

PN-ABF-257

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Assessment of USAID/Swaziland Program Level Measurement Systems

January 1990

Submitted to:

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SWAZILAND EXERCISE

Introduction and Background:

Under a Work Order, a team of two MSI consultants were requested to travel to Swaziland in December, 1989, to work for one week with staff from USAID/Lesotho, and one week with staff of USAID/Swaziland on their respective program logframes, indicators and measurements, in preparation for submission to AID/Washington of their respective Action Plans. The MSI consultants were accompanied by Mr. Neil Billig, the backstop officer for both Mission programs in AFR/PD.

After a one-day Team Planning Meeting in Washington, the team arrived in Mbabane and began work on December 5.

Three staff from the Lesotho Mission were available, the Deputy Mission Director, the Agriculture Officer, and the Program Officer. They had already begun to work together on the basic outlines of the objective tree, and had brought with them a partial draft of their LCDSS, as well as a draft of a Mission Order on Monitoring and Evaluation.

On the first day, the team worked with the Lesotho Mission staff and some members of the Swaziland Mission staff to lay out the purpose of the consultancy, and the basic premises of the strategic planning program log frame methodology. They then played the "Uganda Game" as a way of getting used to the methodology. After an initial joint meeting on the second day, it was decided that the best way to proceed was to divide the work between that relevant to Lesotho and that relevant to Swaziland.

Where We Started:

On arrival in country, two members of the team briefed the USAID Mission Director on the purposes of the consultancy, and where they hoped to be at the end. He indicated that anything prepared during the consultancy, which was scheduled to take place during his absence, would have to be provisional until he had a chance to review it on his return. This in fact presented a number of problems for the team and for the Mission staff, since it prevented closure on anything.

The "charge" from AFR/DP/PPE was for the team to work with the staff to develop goal and strategic objectives for the program logframe, and to make some progress toward indicators for these levels, and some targets, since the targets were really a prerequisite to determine the indicators.

The Swaziland Mission PDO staff had already made a good start on an objective tree before the team arrived. They were, however, very keen to make sure that this exercise, which came after their LCDSS had already been approved, did not do anything to violate the agreement that such approval represented. The team tried to orient them to the approval and issues cables, so that they would see more clearly what AID/Washington reviewers were still concerned about. It was decided that work should continue sector by sector, bringing in the members of each sector office or division, together with at least two people from the PDO. Unfortunately, the PDO Director also was leaving on R&R, and could not therefore participate except at the preliminary meetings. The Acting Director and the rest of the PDO staff, however, worked very hard and continuously with the team during the rest of the consultancy, as did members of most of the other offices. Unfortunately, the Acting Mission Director was unable to participate except in summary briefings, due to the pressure of other business.

Key Substantive and Methodological Issues:

A major issue had to do with the agreement represented by the approval of the LCDSS, and what this meant for any changes that might be made during or as a result of the objective tree exercise. A related issue was what flexibility, if any, the Mission had to reorient funding levels for its portfolio as a result of the logic of the program log frame exercise, given the fixed OYB, and the projections for a straight-lined budget for the plan period. This was especially relevant given the possible conflict over additional funding to population/family planning programs versus funding to the private sector.

Another issue was the WID aspect of the portfolio, since this is very important in the Swazi context and has been given good attention at most levels of the Mission's portfolio. The MSI team leader volunteered to work with the PDO staff, and especially the WID Officer, on the WID Plan, which had been rather summarily turned down in the AID/Washington review, with very few, if any, helpful suggestions for improvements. The results of this collaboration are presented in Annex A to this report.

The other team members spent considerable time on the private sector portion of the tree and the portfolio, working on a one-to-one basis with the only staff person available from the private sector division. The team leader, and the PD Backstop Officer also met separately with the GDO, which is currently supervising the private sector area as well as agriculture and human resources, which the relevant positions remain unfilled. All of this was in

addition to work done collectively with the other members of the Mission on this topic. In the end, after consulting with AID/Washington, it was decided to send in on an informal basis a "blank" for this strategic objective, since it was premature to come to closure on the matter, although several alternatives were proposed.

As for the Lesotho exercise, we used flipcharting, post-its, and white boards to develop each "limb" of the tree. There were several iterations for each, and these were input on the computer to facilitate differentiation and discussion. After working through the goal and sub-goal statements, which took considerable time, we moved to a sectoral strategic objective approach. Once each strategic objective was established and agreed on (with the exception of the private sector one, for which several alternatives were presented), we went on to the target and sometimes the output and input levels.

At each level, we went carefully into types of indicators which were relevant and data sources that could reasonably be expected to be available. There is a separate note below, prepared by the consultants, summarizing this area. This is followed by a narrative version of each level of the tree, related indicators and measures, as well as some caveats.

Data Sources for Indicators and Reporting:

The Swaziland Mission seems well placed to fund data collection for impact, performance and benchmark indicators which have been, and remain to be, identified.

Given the evaluation schedule indicated in the various PIRS, as well as the design schedule for Pop, STRIDE, CAPM II, and the Private Sector Project, there is ample funding and opportunity to tailor scopes of work for design-related analyses (and individual team composition and members' scopes of work) to make sure that baseline data are available that can be updated during project implementation, and that systems for updating those data are built into project designs, including with adequate funding provided.

Audits are also a potential source of data for indicators and their associated measures.

Within certain sectors, e.g., population, there will be baseline data activities and updates (DHS, focus groups) that might be expanded to include critical questions for indicators relating to other sectors as well. Alternatively, other sector projects can use some of the methodologies applied more often in population projects, such as focus groups, mini-surveys, opinion polls, etc..

As a general proposition, if possible the USAID should collaborate with other donors in the country, as well as with key GOS agencies, to maximize the efficiency of their respective data collection and updating activities, especially so that overlaps are minimized (except where checks on data reliability or the ability to generalize from data are important), and that comparability is encouraged. This is particularly true in terms of disaggregation of data sets by gender.

Where We Wound Up:

Before departing, the team met with all available Mission staff--including the Acting Director--to summarize the results of the consultancy. During the prior meetings, a lot of stress had been placed on whether or not to convey the results of the exercise informally to Cindy Clapp-Wincek, so as to obtain some feedback early in the process. This was finally agreed, and the Mission sent in a memo, with the narrative summaries and some of the diagrams of the tree for informal content. They received a response from DP/PPE after the team had left the country. It was also agreed that if possible, Mr. Billig would meet with the Director in Washington, to fill him in on the logic of the exercise and its results, as well as on the questions outstanding on the private sector.

