Date
PID	Project Identification Document
PP	Project Paper
REDSO/ESA	Regional Economic Development Services Office for East and Southern Africa (Nairobi)
SAAST	Southern Africa Academic and Skills Training Project
SADCC	Southern Africa Development Coordination Conference
SADPT	Southern Africa Development Personnel and Training Project
SAMDP	Southern Africa Manpower Development Project
SBS	Swaziland Broadcasting Service
SCOT	Swaziland College of Technology
SIHS	Swaziland Institute of Health Sciences, Ministry of Health
SIMPA	Swaziland Institute of Management and Public Administration
SIPTM	Swaziland Institute of Personnel Training and Management
SIS	Swaziland Information Services
TOEFL	Test of English as a Foreign Language
UNDP	United Nations Development Program
UniSwa	University of Swaziland
USAID/S	U.S. AID Mission to Swaziland (Mbabane)