

811

AFR/DP/IPS

AGENCY FOR INTERNATIONAL DEVELOPMENT
PROJECT DATA SHEET

1. TRANSACTION CODE
 C A = Add
C = Change
D = Delete
Amendment Number
1

DOCUMENT CODE
3

2. COUNTRY/ENTITY
SWAZILAND

3. PROJECT NUMBER
645-0218 PDBBV963

4. BUREAU/OFFICE
AFR 06

5. PROJECT TITLE (maximum 40 characters)
SWAZILAND MANPOWER DEVELOPMENT

6. PROJECT ASSISTANCE COMPLETION DATE (PACD)
MM DD YY
06 28 94

7. ESTIMATED DATE OF OBLIGATION
(Under 'B.' below, enter 1, 2, 3, or 4)
A. Initial FY 84 B. Quarter 3 C. Final FY 90

8. COSTS (\$000 OR EQUIVALENT \$1 =)

A. FUNDING SOURCE	FIRST FY <u>84</u>			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total						
(Grant)	(1,946)	(54)	(2,000)	(18,957)	(1,174)	(20,131)
(Loan)	()	()	()	()	()	()
Other U.S.						
1.						
2.						
Host Country	90	320	410	1,021	5,971	6,992
Other Donor(s)	2,036	374	2,410	19,977	7,145	27,123
TOTALS						

9. SCHEDULE OF AID FUNDING (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) EH	600	700		12,863				12,863	
(2) ES	600	700		11				11	
(3) FN	600	700		1,699				1,699	
(4) SS	600	700		3,900		1,658		5,558	
TOTALS				18,473		1,658		20,131	

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)
610 631 720 730

11. SECONDARY PURPOSE CODE

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)
A. Code TNG
B. Amount 1,168

13. PROJECT PURPOSE (maximum 480 characters)
To (a) expand the capacity of selected Swazis and Swazi institutions both public and private, independently to plan and direct development activities and (b) encourage and increased level of informed participation by the Swazi general population in a variety of such activities.

14. SCHEDULED EVALUATIONS
Interim MM YY MM YY Final MM YY
0588 1090

15. SOURCE/ORIGIN OF GOODS AND SERVICES
 000 941 Local Other (Specify) 935

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a 35 page PP Amendment.)
This amendment increases the Life of Project grant funding by \$500,829 to a total of \$20,130,829, extends the Project Assistance Completion Date by three years to June 28, 1994, and modifies the project's inputs and outputs to reflect implementation experience and to provide a bridge to planned human resource and private sector activities.
I reviewed and concur in the methods of implementation and financing proposed for this project amendment.
Charles E Brooks
Charles E Brooks, Regional Controller

17. APPROVED BY
Signature *Mary K. Ventington*
Title ACTING DIRECTOR
USAID/SWAZILAND

Date Signed
MM DD YY
12 19 89

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
MM DD YY

SWAZILAND MANPOWER DEVELOPMENT PROJECT (645-0218)
PROJECT PAPER AMENDMENT

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SWAZILAND MANPOWER DEVELOPMENT PROJECT (645-0218)
PROJECT PAPER AMENDMENT

I. SUMMARY AND PURPOSE

The purpose of this amendment to the Swaziland Manpower Development Project (SWAMDP) is to assure continuity in USAID/Swaziland's participant and in-country training programs and to maintain momentum in private sector initiatives prior to the start of new projects planned for FY 1990 and 1991. To allow for this bridging and to reconcile the project paper (PP) with actual implementation experience, the PP amendment makes the following changes: 1) the life-of-project (LOP) budget is revised to reflect actual and anticipated expenditures to the end of the project; 2) the LOP budget is increased by \$500,829 to a total of \$20,130,829; 3) the project outputs are revised to reflect experience to date and expected activities to the end of the project; and 4) the project assistance completion date (PACD) is extended by three years to June 28, 1994 so that participants will complete overseas training during the project period.

The proposed modification is consistent with Swaziland's national development objectives and with the objectives of USAID/Swaziland's recently approved Limited Country Development Strategy Statement (LCDSS) for FY 1991-1995. The amendment adjusts the focus of the SWAMDP Project so that it will serve as a bridge to two new projects that will implement USAID's strategy. These projects, Swaziland Training and Institutional Development (STRIDE) (645-0231) and Private Enterprise Support (645-0235), are scheduled to begin in late FY 1990 and FY 1991 respectively.

II. BACKGROUND AND EXPERIENCE TO DATE

The Swaziland Manpower Development Project was authorized on June 28, 1984 with LOP funding of \$19,630,000. The project was authorized for a period of seven years from the date of initial obligation with a project assistance completion date of June 30, 1991.

The goal of the SWAMDP Project 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 purpose is twofold: (1) to expand the capacity of selected Swazis and Swazi institutions - both public and private - independently to plan and direct development activities; and (2) to encourage an increased level of informed participation by the general Swazi population in a variety of such activities.

Activities to accomplish these purposes fall into five components: (1) the 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.

To date the project has met or exceeded most of its original outputs. Formal training supported by the project has included long- and short-term participant training programs and an in-country training program for senior officials from both the public and private sectors in management, financial and supervisory skills. To strengthen key Swazi institutions through technology and skills transfer, SWAMDP has supported the placement of OPEX and long-term technical advisors to the Ministry of Labor to strengthen the management of public sector training; the Swaziland Institute of Accountants to assist that organization develop a high quality accounting cadre and apply accounting standards in the Kingdom; and the Public Enterprise Unit, which has been established to improve the management and accountability of parastatal organizations with a view towards eventual privatization. A special recruitment fund established for the University of Swaziland has topped up salaries for lecturers for the Bachelor of Commerce program and the Faculty of Agriculture. OPEXers funded with other Mission resources have also been placed and managed under the project.

The SWAMDP project included an experimental training program for traditional local leaders and rural women's associations. The number of participants, which far exceeded expectations, the momentum created in the Departments of Community Development and Home Economics, and the impact the training has had on local leaders' and rural womens' views and involvement in development activities have fully justified this experiment.

SWAMDP also included a component to improve the quality and quantity of development messages within the Kingdom. The DEVCOM component successfully trained a cadre of communications specialists and has provided support to nongovernmental institutions. The result has been a tangible improvement in the quality of development communication, primarily broadcast, but print messages as well. A continuing concern has been the failure of institutionalizing the DEVCOM training program. This has been addressed by supporting development of a development communication degree program at UNISWA as part of its Bachelor's of English degree.

III. EVALUATION RECOMMENDATIONS

A mid-term evaluation of the Swaziland Manpower Development Project in May 1988 found that the project was achieving much of what was originally planned. Mid-term status and recommendations were given for each of the project's five components and for overall project management. Many of the recommendations related to specific operational issues experienced by the project at the mid-term. These were acted upon and resolved and are not pertinent to the project amendment. A number of recommendations do, however, bear on the proposed amendment. Following the evaluation format, these are reviewed below by project component.

1. Development of an Administrative/Leadership Cadre

The evaluation found the external participant training program to be substantially on track. In contrast, the in-country training program (ICT) was, at that point, dormant and the evaluation recommended that it be resurrected. This was done with the adoption of an ICT strategy shortly after the evaluation was completed (July 1988). The resulting ICT program is now recognized as one of the project's most successful undertakings.