As in the Lesotho case, Mr. Bunce from MSI taught the software program for diagramming the objective trees to a member of the Mission staff, and left diskettes with the diagrams developed, and a copy of the software program, on the promise that the Mission would buy it from the relevant supplier.

We would like to note that the Mission staff took the exercise very seriously, although they felt that it was occurring at a minimally useful time given the fact that the CDSS was already prepared and approved, and that we believe that we got further together than any of us had anticipated. We would particularly like to thank the members of the Population Office, who did most of the work for their sector themselves, and the PDO staff who worked throughout the exercise.

IMPACT INDICATORS - GOAL AND SUB-GOAL LEVEL

GOAL: Equitable, Sustained Economic Growth and Development that Improves the Quality of Life of all Swazis.

Indicators:

- Decreased Infant Mortality Rate (no. deaths/thousand)
- Increased Life Expectancy (years?)
- Increased GNP/Capita (percentage?)
- Increased GDP (percentage)
- Increased Adult Literacy Rate (percentage)
- Increased Women's Economic Participation (no. jobs private sector public sector, mobility between and across jobs, including informal as well as formal sector)
- Additional indicators, as appropriate, from CDDS p. 44
- Country Profile, from Economist Intelligence Unit

N.B. These indicators are available from national, other-donor, and international sources, such as the Economist Intelligence Unit. While they are not perfect indicators of all aspects of quality of life, they are the most standard and inclusive ones that may be readily available. Those on women's economic participation are included in the WID Action Plan as presently drafted. Others are already being reported on for CCCD purposes.

SUB-GOAL 1: Reduced Population Growth Rate

Indicator: Population Growth Rate Decrease

SUB-GOAL 2: More Swazis Direct, Manage and Participate in National Development

Indicators:

Increased efficiency of basic education system

- Number of dropouts and repeaters decrease
- Number high scores on end of year exams increases (disaggregated by gender)

Localization Rate for public and private sectors

- disaggregated by age and gender

Economic Participation -

- Number Swazi equity-holders in businesses operating in Swaziland (disaggregated by age and gender)

Non-Economic Participation

- Development Committees

SUB-GOAL 3: Accelerated Private-Sector Employment Generation

Indicator:

- Number jobs created per year of plan period, compared with pre-plan period.

PERFORMANCE INDICATORS - STRATEGIC OBJECTIVE LEVEL

STRATEGIC OBJECTIVE - Population - Increased Contraceptive Prevalence Rate from 8 - 25%.

Indicators:

- Contraceptive Prevalence Survey
- Number of Contraceptives Distributed/Sold

STRATEGIC OBJECTIVE - Human Resources Development - More Swazi managers, leaders, entrepreneurs and technicians with appropriate skills and attitudes.

Indicators:

- Impact indicators 1-3 from Sub-goal level plus
- Number Swazis involved in commercial agriculture
- Number Swazis in indigenous PVOs
- Number development committees in communities
- Changes in attitudes of traditional leaders (through self-evaluation after workshops and through opinion survey).
- Change in proportion of literate (or formally educated) members of Parliament over plan period.

STRATEGIC OBJECTIVE X (AGRICULTURE AND PRIVATE SECTOR)

Candidate indicators come from CAPM baseline study and EOPS of present project, from CSRET and its EOPS, as well as baseline data from STEP on credit and business associations, and from MAPS phase one, as well as GOS studies, e.g., Manpower Development Plan.

TARGET-LEVEL INDICATORS

These have only been developed for Population so far, but they also provide a good example for subsequent work in other sectors.

TARGET 1: Widespread Commercial Availability of Contraceptives, Over-the-Counter

Indicators:

- Sales figures
- Number of retail outlets selling contraceptives by region
- % of potential outlets selling contraceptives (requires inventory of possible outlets).

TARGET 2: Aggressive Promotion of Quality FP Services in Industrial Clinics

Indicators:

- Number of continuous users per clinic
- Amount of contraceptives distributed per clinic
- Supervisory reports on service quality and staff commitment to FP
- Protocols developed
- Training observation guides developed for in-service and refresher training, e.g. in counseling.

TARGET 3: Aggressive promotion of quality FP services in MOH clinics

Indicators: same as Target 2 above.

TARGET 4: Informed, motivated clients

Indicators:

- Evaluation of IE&C campaign to assess public attitudes
- Mini-surveys following mass media campaigns
- Focus groups
- Opinion polls

TARGET 5: Community-based distribution (sales?) of contraceptives

Indicators:

- Number of RHMs distributed/selling contraceptives, by region
- Amount of contraceptives distributed, by region
- Number of continuous users supplied by RHMs, by region

TARGET 6: Supportive National Leadership for POP/FP

Indicators:

- Public Speeches
- Questions in Parliament
- Press articles
- Mass media campaign approval for method specific messages

BALANCED, SUSTAINABLE GROWTH

GOAL

SUB-GOAL

STRATEGIC OBJECTIVES

TARGETS

Reduce Population Growth



Increase Contraceptive Prevalence and child spacing

Increased Swazi Participation

Private Sector Growth Employment *Operation Generation*

Improve Skills and attitudes needed to participate in economic growth

Increase Number of Swazis involved in business and commercial agriculture

Improve climate for foreign investment

Increase Access to FP Services	Increase Information Available on FP	Increase Supply of Contraceptives	Increase Leadership Awareness of FP issues	Improve Quality and efficiency of Basic Education	ICT	PT	Institution Building	Access to Credit	Business Management Training	Reduce GOS Policy and Regulation Constraints
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FLAS

Demand side

PHC
CCCD
Weaning

Supply side

FHS
Pop II

Dialogue

STRIDE
SWAMP
EPMT
RTC

CAPM
Private Enterprise
SSE/CARE
BMEP

Reg. Rail
Reg. Export

CSRET

4.