3. Development Orientation for Traditional Leaders and Womens Associations

This component focused on two groups, traditional local leaders and rural women's organizations. The evaluation tentatively found this component to be both successful and important to an overall development strategy but recommended that further USAID support be made contingent on a more thorough assessment of the activity's impact. Two impact assessments were conducted, one of rural women's programs, completed in May 1988, and one of the traditional leadership training program completed in August 1989. Both found that the training had had a significant impact on rural development and recommended continued support. Based on these findings additional assistance to the Community Development section of the Tinkhundla Office and to the Home Economics Department in the Ministry of Agriculture is included in this amendment.

5. Technology/Skills Transfer

The evaluation recommended increased use of long-term technical and OPEX assistance to transfer skills and technology. The amendment will increase the number of OPEX personnel to enable continued assistance to key institutions, although the LOP budget for OPEX assistance will be reduced from the original planned level. As part of the amendment exercise a careful examination of the use of OPEXers has been made. One outcome is the inclusion of two conditions precedent to the disbursement of funds for some of the activities associated with the OPEXers in the Public Enterprise Unit and the Swaziland Institute of Accountants.

IV. PROGRAM CONSIDERATIONS

A. FY 1991-1995 CDSS

USAID/Swaziland's LCDSS for the FY 1991 to FY 1995 period was approved by AID/Washington in September 1989. One of the three strategic objectives of the LCDSS is "improving the ability of Swazis to manage and participate in the economic growth process." While this objective does not represent a new direction in USAID's program in Swaziland, it makes explicit the program's focus on Swazi management and participation. The results of economic and social analyses convinced the Mission that greater Swazi participation in and management of economic development are critical to achieving sustainable economic growth and social progress.

The objective will be achieved by providing professional and technical training, assisting the GOS in analysis and implementation of policies and procedures relevant to economic and social development in general and to private sector growth in particular, and supporting efforts to integrate Swaziland's traditional sector into the development process. The SWAMDP Project has provided and will continue to provide professional and technical training, assistance in implementation of policies and procedures through operational experts (OPEX) and technical advisors, and training that seeks to increase the participation of traditional leaders and rural women's groups in development. However, the strategy's emphasis on Swazi management and participation and on policies and procedures relevant to private sector development has dictated that SWAMDP also be more sharply focused on these areas. Hence the project's concentration on in-country training activities for top-level GOS officials and the traditional sector and the support for OPEX and short term technical assistance in areas specifically linked to economic growth and private sector development during the period covered by the amendment.

B. Participant and Traditional Training Program Assessments

Impact assessments of both the participant training program and traditional sector training have been conducted during the project period. These assessments highlighted a number of benefits from the respective programs that are relevant to overall program planning and have been taken into consideration in the amendment of the SWAMDP Project.

The Impact Assessment of the USAID/Swaziland Participant Training Program (1971-1989) found that participant training has made an important contribution to the development of skilled and talented Swazi leadership and to the localization of key GOS and some private sector posts. One third of the returned public sector participants now hold senior GOS positions with significant policy and decision-making responsibilities. 39 percent of the participants replaced expatriates upon their return, and another 12 percent occupied new positions specifically created for them.

The assessment also found that 85 percent of those trained return and work in Swaziland, implying that the vast majority are making their anticipated contribution to the country's development. Movement of public sector participants to the private sector after training has been quite modest, but the rate may increase in the future as the gap in salaries and conditions of service between the public and private sectors widens.

The findings of this assessment demonstrate that participant training is a worthwhile investment in Swaziland, and that USAID should continue to use participant training as an effective means of accomplishing development objectives. While the participant training program has traditionally focused on agriculture, education and health, the emphasis is now on business, finance, engineering and other similar areas, consistent with the new CDSS.

Local Leaders and Development Training in Swaziland: Evaluation of Traditional Sector Training and an Impact Assessment of Home Economics and Zenzele Training are impact assessments of the traditional sector component of SWAMDP. Chiefs and other traditional leaders and rural women's associations in Swaziland have considerable influence over the activities that take place in their areas. Therefore, although it was not known whether training chiefs, other traditional leaders and rural women's groups would be effective, SWAMDP included this training program as an experiment.

The results of the impact assessment of traditional leader training suggest that it has been very effective in changing traditional leaders' attitudes towards and involvement in development activities. Some of the most significant findings are: 1) the number of development-related committees has doubled since the start of the training program; 2) chiefs now regard themselves as having a role in fostering development efforts; and 3) more traditional leaders are actively involved in development initiatives as a result of the workshops. The assessment also indicated that workshops could be used to improve traditional leaders' understanding of private sector development and to improve relations between chiefs and private companies operating in their areas.

Assessment of the training given to home economics officers and Zenzele groups indicates that it has been critical to expanding and strengthening these groups. In particular, it has helped improve their capacity to undertake significant income generating and small business activities, thereby improving the economic life of their communities.

These assessments show that it is possible to work effectively with traditional leaders and rural women's groups. As the LCDSS identifies tensions between the modern and traditional

sectors as a constraint to development, it is expected that the traditional leadership training program will evolve to address more of those tensions during the period covered by the PP amendment and beyond.

C. Other Donor Resources

While several other donors also have substantial participant training programs, a recent analysis of manpower requirements conducted in conjunction with development of the STRIDE Project Identification Document indicates that large gaps persist in business, management, and most areas requiring a science or math background. In addition, each donor tends to emphasize different areas, so that training programs are complementary rather than competitive.

SWAMDP's in-country training programs are unique in Swaziland. The management training program is the only program tailored specifically to the needs of upper level government officials. The results of this program have been very positive and have generated many more requests for additional and follow-up training than can be accommodated. Furthermore, the experience gained in implementing the traditional leadership program places USAID in the best position to develop this important initiative.

V. MODIFICATION OF THE PROJECT

A. Rationale for Project Modification

The primary reason for this modification of the SWAMDP Project is to maintain continuity in the participant and in-country training programs and to maintain the momentum of the Mission's private sector activities prior to the start of two new projects, the Swaziland Training and Institutional Development (STRIDE) Project and the Private Enterprise Support Project. The amendment also provides an opportunity to revise project inputs and outputs to reflect implementation experience to date.

USAID/Swaziland's new human resource development project, STRIDE (645-0231), is already being designed, and it is planned that the Contractor will arrive in Swaziland in October/November 1990. The purpose of the project is "to expand and strengthen the base of managerial and technical skills and to improve the administrative capacity of selected public institutions." The project will include long- and short-term overseas training as well as in-country training for public and private sector managers and traditional leaders. While all of these elements exist in SWAMDP, the focus will be somewhat different in STRIDE. For example, the in-country management training program in STRIDE will be more specifically targeted at developing management skills among Swazi working in the private sector. Likewise, the long- and short-term overseas training is intended to be more responsive to private sector needs.

Long- and short-term overseas training will be continued in SWAMDP longer than originally anticipated to avoid a break in the continuity of the participant training program. Because the recruitment process for a scholarship class begins more than a year and a half before the participants depart for training, the class scheduled to leave in September 1990 must be recruited and funded by SWAMDP. The 1991 class recruitment must also be completed.

The extension of certain other SWAMDP activities during the amendment period provides an opportunity to round out important efforts that cannot be accommodated in the future, and to begin to shift the orientation of other efforts in the direction they will take in future projects. The extension of the highly successful in-country training program, for example, allows training for high-level government officials to take place before the focus of the in-country program shifts towards private sector management, as it will in STRIDE. The continuation of traditional sector activities will sustain the momentum developed and begin directing attention towards the broader economic issues to be addressed in STRIDE, the private enterprise project, and possibly, in PVO-implemented support for Zenzele groups.

The initial design of the Private Enterprise Support Project (645-0235) is scheduled for May 1990 and it is anticipated that implementation in the field will begin approximately a year later. The proposed purpose of the project is "to accelerate the rate of employment and investment through support to commercial development, export promotion, private sector institution building and appropriate policy changes." While activities in this project will not start for another year and a half, the Mission has already begun working with the private sector through the Manual for Action in the Private Sector (MAPS) exercise and through an International Executive Service Corps (IESC) consultancy to the Chamber of Commerce. To maintain and develop contacts and dialogue with the private sector, the Mission proposes to use SWAMDP as a vehicle for providing limited amounts of technical assistance and training, within the parameters of SWAMDP as originally designed, to encourage private sector development.

B. Description of Amended Activities

The SWAMDP Project Paper defines five program and two management components. Activities are planned in each component during the extended life of project. All planned and amended activities are consistent with the original project goal and purpose and do not, therefore, represent a change in the project's direction or in its End-of-Project Status Indicators. Rather, the amendment increases the level of effort and expected outputs to allow the Mission's manpower development program to continue uninterrupted through 1990, and more sharply focuses human resource development activities in support of the Mission's new CDSS.

During the period of the amendment there will be a one year extension of the Contractor, the Transcentury Corporation (TCC). Therefore, activities included in the TCC contract, principally management of participants, technical assistance to the Ministry of Labor and Public Service (MLPS), and the in-country training program, must be completed within calendar year 1990, the period of the contract extension. At the end of TCC's contract, management of OPEX personnel and participants still in training will be transferred to the STRIDE management contract. Project management arrangements are described in detail in section V.D, Administrative Considerations.

Activities planned during the extension are described below by project component.

1. Development of an Administrative/Leadership Cadre
Original LOP \$11,230,000
Amended LOP \$12,087,000

This component includes all formal training activities supported under the project.

- a. Long-Term Academic Training Abroad
Original LOP \$10,230,000
Amended LOP \$11,189,000

An estimated 130 Swazis were expected to complete long-term training under the project. The extension of the PACD from 1991 to 1994 and an increase in the LOP budget for long-term academic participant training will increase to 167 the total number of Swazis trained abroad. This increase is the result of larger than expected classes between 1985-88 and the addition of a 1990 scholarship class of 18 participants.

- b. Short Term Non-Degree/Technical Training Abroad
Original LOP \$730,000
Amended LOP \$535,000

A total of 18 person months of short-term training, which will include short courses, seminars, workshops and study tours, is provided under the amendment. This training will be used to support USAID and GOS initiatives in priority areas. Five short term training programs have been tentatively identified: (1) training for officials from the Ministry of Finance's Tax Department; (2) computer instruction for a lecturer from UNISWA's B.Com program; (3) a course in urban development for an urban planner in the Ministry of Natural Resources; (4 & 5) and two short term courses for staff members from the Swaziland Industrial Development Corporation.

- c. In-Country Training
Original LOP \$270,000
Amended LOP \$363,000

The in-country management training (ICT) program provides management training to upper and middle level managers in the public and private sectors. The amendment will extend the ICT program for one year under the TCC contract. Course content

will be refined to take into consideration the lessons learned from the experience to date. Five categories of training are planned for calendar year 1990: (1) 1 three day seminar for Cabinet Ministers; (2) 2 four day seminars for Principal Secretaries; (3) one training module consisting of three one week courses for Government managers at the Director and Commissioner level (grade 26); (4) one training module of three one week courses for Undersecretaries who, due to enrollment constraints, did not participate in the 1989 ICT program; and (5) a one week follow-up course for Undersecretaries trained in the 1989 program.

2. Development Orientation for Traditional Leaders and Rural Women's Associations
Original LOP \$1,060,000
Amended LOP \$ 805,000

Planned as an experimental activity, this training has produced positive results in an area of continuing importance. As the pace of modernization and industrialisation quickens in Swaziland the role of the traditional sector, and the ways that local and traditional leaders choose to exercise their power, will bear directly on national development. Impact assessments of SWAMPD traditional sector training activities carried out in August 1989 concluded that the training had contributed to local leaders playing a more positive and active role in the development process.

Under the amendment, support to the Community Development Section in the Office of the Tinkhundla and to the Home Economics Department in the Ministry of Agriculture and Cooperatives will be continued through 1990. A previously approved study tour to Botswana for Swazi Chiefs, and approximately 20 development workshops for community leaders are planned. Also, a two week supervisory skills course for senior CD Officers will be conducted and junior CD Officers will receive follow-up training in training techniques (TOTs).

The project will continue to support the development of rural women's associations through training workshops and by encouraging the linkage established between Swazi women's groups and TOTOTO Home Industries (THI) of Kenya. Two TOTOTO team members will return to Swaziland in 1990 to assist the Home Economics Section to evaluate and follow-up on workshops concluded in November 1989 and to assess the growth of rural women's business ventures. A reciprocal visit of Swazi women's leaders and Home Economic Officers to Kenya is also planned.

3. Development Communications
Original LOP \$1,710,000
Amended LOP \$1,686,000

The development communications (DEVCOM) component successfully trained a cadre of communication professionals and contributed to an increase in the quality and quantity of development messages (a 1988 survey found that over 60 percent of all radio

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programming was development oriented). A lingering problem, however, has been the sustainability of development communications training. In 1988, the introduction of a development communications program at the University of Swaziland was identified as the most appropriate vehicle for a sustainable development communications training program. As a result, the Academy for Educational Development (AED), the contractor for the DEVCOM component, began providing limited assistance to UNISWA in 1988. Under the project amendment, AED will procure and install equipment for broadcast training (an illustrative list of equipment to be procured in the U.S. is provided in Annex 5). AED will also provide short-term technical assistance in three areas: (1) ten days of a broadcast engineer to install radio training equipment at UNISWA; (2) up to two months of on-the-job training in broadcast management for senior officers at the Swaziland Broadcast and Information Services; and (3) a five week consultancy in the U.S. to identify and prepare potential teaching materials for use by UNISWA's English Department. Two Swazi participants will complete Masters degrees in communication and return to Swaziland in June 1989.