DRAFT OBJECTIVE TREE OF USAID/SWAZILAND
TOP OF TREE: VERSION 1

December 11, 1989

COUNTRY
PROGRAM
GOAL

SUSTAINED
AND
EQUITABLE
GROWTH AND
DEVELOPMENT

COUNTRY
PROGRAM
SUB-GOALS

REDUCED
POPULATION
GROWTH

SWAZI
PARTICIPATION

ACCELERATE
PRIVATE
SECTOR
EMPLOYMENT
GENERATION

STRATEGIC
OBJECTIVES

INCREASED
CONTRACEPTIVE
PREVALENCE

INCREASE SWAZI
ABILITY TO
DIRECT, MANAGE,
AND PARTICIPATE
IN NATIONAL
DEVELOPMENT

STRENGTHEN
PRIVATE SECTOR
INSTITUTIONS

PROMOTE
COMMERCIAL
AGRICULTURE
AND
AGRI-BUSINESS

TARGETS

6

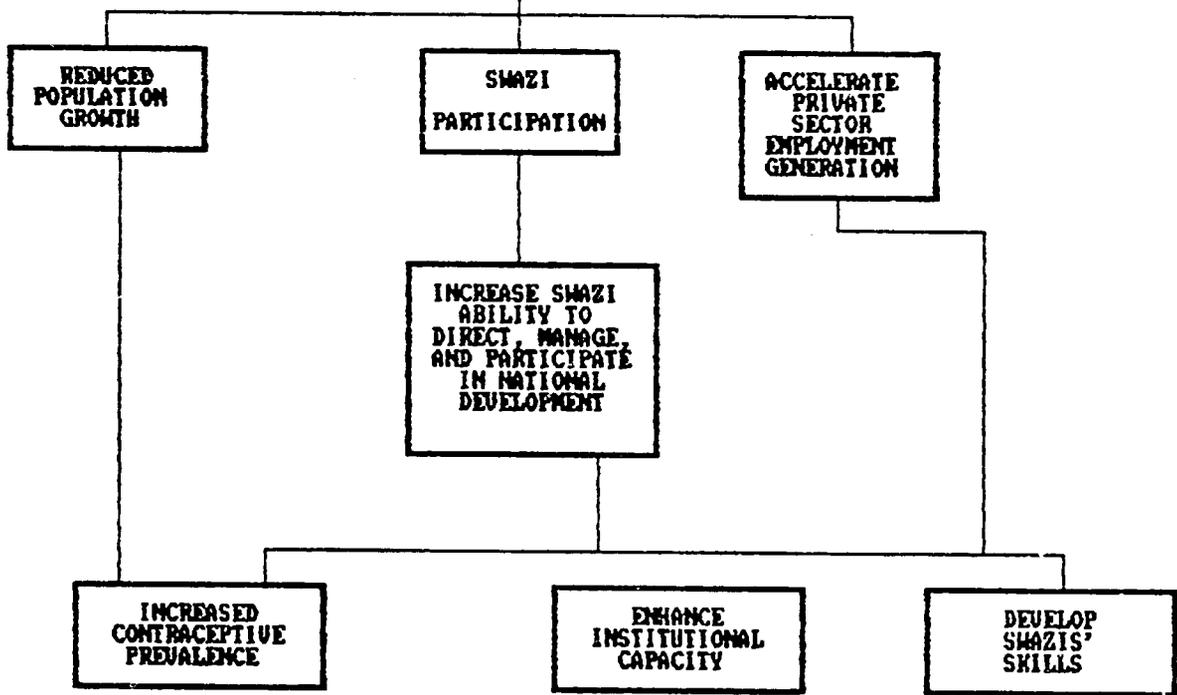
DRAFT OBJECTIVE TREE OF USAID/SWAZILAND
TOP OF TREE: VERSION 2

December 11, 1989

COUNTRY
PROGRAM
GOAL

SUSTAINED
AND
EQUITABLE
GROWTH AND
DEVELOPMENT

COUNTRY
PROGRAM
SUB-GOALS



STRATEGIC
OBJECTIVES

TARGETS

DRAFT OBJECTIVE TREE OF USAID/SWAZILAND
TOP OF TREE: VERSION 3

December 13 1989

COUNTRY
PROGRAM