4. Institutional Development/Linkages

Original LOP \$500,000

Amended LOP \$300,000

SWAMPD authorized up to five institutional linkages. To date two linkages have been established and one or more are planned during the extension. Two U.S. institutions have expressed interest and held discussions with UNISWA about possible linkages. They are Ohio University, the Contractor for the Teacher Training Project (645-0214) which, over the last five years has worked with UNISWA's Department of Primary Education, and Tennessee State University, which has made contact with the Department of Home Economics in the Faculty of Agriculture. A university-to-university linkage would include activities such as the exchange of faculty and students and support for curriculum and materials development.

5. Technology/Skills Transfer

Original LOP \$3,370,000

Amended LOP \$2,735,000

This component includes the provision of OPEX and long-and short-term technical assistance to selected Swazi institutions. During the amended LOP OPEXers will work with three Swazi institutions: (1) A "Special Recruitment Fund" set up to assist the University of Swaziland will provide two two-year lecturers to the Bachelor of Commerce Program (one in the field of accounting and one in the field of management), and continue support through June 1991 for lecturer in plant breeding already working at the University's agricultural campus; (2) The Public Enterprise Unit is currently assisted with an OPEX Director whose contract runs through June 1991. Up to 12 additional months of OPEX

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assistance to the PEU is included in the amendment, conditioned on the GOS providing certain support for this Unit as described in Section IX, Conditions and Covenants; (3) The OPEX Director of Education of the Swaziland Institute for Accountants (SIA) will be extended through February 1992 contingent on SIA establishing the position of Director of Education as described in Section IX. OPEX assistance for the PEU will not exceed three years and for SIA will not exceed four years.

It is recognized that additional OPEX assistance is required in accordance with overall project objectives. USAID and the GOS have specific recommendations for one additional OPEX position for a two-year period. Further analysis and negotiations to determine the highest priority area for this position is required. A final determination will be made no later than March 31, 1990.

Work in progress with the Ministry of Labor and Public Service will continue to be supported in 1990. Under the TCC contract, long-term technical assistance to the Ministry of Labour and Public Service will be extended for up to six months, provisional on demonstrated progress within the first three months of the extension, in implementing the Organisational Development and Management Training Program for MLPS. This will include limited use of outside consultants to assess current skills of relevant MLPS staff and determine what further skills are needed to enable MLPS to effectively plan, manage and evaluate training for the government and private sector. The technical advisor will continue to assist MLPS in operationalizing the training plan process, and will assist in establishing a computerized database in the Training and Localization Unit. The contractor will procure an IBM AT or similar personal computer and provide limited short term technical assistance for this effort.

Three to four months of short-term consulting services will be provided to the Public Enterprise Unit and five to six months of consulting services for private business organizations. Four months of previously approved and funded short-term technical assistance will be provided to the Ministry of Finance to improve the GOS' capital budgeting process.

6. Evaluation and Audit
Original LOP \$190,000
Amended LOP \$236,000

A final evaluation is planned at the end of 1990, rather than the project's PACD in 1994, so that technical assistance, ICT and contractor performance (including participant and OPEX management to date) can be effectively evaluated. Activities extending beyond the period of the TCC contract, (participant training and OPEX personnel) will be transferred to the STRIDE contractor, and their continued progress will be evaluated within the context of the STRIDE project. A non-federal audit will be conducted in October 1993.

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Original LOP \$190,000
Amended LOP \$236,000

A final evaluation is planned at the end of 1990, rather than the project's PACD in 1994, so that technical assistance, ICT and contractor performance (including participant and OPEX management to date) can be effectively evaluated. Activities extending beyond the period of the TCC contract, (participant training and OPEX personnel) will be transferred to the STRIDE contractor, and their continued progress will be evaluated within the context of the STRIDE project. A non-federal audit will be conducted in October 1993.

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7. Project Management Support
Original LOP \$1,570,000
Amended LOP \$2,281,829

Included in this component are the contractor Chief of Party (COP) and assistant Chief of Party and a USAID PSC Assistant Project Manager. The contractor COP and assistant COP will each be extended for one year. The Mission-based Assistant Project Manager is already fully funded until June 1991. Once STRIDE is operational, remaining SWAMDP management tasks will be handled by an Assistant Project Manager funded on a pro-rata basis by the SWAMDP and the STRIDE projects.

C. Technical Justification for Revised Inputs

1. Development of an Administrative/Leadership Cadre

Participant Training: An impact assessment of USAID/Swaziland's participant training program undertaken in connection with the design of the CDSS indicated that this 18 year effort has had a significant impact on Swaziland's development. Specifically the study showed that the USAID participant training program has been a key factor in building Swaziland's indigenous managerial, technical and leadership cadres, and in allowing Swaziland to localize many key public sector, and to some extent, private sector positions formerly held by expatriates.

During the project amendment funding will be provided for an additional 18 Swazis for scholarships beginning in 1990 for long-term academic training abroad in priority areas such as business management, finance and economics and educational administration. Furthermore, some participant management costs will be funded to allow the present Contractor to begin recruitment of 1991 and 1992 participant classes, whose training will be funded under the STRIDE project. This additional funding will allow USAID/Swaziland and the GOS to continue, uninterrupted, this important human resources development program while the new project comes on line.

Funding is also provided for approximately 18 person months of short-term non-degree participant training in priority areas such as computer systems for business management, investment, and tax administration. In several cases, candidates for short-term training have already been identified.

In-Country Training: Lack of managerial skills has been identified as a significant constraint to the functioning of both the public and private sectors in Swaziland. Under the project a coherent strategy to provide management training through a series of in-country training courses for mid and senior level managers in the public and private sectors has

been developed and implemented. The aim of the strategy has been to give officers at several levels within an organization a similar management knowledge-base and vocabulary to improve the overall functioning of the organization. The program has incorporated managers qualified in technical areas, but who now occupy management positions for which they have had little or no training.

Funding under the project amendment will permit follow up training courses with several groups identified during the first phase of the program as needing additional training, and new courses with groups of officers who were not included in the first phase due to enrollment and scheduling constraints. The in-country training program will be continued after 1990 under the STRIDE project with greater emphasis on private sector management training.

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

Traditional Leader Training: The amendment will fund additional workshops for traditional leaders and training courses for Community Development Officers as follow up to a certificate course in Community Development and training in training methods held in 1989. A recent impact assessment of training activities undertaken with traditional leaders indicates that they have been very effective in increasing traditional leaders' management capabilities and in increasing their awareness of development activities and issues and in encouraging them to use their leadership positions to support such activities carried out through modern sector government and non governmental and PVO organizations.

The additional one-year follow up training for Community Development Officers will consolidate their skills in facilitating further development oriented training for traditional leaders.

Rural Women's Association Training: The amendment will fund additional business skills training for home economics officers and rural women's group leaders to follow up and reinforce a very successful program in business skills training implemented over the last 2 years. Women's groups are important agents for income generation in rural Swaziland's families and communities.

Training home economics officers and rural women's leaders in business skills is closely linked to the Mission's strategy to promote income generation with equity in Swaziland. It is anticipated that this additional training will be a bridge to activities for rural women's groups in business development to be undertaken under a future small enterprise development effort.

3. Development Communications

As an outcome of the mid-term evaluation of this component discussions have been held between the University of Swaziland (UNISWA) and USAID/Swaziland regarding long-term institutionalization of development communications in Swaziland. There was a strong endorsement for USAID to provide assistance to UNISWA's Communication Studies program. UNISWA's Department of English has recently begun offering a Bachelor of English with a concentration in development communication. The program is scheduled to commence in the 1990-91 academic year at which time students will need to be acquainted with recent technological developments in the processing and transmission of information, and will need to be given practical experience in a radio training environment. During the period of the project amendment UNISWA will be provided with low-cost easily replaceable and serviceable equipment for use in their Communication Studies program, and with short-term technical assistance for installation and instruction in its use, and to prepare teaching materials. In addition, STTA in broadcast management will be provided to SBIS.

Provision of this equipment and short-term TA will not increase the project budget line items in this area beyond the level anticipated in the original project budget because savings have been achieved in these areas during implementation. The line item for short-term training has been exceeded, however, because more, and more expensive, short-term training was provided than anticipated.

4. Institutional Development/Linkages

The original project anticipated that 5 to 6 linkage arrangements between Swazi training institutions and one or more U.S. institutions would be supported through the project. These linkages are intended to strengthen academic and administrative leadership in local institutions. The Mission considers linkages to be an important element in its human resources development program, as they play an important role in developing local training institutions which form the basis of sustainable human resource development in Swaziland.

During the life of the project three or more linkages will be established. The reduction in the number from what was anticipated in the original project results from the fact that USAID/Swaziland has not been able to identify other linkages which would provide appropriate and absorbable strengthening to priority Swazi training institutions.

5. Technology/Skills Transfer

OPEX Assistance: During the project amendment a total of 5 OPEX personnel will be functioning in key institutions in Swaziland. The amendment will fund the extensions of three OPEX personnel already in place, and will provide two OPEXers for UNISWA's Bachelor of Commerce program. The OPEX Director of the Public Enterprise Unit of the Ministry of Finance will be extended for up to one year under the amendment. The Mission believes that its commitment to improve management and eventual privatization of public enterprises can best be served by supporting the development of this newly formed institution.

Additional funding for the OPEXers currently at UNISWA and for the additional staff member to be recruited is justified by the need to strengthen this training institution, particularly in the area of business training. The Bachelor of Commerce program has been targeted for possible assistance under the up-coming STRIDE project. This support will link to and assist in the development of these future activities.

An additional OPEXer will be assigned for a two-year period to a GOS ministry as mutually agreed upon as the highest priority area for such assistance.

Although the project amendment will extend OPEX personnel and fund an additional one, the line item for OPEXers will not exceed the amount planned in the original project budget. During the life of the project a number of OPEXers managed under SWAMDP were funded from other projects.

Long-term Technical Assistance to the Ministry of Labour and Public Service (Manpower Planner/Training Advisor): The amendment will fund at least three and up to an additional six months of TA to the MLPS. During the past year this advisor has assisted the Ministry to undertake a number of activities aimed at strengthening the organization of this key ministry. However, several critical organizational development workshops and training activities have been delayed because of personnel changes in the Ministry, and the Ministry's involvement in national labor disputes. Funding under the project amendment will allow the Manpower Planner/Training Advisor to complete his scope of work.

Short term technical assistance: The extension will fund approximately 3 person months of short-term technical assistance to support the newly-formed Public Enterprise Unit. This unit of the Ministry of Finance is seen as a key development in Swaziland's move towards privatization of its parastatal enterprises.

In addition, the amendment will fund approximately 5 person months of short-term technical assistance to private sector organizations such as the Swaziland Chamber of Commerce and the Business Council. These technical assistance interventions will be developed to consolidate the Project's support to institutional development in the private sector, and as a bridge to private sector activities to be undertaken in a future private sector project.

D. Administrative Considerations

Activities under this project amendment will continue to be implemented by four GOS agencies -- The Ministry of Labor and Public Service (Participant and In-Country Training), The Ministry of Agriculture and Cooperatives Home Economics Section and the Community Development Section of the Tinkhundla (Rural Women and Traditional Leaders activities), and the Ministry of Interior, Swaziland Broadcasting and Information Service (Development Communications). The assessment of the capabilities and constraints of these GOS implementing agencies as described in the original project paper remains valid. It has been determined that for this project extension

- the policy environment is not a constraint to a multi-faceted participant training effort;
- institutional and administrative infrastructure is adequate and,
- the project amendment implementation plan is realistic.

One area of concern, which has been reflected in the implementation planning in this amendment, is whether the environment within the Ministry of Labor will enable the long-term technical advisor to accomplish the objectives in his scope of work. To date, the advisor's work has been slowed by staff changes and the Ministry's unavoidable preoccupation with national labor disputes. The extension of the long-term technical assistance position beyond three months will be contingent upon demonstrated progress in overcoming these constraints.

One new implementing agency is the Ministry of Finance, which houses the Public Enterprise Unit and is also receiving technical assistance in capital budget planning and implementation. While the MOF's leadership has publicly stated its support for the PEU, it is not yet clear how extensive the overall GOS commitment to this unit is. The amendment provides that some short term TA and the extension of the OPEX Director's contract will only be approved when the GOS has demonstrated sufficient support for the PEU's activities.

Project Management: This project extension is, in part, a bridge to a new AID/GOS manpower project, the Swaziland Training and Institutional Development Project (STRIDE),

which is scheduled to begin implementation in late 1990. It is anticipated that the STRIDE Project will include participant and in-country training, traditional sector training, and OPEX components.

At present the Mission has a contract with TransCentury Corporation for the management of long and short-term participant training, in-country training, traditional sector activities and OPEX personnel. This contract will be extended under the project amendment until the end of 1990. The PIO/T for the contract extension will include appropriate documentation to justify the non-competitive extension of TCC's contract.

By the end of 1990, all short term participant training, in-country training and traditional sector activities planned under the project will have been completed. However, there will be a number of long-term participants in training, as well as three OPEX personnel in country. Management of the participants and the OPEX personnel will be transferred to a new contract to be let under the STRIDE Project.

Development Communications activities planned under the project amendment will continue to be managed by the Academy for Educational Development which has a contract to provide technical assistance under this component through July 1990.

The Mission directly manages the linkages component of this project, and will also be responsible for contracting short-term technical assistance in areas unrelated to training using mechanisms such as IQC's and personal and non-personal service contracts.

The Human Resources/General Development Officer will have responsibility for overall project management. The officer will be assisted by a PSC Assistant Project Manager funded by the Project into 1991. Thereafter, an Assistant Project Manager will be funded jointly by SWAMPD and STRIDE.

E. Continued Economic Feasibility

The Project Paper provides an analysis of the economic feasibility of SWAMPD as originally designed. The analysis includes estimates of the real internal rates of return of the various types of training in the project. There is no reason to believe that the rates of return have changed substantially in the intervening period. In addition, much of the training has actually been accomplished at lower cost than was budgeted for in the Project Paper, suggesting that the rate of return could be higher than anticipated. While the outputs of the project, primarily numbers of people trained, have for the most part already been exceeded, existing project resources are sufficient to carry out some additional training activities. This amendment increases the LOP budget by \$500,000, the bulk of which will fund additional long-term degree training. Since such training has returns estimated in the range of 8 to 11 percent, the economic feasibility of the project will not be altered by the addition of these resources.