GOAL

EQUITABLE,
SUSTAINED
ECONOMIC GROWTH
AND DEVELOPMENT
THAT IMPROVES THE
QUALITY OF LIFE
OF ALL SWAZIS

COUNTRY
PROGRAM
SUB-GOALS

REDUCED
POPULATION
GROWTH RATE

INCREASED
SWAZI
ABILITY TO
DIRECT, MANAGE,
AND PARTICIPATE
IN NATIONAL
DEVELOPMENT

ACCELERATED
PRIVATE
SECTOR
EMPLOYMENT
GENERATION

STRATEGIC
OBJECTIVES

INCREASED
CONTRACEPTIVE
PREVALENCE
RATE BY 8 %
TO 25 %

INCREASED
PROPORTION OF
CAPABLE,
EFFECTIVE SWAZI
LEADERS IN
PUBLIC AND
PRIVATE SECTORS

IMPROVED CLIMATE
FOR PRIVATE
SECTOR
INVESTMENT THAT
STIMULATES
BUSINESS
INITIATIVES

TARGETS

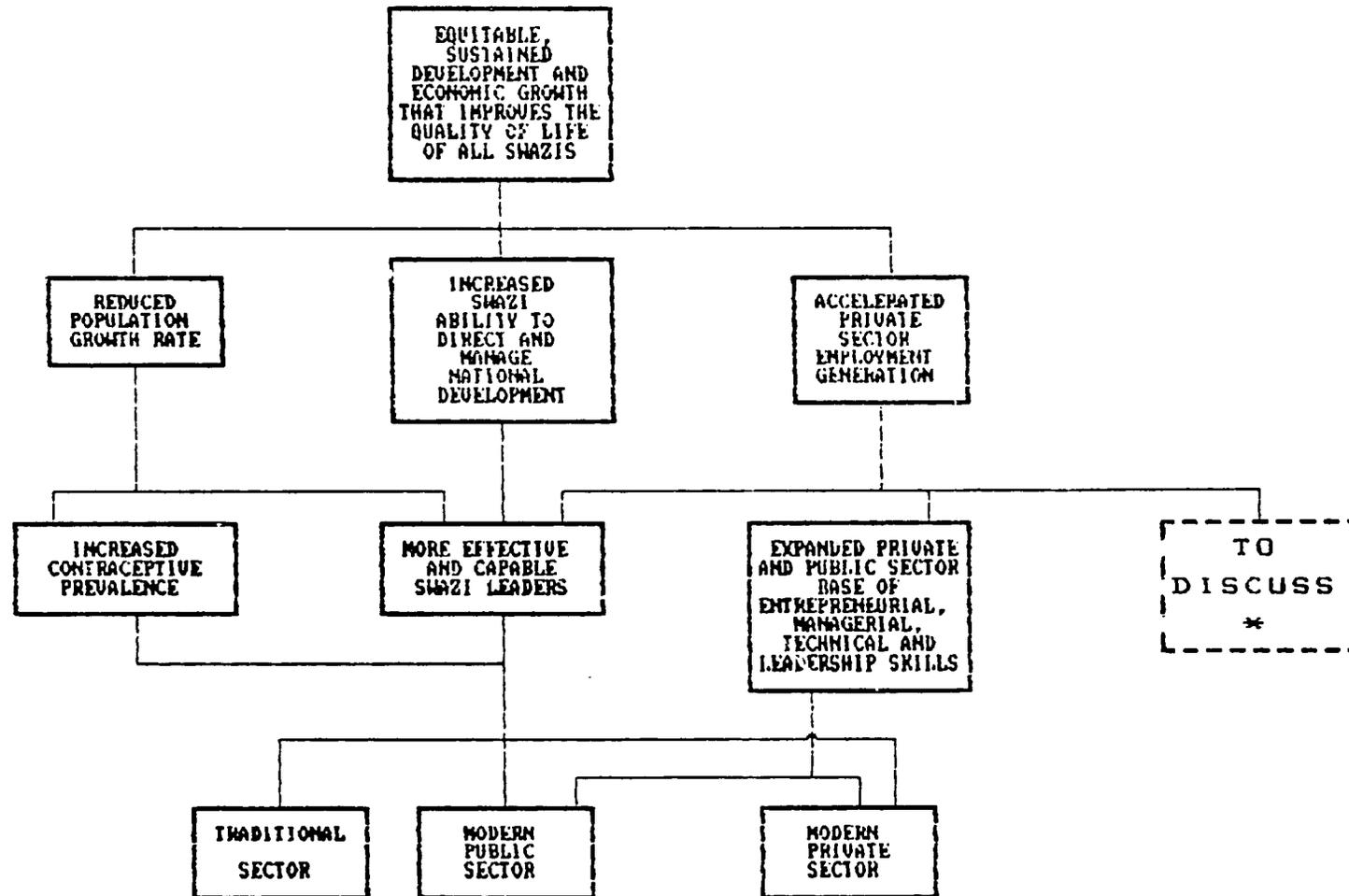
DRAFT OBJECTIVE TREE OF USAID/SWAZILAND
 TOP OF TREE: VERSION 4

December 13 1989

COUNTRY
 PROGRAM
 GOAL

COUNTRY
 PROGRAM
 SUB-GOALS

STRATEGIC
 OBJECTIVES

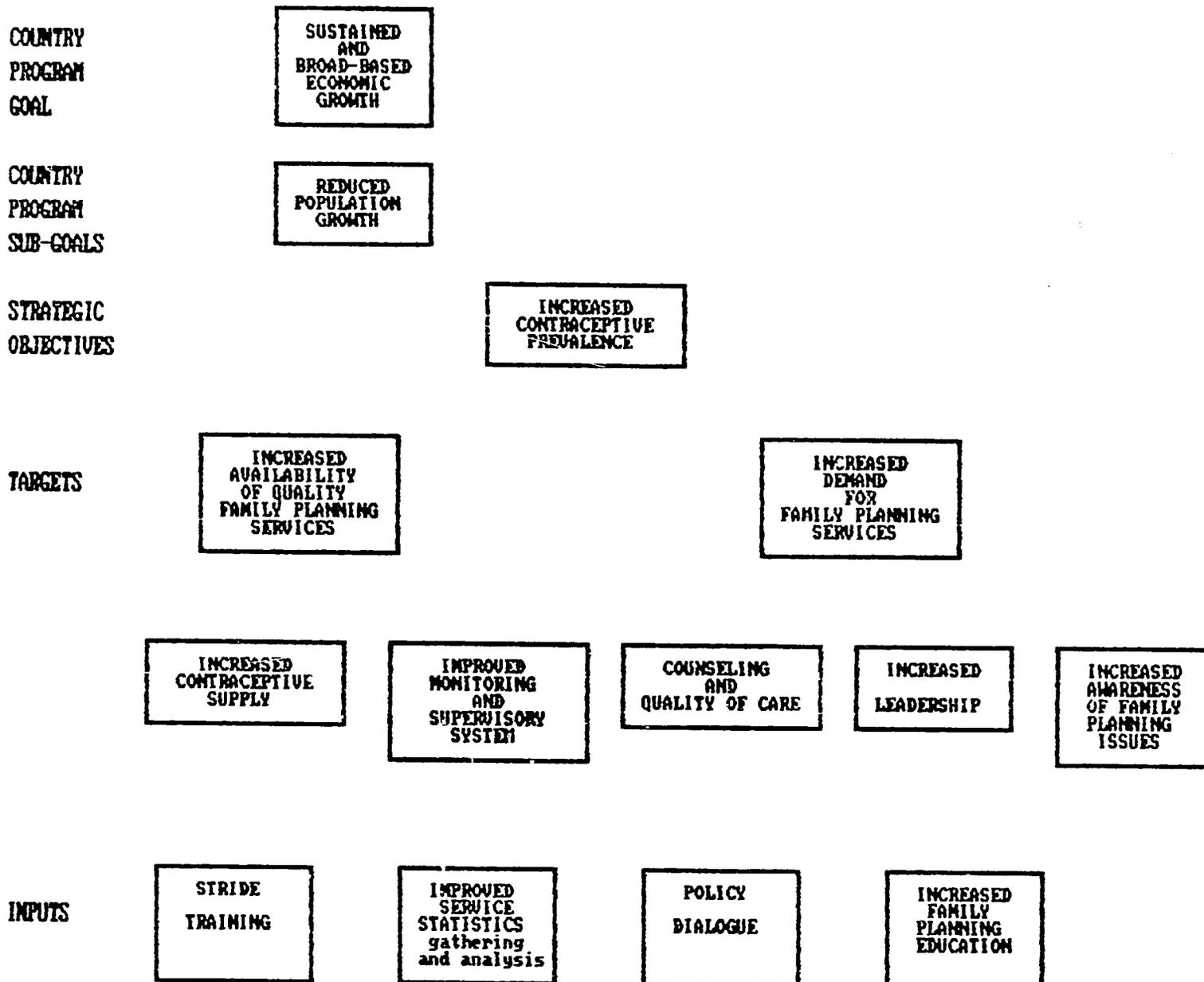


* ALTERNATIVES (reflecting focus of future Mission interventions)