F. Women in Development (WID) Considerations

Specific targets for the participation of women in SWAMPD were not established in the original PP, but women have been beneficiaries in all the project's activities. In the participant training component, one third of all participants have been women. The percentage is slightly higher for women receiving degree training and slightly lower for women receiving short term training.

Women predominate in the middle and upper-middle levels of the civil service and have therefore participated extensively in the in-country management training program. However, as the upper levels of the civil service are dominated by men, it is likely that a smaller proportion of women will benefit from the extension of in-country training, as most of the courses in the extension are targeted at senior level civil servants. A special effort will be made to ensure that all eligible women have an opportunity to participate in these sessions.

The rural women's association (Zenzele) component is directly targeted at increasing women's participation in development. The activities in this component during the amendment period will continue to improve women's income-generating capability by upgrading their business skills. The use of the Tototo women's organization from Kenya as consultants enhances the WID content of the program. In addition, although few traditional leaders are women, it appears that SWAMPD's traditional leader training has some spillover benefits for women in the form of increased chiefs' support for the development activities of various women's groups.

VI. EVALUATION AND AUDIT CONSIDERATIONS

A final evaluation and final audit are scheduled under this project modification. The final evaluation will assess all project activities undertaken up to that date and the performance of both prime contractors, AED and TCC. The efficacy of continued OPEX support to the PEU and SIA will also be closely examined. The evaluation is scheduled for October 1990, two months prior to the departure of the TCC long-term TA team. Participation of team members is important for a thorough evaluation that not only measures the project's achievements but also provides lessons for future project design and implementation. SWAMPD activities scheduled after the evaluation, primarily long-term participant training, will be managed by the follow-on project's TA team and, therefore, will be evaluated under that project.

The final evaluation will determine the effectiveness of the SWAMPD Project in achieving its purpose, as stated in the Project Paper, to a) expand the capacity of selected Swazis and Swazi institutions to plan and direct development activities and b) encourage an increased level of informed participation by the general Swazi population in a variety of such activities. The project will be assessed on the basis of the EOPS indicators and implementation of recommendations of the mid-term evaluation. Completion of project outputs, as modified by this amendment, will be assessed.

The cost of the final evaluation is estimated at \$100,000 and is included in funds added to the LOP budget through this amendment.

A non-federal audit is scheduled for December 1989. The audit is currently an audit of the TA team's in-country costs only. An audit of other project components and home office operations is being pursued. A final audit is scheduled for May 1994 and is estimated to cost \$50,000. This amount is also included in the revised LOP budget of this amendment.

VII. REVISED IMPLEMENTATION SCHEDULE

The amendment extends the life of project by three years and increases several outputs. This illustrative project implementation schedule beginning in December 1989 depicts dates by which critical actions programed in the amended project should be completed.

<u>Action</u>	<u>Completion Date</u>	<u>Responsible Party</u>
Project Amendment signed	December 20, 1989	USAID/GOS
Selection Process for 1991 class begins	December, 1989	USAID/TCC
Contract extension executed	January 13, 1989	USAID/TCC
B.Com OPEX begins at UNISWA	January 15, 1989	UNISWA
Traditional Leader workshops begin (2 per month)	January, 1990	TCC/GOS
Undersecretaries module begins	February, 1990	TCC/GOS
STTA to PEU	February, 1990	USAID/GOS
Ministers seminar held	February, 1990	TCC/GOS
Computer purchased for localisation unit	February, 1990	TCC/GOS
DEVCOM equipment installed at UNISWA	March, 1990	AED/UNISWA
Follow-up course for Undersecretaries held	March, 1990	TCC/GOS
Additional OPEXer determined	March, 1990	TCC/GOS/USAID
Install DEVCOM training equipment at UNISWA	April, 1990	AED/UNISWA
1st PS seminar held	April, 1990	TCC/GOS
STTA to private sector starts	April, 1990	USAID
TOTOTO consultants arrive in Swaziland	May, 1990	TCC/GOS
Return of DEVCOM participants	June, 1990	AED
Linkage Developed	June, 1990	UNISWA/USAID

Swazi women to Kenya for TOTOTO study visit	August, 1990	TCC/GOS
Departure seminar for 1990 class	August, 1990	TCC/USAID
1990 class departs for training in US	August, 1990	TCC
2nd PS seminar held	September, 1990	TCC/GOS
Final project evaluation	October, 1990	USAID
OPEX to SIA departs	March, 1991	USAID
Opex to UNISWA departs	June, 1991	UNISWA
OPEX to PEU departs	June, 1992	USAID/GOS
1990 MA students return	June, 1992	USAID
Final project audit	October, 1993	USAID
1990 BA, PhD students return	June, 1994	USAID

VIII. REVISED FINANCIAL PLAN

A. Summary Cost Estimate and Financial Plan

As shown in Table 1 below, the total estimated cost of the project as amended is \$27,123,000. This represents an increase of \$693,000 over the original LOP budget. The additional USAID contribution is \$501,000 and the additional GOS contribution is \$192,000. Overall, USAID contributes 74 percent of the total project cost and the GOS contributes 26 percent.

Table 1 also indicates the distribution of foreign and local currency costs for both USAID and the GOS. USAID foreign currency costs are for the implementation contracts, funding of participants, and related commodity purchases. The local costs of in-country training courses, local support costs of technical advisors and local contractor field office expenses comprise the bulk of USAID local currency costs. The majority of the GOS contribution is in local currency, including participants' salaries, salaries of GOS staff involved in project implementation, and support for technical advisors. The main element in the GOS foreign currency requirement is international airfares for both long and short-term participants.

B. Revised Project Budget

A revised summary project budget is shown in Table 2. The major increase in the project budget is for participant training, which includes in-country training. This increase is offset to some extent by decreases in expenditures for technical services and commodities.

The USAID contribution is increased by \$501,000. Details of the revised USAID project budget are provided in Annex 2.

The GOS contribution is increased by \$192,000. The increases in the GOS budget are as follows:

	(\$000)
Foreign Exchange	
Participant Transportation	81
Local Currency	
Participant Salaries	<u>111</u>
	192

These represent the costs associated with the 18 participants departing for long-term degree training in September 1990. It is anticipated that the salaries, and in some cases the airfares, of participants from the private sector will be paid by their employers.