1. Increased A.I.D. Stimulated Investment in Private Enterprise
2. Increased Production from Commerical Agriculture
3. Increased Production from Agri-Business
4. Increased Production from Commercial Agriculture and Agri-Business
5. Strengthened Private Sector Organizations (including possible creation of a "Fundacion Chile" type organization)
6. Strengthen and Expand Small and Medium Size (Swazi owned) Businesses
7. Urban development and tourism

DRAFT OBJECTIVE TREE OF USAID/SWAZILAND
FAMILY PLANNING: VERSION A

December 8, 1989



DRAFT OBJECTIVE TREE OF USAID/SWAZILAND
 FAMILY PLANNING: VERSION B

December 8, 1989

COUNTRY
 PROGRAM
 GOAL

SUSTAINED
 AND
 EQUITABLE
 GROWTH AND
 DEVELOPMENT

COUNTRY
 PROGRAM
 SUB-GOALS

REDUCED
 POPULATION
 GROWTH

STRATEGIC
 OBJECTIVES

INCREASED
 CONTRACEPTIVE
 PREVALENCE

TARGETS

INCREASED
 AVAILABILITY
 OF QUALITY
 FAMILY PLANNING
 SERVICES

INCREASED
 DEMAND
 FOR
 FAMILY PLANNING
 SERVICES

(institutional
 approach)

STRENGTHEN
 MINISTRY OF
 HEALTH,
 INCLUDING
 REGIONAL
 HEALTH
 MOTIVATORS

SUPPORT
 FLAS

IDENTIFY
 AND UTILIZE
 ORGANIZATION(S)
 FOR SOCIAL
 MARKETING

SINAN

SUBTARGETS

INCREASED
 CONTRACEPTIVE
 SUPPLY

IMPROVED
 MONITORING
 AND
 SUPERVISORY
 SYSTEM

COUNSELING
 AND
 QUALITY OF CARE

INCREASED
 LEADERSHIP

INCREASED
 AWARENESS
 OF FAMILY
 PLANNING
 ISSUES

INPUTS

STRIDE
 TRAINING

IMPROVED
 SERVICE
 STATISTICS
 gathering
 and analysis

POLICY
 DIALOGUE

INCREASED
 FAMILY
 PLANNING
 EDUCATION

DRAFT OBJECTIVE TREE OF USAID/SWAZILAND
 FAMILY PLANNING: VERSION C

December 11, 1989

COUNTRY
 PROGRAM
 GOAL

SUSTAINED
 AND
 EQUITABLE
 GROWTH AND
 DEVELOPMENT

COUNTRY
 PROGRAM
 SUB-GOALS

REDUCED
 POPULATION
 GROWTH RATE

STRATEGIC
 OBJECTIVES

INCREASED
 CONTRACEPTIVE
 PREVALENCE
 BY 8% TO 25%

TARGETS

WIDESPREAD
 COMMERCIAL
 AVAILABILITY
 OF
 CONTRACEPTIVES
 OVER THE
 COUNTRY

AGGRESSIVE
 PROMOTION OF
 QUALITY FAMILY
 PLANNING SERVICES
 IN PRIVATE
 CLINICS
 (industry & FLAS)

INFORMED,
 MOTIVATED
 CLIENTS
 15-45
 YEARS
 OLD

AGGRESSIVE
 PROMOTION OF
 QUALITY FAMILY
 PLANNING SERVICES
 IN MINISTRY OF
 HEALTH CLINICS
 INTEGRATED WITH
 MCH SERVICES

COMMUNITY-BASED
 DISTRIBUTION
 (sales?)
 OF
 CONTRACEPTIVES

SUBTARGETS

SOCIAL
 MARKETING
 PROGRAM
 -OHS?
 -FLAS?
 -Regional?

?
 (ASSESS
 NEEDS AND
 CAPABILITIES
 WITH FLAS
 AND OHS)
 ENTERPRISE

FLAS IE & C
 PROGRAM
 -Research
 -Objectives
 -Evaluation

IMPROVED
 CONTRACEPTIVE
 LOGISTICS

EXPANDED
 MINISTRY
 OF HEALTH
 SUPPLY
 CAPABILITY

EFFICIENT,
 EFFECTIVE
 FLAS CLINICS
 (As currently
 under FHS)

SOCIAL-
 MARKETING
 ADVERTIZING

IMPROVED
 DATA COLLECTION
 AND
 ANALYSIS
 CAPABILITY

TRAINING
 FOR
 CBD AGENTS
 (RHNS)

FLAS
 LEADERSHIP
 AWARENESS

IMPROVED,
 STRUCTURED
 SUPERVISORY
 SYSTEM
 -STAFF-

STRUCTURED
 SYSTEM OF
 SUPERVISION
 AND
 EVALUATION

ON-THE-JOB
 REFRESHER
 TRAINING

6

DRAFT OBJECTIVE TREE OF USAID/SWAZILAND
 CHART A: FAMILY PLANNING DETAIL

December 14, 1989

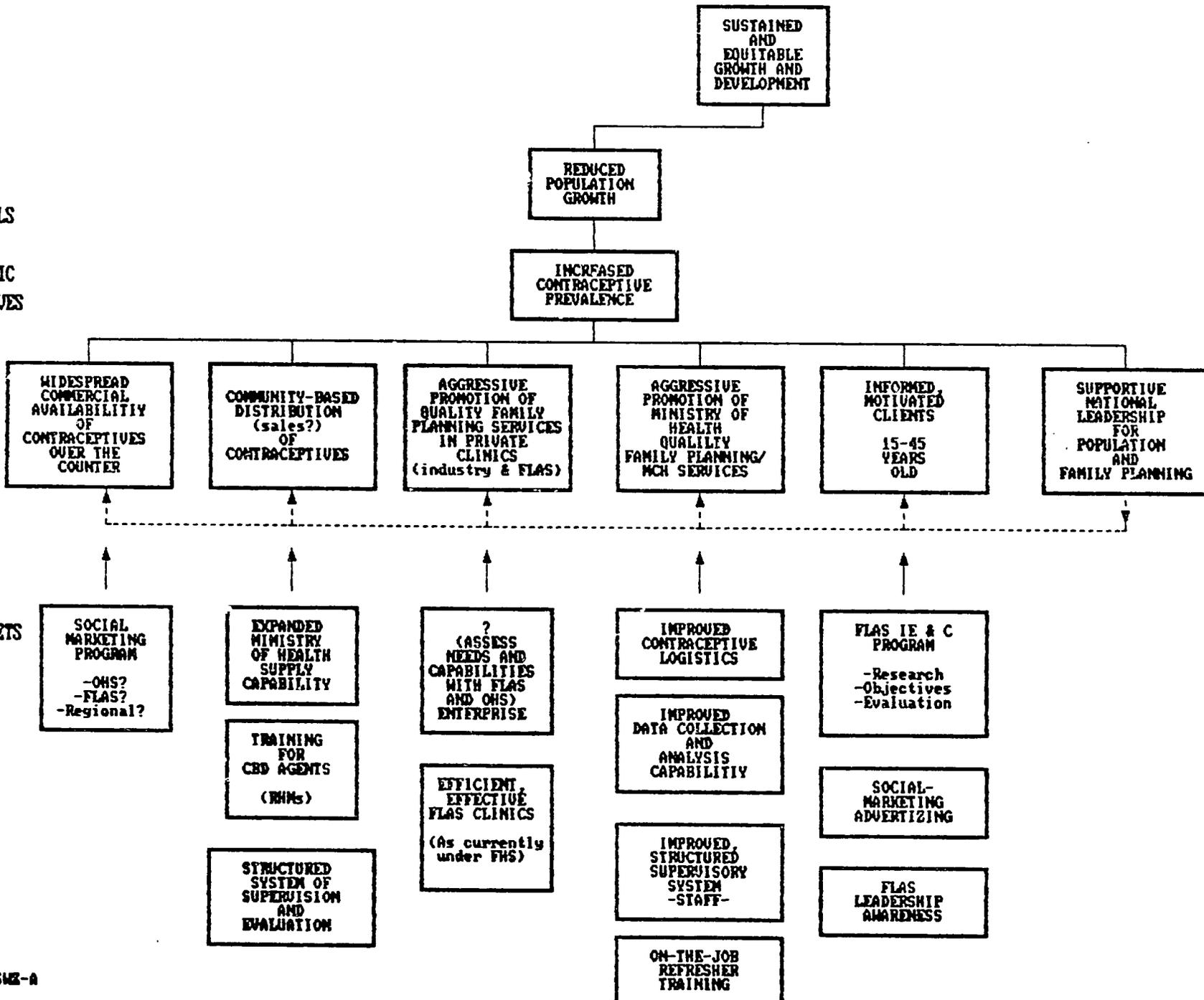
COUNTRY
 PROGRAM
 GOAL

COUNTRY
 PROGRAM
 SUB-GOALS

STRATEGIC
 OBJECTIVES

TARGETS

SUBTARGETS



DRAFT OBJECTIVE TREE OF USAID/SWAZILAND
 CHART B: PRIVATE SECTOR DETAIL, VERSION A

December 14, 1989

COUNTRY
 PROGRAM
 GOAL

EQUITABLE,
 SUSTAINED
 DEVELOPMENT AND
 ECONOMIC GROWTH
 THAT IMPROVES THE
 QUALITY OF LIFE
 OF ALL SWAZIS

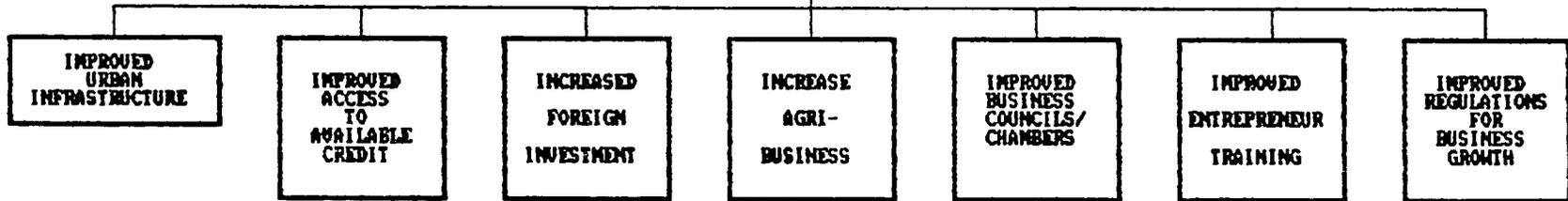
COUNTRY
 PROGRAM
 SUB-GOALS

ACCELERATED
 PRIVATE
 SECTOR
 EMPLOYMENT
 GENERATION

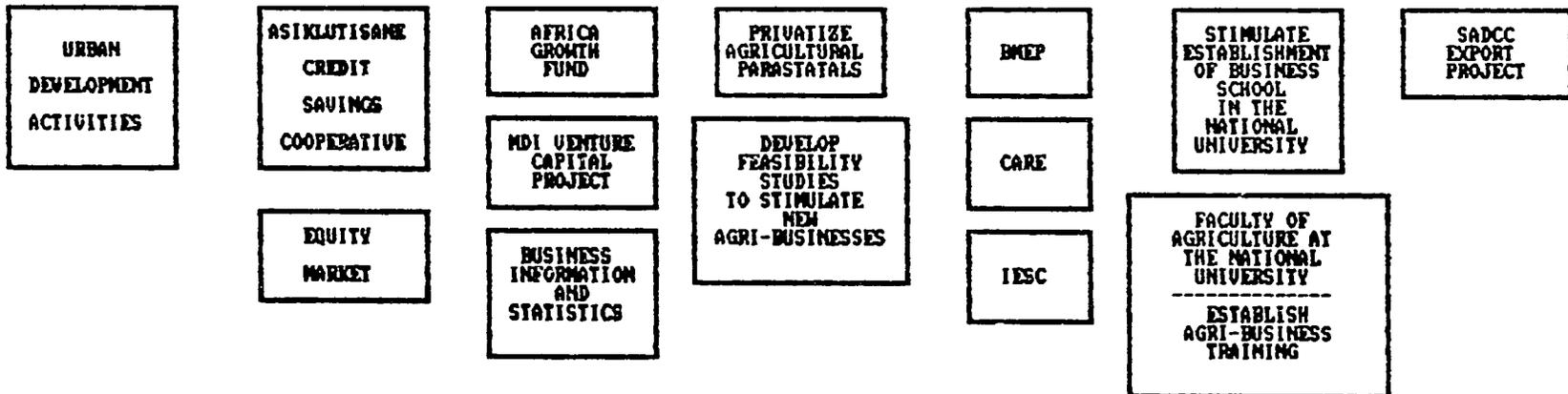
STRATEGIC
 OBJECTIVES

INCREASED
 A.I.D.-
 STIMULATED
 INVESTMENT
 IN
 PRIVATE
 ENTERPRISE

TARGETS



SUB-TARGETS



File: SMZ-B

DRAFT OBJECTIVE TREE OF USAID/SWAZILAND
 CHART C: PRIVATE SECTOR DETAIL, VERSION B

December 14, 1989

COUNTRY
 PROGRAM
 GOAL

EQUITABLE,
 SUSTAINED
 DEVELOPMENT AND
 ECONOMIC GROWTH
 THAT IMPROVES THE
 QUALITY OF LIFE
 OF ALL SWAZIS

TARGETS OF OPPORTUNITY
 Increased Foreign Investment
 Africa Growth Fund
 Trade Missions (MDI)
 Venture Capital Project (MDI)
 Business Information and
 Statistics

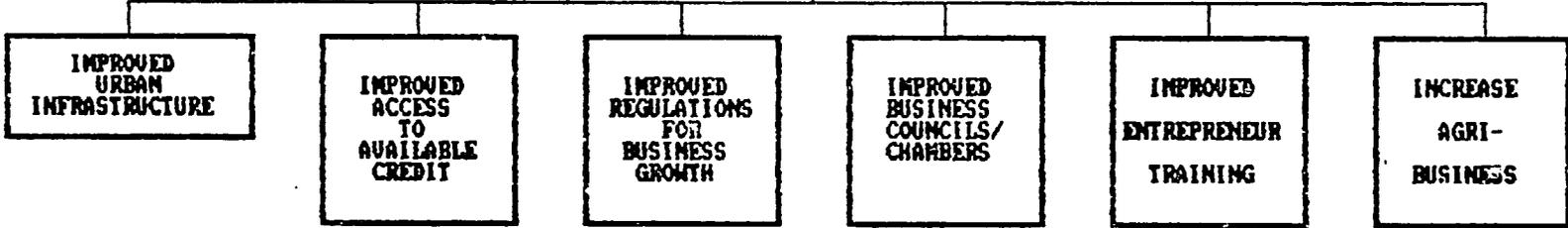