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TABLE 1: SUMMARY COST ESTIMATE AND FINANCIAL PLAN (\$000)

	<u>USAID</u>			<u>GOS</u>			<u>Total</u>		
	<u>FX</u>	<u>LC</u>	<u>Total</u>	<u>FX</u>	<u>LC</u>	<u>Total</u>	<u>FX</u>	<u>LC</u>	<u>Total</u>
Particip. Training	12,194	629	12,823	831	4,151	4,982	13,025	4,780	17,805
Technical Services	6,648	448	7,095	30	1,670	1,700	6,678	2,125	8,803
Commodities	<u>115</u>	<u>97</u>	<u>212</u>	<u>160</u>	<u>150</u>	<u>310</u>	<u>275</u>	<u>240</u>	<u>515</u>
Total	18,957	1,174	20,131	1,021	5,971	6,992	19,978	7,145	27,123

TABLE 2: REVISED SUMMARY PROJECT BUDGET (\$000)

	<u>USAID</u>			<u>GOS</u>			<u>Total</u>		
	<u>Initial</u>	<u>Revised</u>	<u>+ / (-)</u>	<u>Initial</u>	<u>Revised</u>	<u>+ / (-)</u>	<u>Initial</u>	<u>Revised</u>	<u>+ / (-)</u>
Particip. Training	11,610	12,843	1,213	4,790	4,982	192	16,400	17,805	1,405
Technical Services	7,340	7,076	(284)	1,700	1,700	-	9,040	8,796	(284)
Commodities	<u>680</u>	<u>212</u>	<u>(468)</u>	<u>310</u>	<u>310</u>	<u>-</u>	<u>990</u>	<u>522</u>	<u>(468)</u>
Total	19,630	20,131	501	6,800	6,992	192	26,430	27,123	693

Note: All numbers are rounded

IX. CONDITIONS AND COVENANTS

Two conditions precedent to the disbursement of funds under the project will be included in the amended project grant agreement.

1. Disbursement for Short-term Technical Assistance and Extension of the OPEX Director of the Public Enterprise Unit

Prior to any disbursement under the Grant, or to the issuance of documentation pursuant to which disbursement by A.I.D. may be made, to finance an extension of the OPEX Director of the Public Enterprise Unit or short-term technical assistance in support of the Public Enterprise Unit (except for \$25,000 to finance short-term technical assistance to establish a data base of financial productivity and organizational environment characteristics of Swazi parastatals), the Grantee shall provide, by September 15, 1990, except as A.I.D. may otherwise agree in writing, evidence, in form and substance satisfactory to A.I.D., that the Grantee has: (1) established the post of Assistant Director of the Public Enterprise Unit, without necessarily increasing the size of the Ministry of Finance or the Civil Service, and active recruitment for an individual to fill such post has begun; and (2) provided sufficient support staff, office facilities and equipment, and access to transportation for the effective functioning of the Unit.

2. Disbursement for Extension of the OPEX Director of Education of the Swaziland Institute of Accountants

Prior to any disbursement of A.I.D. funds under the Grant, or to the issuance of documentation pursuant to which disbursement may be made, to finance a further extension, beyond four months, of the OPEX Director of Education for the Swaziland Institute of Accountants, the Grantee shall provide, by June 15, 1990, except as A.I.D. may otherwise agree in writing, evidence, in form and substance satisfactory to A.I.D., that the Swaziland Institute of Accountants has formally established the position of Director of Education and is paying from its own resources a salary of not less than E16,000 per year to the individual occupying said position.

One Covenant will be included in the amended project grant agreement.

1. Provision of a counterpart to the Director of Education at the Swaziland Institute of Accountants

The Grantee will investigate the feasibility of establishing and filling a position for a Swazi to work as the counterpart to the current project-funded Director of Education of the Swaziland Institute of Accountants.

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK
USAID/SWAZILAND

Life of Project
From FY 1984 to FY 1994
Total U. S. Funding \$20.13 million

GOAL	MEASURES OF GOAL ACHIEVEMENT	MEANS OF VERIFICATION	ASSUMPTIONS
<p>To assist Swaziland to realize the full development potential of its human resources, both in the modern sector and on the rural homesteads.</p>	<ol style="list-style-type: none"> 1. Swazi institutions such as SIMPA, MOAC, UniSwa, SIHS, among others, should be staffed with better qualified employees and operating at high levels of efficiency and effectiveness. 2. More and better programs planned and managed by Swazis with a minimum of expatriate assistance. 	<ol style="list-style-type: none"> 1. Institutional assessments with particular attention to qualifications of employees and to means of program development and implementation. 2. Evaluation of quality of programs being carried out by the various institutions. 3. Observation of level of expatriate assistance being used to plan and manage given activities. 	<p>Development, in its fullest sense, will occur only when institutions, in the broadest sense, have acquired the necessary levels of human resources to promote the development process.</p>

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PURPOSES	END OF PROJECT STATUS	MEANS OF VERIFICATION	ASSUMPTIONS
<p>To (a) expand the capacity of selected Swazis and Swazi institutions, both public and private, independently to plan and direct development activities and (b) encourage an increased level of informed participation by the Swazi general population in a variety of such activities.</p>	<ol style="list-style-type: none"> 1. Selected Swazi institutions will have an increased capacity and capability to carry out training functions using primarily Swazi personnel. 2. 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. 3. In-country trainees will be functioning at a higher level of skill and efficiency than before training. 4. Institutional linkages will be contributing to the development, organizational efficiency and operations of selected Swazi training institutions. 	<ol style="list-style-type: none"> 1. Number of trainees, number of courses and degree of localization. 2. USAID participant follow-up activities; reports; observations. 3. Surveys of trainees and supervisors. 4. Evaluations. 	<p>The GOS and private sector remain committed to human resources development and to continued improvement of institutions.</p> <p>The GOS continues to desire the informed participation of traditional leaders and the Swazi public in development activities.</p> <p>Posts commensurate with their training are available for returning participant trainees.</p> <p>The GOS remains committed to developing its media institutions to serve development goals.</p>

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PURPOSES

END OF PROJECT STATUS

MEANS OF EVALUATION

ASSUMPTIONS

5. Traditional leaders and members of rural women's associations will be more knowledgeable about development issues and will be playing a positive role in the development of their areas.
6. 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.
7. 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.

5. Qualitative and/or quantitative studies; evaluations; observations.
6. Evaluations (especially formative); sample surveys.
7. Evaluations.

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OUTPUTS	MAGNITUDE OF OUTPUTS	MEANS OF VERIFICATION	ASSUMPTIONS
1. Swazis trained in the U.S. and in African countries.	1. An estimated 167 Swazis complete long-term academic training (417 person-years); an estimated 46 (114 person-months) complete short-term, non-degree training.	1. USAID and GOS participant training records	Swazis successfully complete training and return to Swaziland as scheduled.
2. Swazis trained in in-country training programs.	2. Approximately 750 Swazis trained in a total of about 40 in-country programs/courses (5-6 courses per year).	2. Training records	Traditional leaders and rural women's associations will participate in activities designed for them.
3. Training leaders provided management training and development orientation.	3. At least 700 traditional leaders attend more than one development-oriented seminar, workshop or observation visit within or outside Swaziland.	3. Training records	Useful development information is available for special courses and for extension through communications media.
4. Members of rural women's associations provided development-oriented training.	4. At least 900 members of rural women's associations attend more than one development-oriented seminar or course.	4. Training records	Swazi institutions are receptive to linkage arrangements and to other means of strengthening the institutions.
5. Development information messages prepared and delivered through communications media.	5. (a) 20 in-service workshops held over 5 years to train Swazis in the preparation and delivery of messages for radio, newspapers and other communications media; and (b) 3-5 institutions (GOS and non-governmental) strengthened to make development information available and effective and to participate in its broad dissemination.	5. Radio schedules; newspaper clippings; evaluation reports; training records.	
6. Linkages established between U.S. and Swazi training institutions.	6. Three U.S. training institutions establish linkages with the same or a larger number of Swazi training institutions to provide technical support, training and other services.	6. Signed agreements; requests for services; reports; controller records.	