COUNTRY
 PROGRAM
 SUB-GOALS

ACCELERATED
 PRIVATE
 SECTOR
 EMPLOYMENT
 GENERATION

STRATEGIC
 OBJECTIVES

INCREASED
 SWAZI ACCESS
 AND
 PARTICIPATION
 IN
 PRIVATE
 ENTERPRISE

TARGETS



File: SMZ-C

DRAFT OBJECTIVE TREE OF USAID/SWAZILAND

CHART D: HUMAN RESOURCES DETAIL

December 14, 1989

COUNTRY
PROGRAM
GOAL

EQUITABLE,
SUSTAINED
DEVELOPMENT AND
ECONOMIC GROWTH
THAT IMPROVES THE
QUALITY OF LIFE
OF ALL SWAZIS

COUNTRY
PROGRAM
SUB-GOALS

MORE SWAZIS
DIRECT,
MANAGE, AND
PARTICIPATE
IN
NATIONAL
DEVELOPMENT

STRATEGIC
OBJECTIVES

EXPANDED PUBLIC AND
PRIVATE SECTOR BASE
OF ENTREPRENEURIAL,
MANAGERIAL,
TECHNICAL, AND
LEADERSHIP
SKILLS
AND
ATTITUDES

TARGETS

TRADITIONAL
LEADERS ACTIVELY
PROMOTE POLICIES
AND ACTIVITIES
THAT SUPPORT
ECONOMIC
DEVELOPMENT
AND SOCIAL
PROGRESS

IMPROVED
PUBLIC/PRIVATE
SECTOR
MANAGEMENT/
ADMINISTRATIVE
CAPACITY

INCREASE IN
PERCENTAGE OF
PRIMARY SCHOOL
LEARNERS WHO
HAVE MASTERED
BASIC
SKILLS

EXPANDED BASE
OF PUBLIC
AND PRIVATE
SECTOR
MANAGERIAL
AND TECHNICAL
SKILLS

STRENGTHENED
CAPACITY
OF
TRAINING
INSTITUTIONS

OUTPUTS

ENHANCED LEADER
EXPOSURE TO
DEVELOPMENT-
RELATED CONCEPTS,
APPROACHES, AND
TECHNICAL
INFORMATION

INCREASED
BASIC
EDUCATION
EFFICIENCY

INCREASED
NUMBER OF
SWAZIS
WITH
SKILLS

TRAINED
TRAINERS

UNISWA,
SCOT
PROGRAMS
UPGRADED

INPUTS

SWAMP
AND
STRIDE

EPMT
STRIDE

SWAMP
STRIDE
HRDA?