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INPUTS	IMPLEMENTATION TARGET (Type and Quantity)	ASSUMPTIONS
<u>AID:</u>		
1. Development of an Administrative/Leadership Cadre (\$12,087,000)	(a) Long-term academic training abroad (11,189,000) (b) Short-term non-degree/technical training abroad (\$535,000) (c) In-country training (363,000)	AID funding and the GOS contribution is provided in a timely manner.
2. Development Orientation for Training Leaders and Rural Women's Associations (\$805,000)	(a) Short-term participant training (in-country) (\$301,000) (b) Long-term advisory services (\$200,000) (c) Short-term specialist services (\$294,000) (d) Commodities (\$10,000)	
3. Development Communications (\$1,686,000)	(a) Long-term participant training (\$228,000) (b) Short-term participant training (\$244,000) (c) Long-term advisory services (\$896,000) (d) Short-term specialist services (\$226,000) (e) Commodities and renovations (\$92,000)	
4. Institutional Development/Linkages (\$300,000)	At least three linkages will be established	

<u>INPUTS</u>	<u>IMPLEMENTATION TARGET (Type and Quantity)</u>	<u>ASSUMPTIONS</u>
5. Technology/Skills Transfer (\$2,735,000)	(a) Long-term technical services (\$2,590,000) (b) Short-term specialist services (\$780,000)	
		<u>GRAND TOTAL: \$20,130,829</u>
6. Evaluation/Analysis (\$236,000)	a) Final evaluation in October, 1990 b) Final audit in October 1993.	
7. Project Management Support (\$2,258,829)	(a) Contractor field representative (\$2,081,000) (b) Assistant Project Manager (\$177,829)	
<u>GOS:</u>		
Foreign Exchange (\$1,021,000)	(a) Participant trainees's transportation (\$831,000) (b) Commodities (\$160,000) (c) Facilities and furnishings (\$30,000)	
Local Currency (\$5,971,000)	(a) Participant trainees' salaries (b) Local staff (\$490,000) (c) Vehicle operation and maintenance (\$280,000) (d) Rent, facilities and furnishings (\$680,000) (e) In-country training support (\$570,000) (f) Imputed value of offices and related support (\$220,000) (g) Commodities (\$150,000)	<u>(\$3,581,000)</u>
		<u>GRAND TOTAL: \$6,992,000</u>

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Swaziland Manpower Development Project
Detailed Project Budget (\$000)

Project Element	Original Project Budget	Earmarks/ Expend. a/o 11/89	Planned Expend. to 6/94	Revised Project Budget	Variance +/-(-)	
Participant Trng						
LT General	1	9,800	9,021	2,112	11,133	1,333
Dev. Comm.	3	380	228		228	(152)
ST General	1	730	425	110	535	(195)
In-Country	1	240	179	149	328	88
Trad. Leaders	2	180	230	71	301	121
Dev. Comm.	3	160	244		244	84
Testing/Follow	1	120	54		54	(66)
Sub-total		11,610	10,381	2,442	12,823	1,213
Technical Srvcs						
LT Opex	5	1,820	841	580	1,421	(399)
Advisors	5	680	742	170	912	232
Trad. Leaders	2	520	200		200	(320)
Dev. Comm.	3	160	896		896	736
Cont. Field Rep	7	980	1,681	400	2,081	1,101
Asst Proj Mngr	7	520	157	21	178	(342)
ST General	5	780	120	232	352	(428)
Trad. Leaders	2	350	273	21	294	(56)
Dev. Comm.	3	840	216	10	226	(614)
Instit. Linkages	4	500	200	100	300	(200)
Evaluation	6	190	86	150	236	46
Sub-total		7,340	5,412	1,684	7,096	(244)
Commodities						
Partic. Support	1	310	2		2	(308)
I-C Trng	1	30	30	5	35	5
Trad. Leaders	2	10	10		10	0
Dev. Comm.	3	170	82	10	92	(78)
Vehicles	7	70	23		23	(47)
Opex Support	5	90	40	10	50	(40)
Sub-total		680	187	25	212	(468)
Total		19,630	15,980	4,151	20,131	501

Key to Project Elements:

- 1-Development of Admin./Leadership Cadre
- 2-Development Orientation for Trad. Leaders & Rural Women's Assocs.
- 3-Development Communications
- 4-Institutional Development/Linkages
- 5-Technology/Skills Transfer
- 6-Evaluation
- 7-Project Management Support

Note: All numbers are rounded

**ANNEX 3: METHODS OF IMPLEMENTATION AND FINANCING
Swaziland Manpower Development Project**

The following table shows the methods of implementation and payment to be used for project activities undertaken during the period covered by this project amendment. The methods used do not depart from Agency policy.

<u>Project Activity</u>	<u>Method of Implementation</u>	<u>Method of Payment</u>
1. Technical assistance, training	Direct Contract (non-profit contractor)	Direct Reimbursement
2. Technical assistance, commodities	Direct Contract	Letter of Credit (LOC)
3. Linkage	Cooperative Agreement (non-profit educational institution)	LOC
4. Technical assistance (short term)	IQC/Direct Contract	LOC/Direct reimbursement
5. Technical assistance (UNISWA)	Project Implementation Letter	Direct Reimbursement

Illustrative List of Development
Communications Commodities

MEDIUM DUTY PRODUCTION FACILITY

2	Teacam 32-2 reel-to-reel	1375	2750
2	Technics SL-1200MKII turntable	370	740
4	Stanton 500AL cartridge	11	44
10	Stanton D5107AL stylus	6	60
1	Nakamichi MR-2 cassette deck	430	860
3	EV-635A microphone	90	270
2	Atlas MC-12C mic stand	17	34
1	Luxo LM-1 mic boom arm	44	88
2	Realistic Minimus-7 speaker	50	100
1	Henry Super Relay	180	180
2	On Air lights	80	160
1	Tapecaster X-700RP cart machine	975	975
1	Tapecaster X-700P cart machine	725	725
1	RS DC-X Stereo Pre-Amp	55	55
1	RS DC-X Tone Generator	55	55
2	RS DC-X 12 Watt Power Amp	55	110
1	RS DC-X Headphone Amp	55	55
1	RS DC-X External Power Supply	55	55
3	RS DC-X Chassis	30	90
3	Stanton ST-2 headphone	15	45
1	Stopwatch	30	30
2	Clock	35	70
1	Head Demagnetizer	20	20
1	AudioLab TD-1B Bulk Tape Eraser	110	110
2	Editall Block	23	46
1	Scotch Rob-1 edit station	115	115
1	Record Cleaning System	25	25
1	Stylus Cleaning system	15	15
2	Field Recording Kit		
2	Marantz PMD 221 recorder	272	544
2	Case for recorder	30	60
2	Rechargeable battery	66	132
2	EV 635A microphone	90	180
2	AKG 231 desk stand	9	18
2	Stanton ST-2 headphones	15	30
1	Installation supplies	300	600
			9146
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