RSS

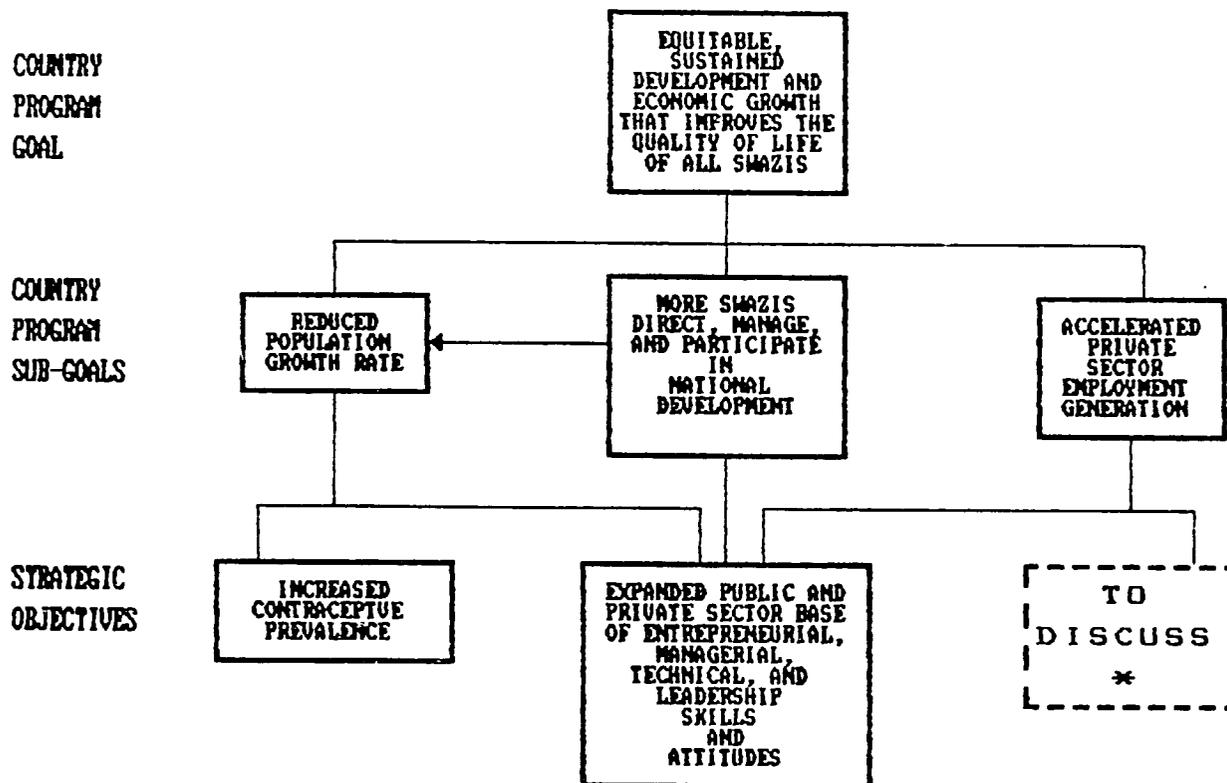
TEACHER
TRAINING
STRIDE

AFGRAD?

RTC
EXTENSION

DRAFT OBJECTIVE TREE OF USAID/SWAZILAND
 CHART E: TOP OF TREE

December 14, 1989



* ALTERNATIVES (reflecting focus of future Mission interventions)

1. Increased A.I.D. Stimulated Investment in Private Enterprise
2. Increased Production from Commerical Agriculture
3. Increased Production from Agri-Business
4. Increased Production from Commerical Agriculture and Agri-Business
5. Increased Tourism
6. Strengthened Private Sector Organizations (including possible creation of a "Fundacion Chile" type organization)
7. Strengthen and Expand Small and Medium Size (Swazi owned) Businesses

ANNEXES

PROPOSED OUTLINE FOR REVISED WID ACTION PLAN

Intro: What the Mission thinks of significance of WID in its program and in the host country. Integration with entire program as later to be discussed in the plan, and by individual project, as well as in the objective tree and associated indicators.

- I. Women in the Socio-Cultural and Political Environment
 - Traditional
 - Modernizing
 - Key Issues
- II. Women and Education
 - Education levels and proportions, including change over time
 - Women in education as a career, proportion, promotions, etc.
- III. Women's Economic Participation (Roles in the Economy)
 - Traditional
 - Modern Public Sector
 - Modern Private Sector
- IV. Relationship of these three elements/dimensions to the AID program in Swaziland.

Plan Section

Discuss gender impacts of different sector programs, or else by sub-goal/strategic objective format.

Indicate Objectives and related Benchmark indicators (see other page).

Discuss procedures for obtaining these data and updating them, as well as intention to report on them in revised PIIR formats once guidance has been received. This will affect reporting format and periodicity. Also allude to upcoming evaluations and project designs in which WID-related information and elements are included.

WOMEN AND DEVELOPMENT ACTION PLAN

PLAN OBJECTIVES:

1. Increase women's awareness of their rights under Swaziland's dual legal system, including rights to title to land and rights in cattle.

Indicators:

- Number of women getting credit based on collateral (land or cattle, or other) as % of total loan recipients per year or lending institution.
 - Number of women served by legal aid office of Council of Swaziland Churches.
 - Rate of increase in number of civil marriages.
2. Increase business skills of women engaged in entrepreneurial and income-generating activities.

Indicators:

- Number Zenzele women trained.
 - Number women trained or provided technical assistance through BMEP follow-on activities.
 - Number of women on boards of business-related PVOs.
3. Increase number of women with managerial, technical and professional qualifications in senior public and private sector jobs.

Indicators:

- Women comprise at least 30% of participants trained by USAID - long-term, short-term; in-country, abroad.
 - At least primary school headmistresses trained in school administration.
 - Civil service statistics on promotions/new hires, disaggregated by gender.
 - Private sector business annual reports.
4. Increase the number of women involved in commercial agricultural production and in agribusinesses.

Indicators:

- Percentage increase in number of women extension workers.
- Number new agribusiness starts where women are majority or minority owners.
- Number new agriculture production jobs occupied by women.
- Number new agribusiness jobs occupied by women.

5. Increase women's access to quality maternal health and voluntary family planning services (public and private sector).

Indicators:

- Number of continuous users per clinic
- Amount of contraceptives distributed per clinic
- Supervisory reports on quality and staff commitment to FP/MCH service delivery.
- Development of protocols, training assessment guides for in-service training and evaluation.
(These should be available from both private and public sector providers.)
- Results of focus groups held with different target groups of women.
- Number of new FP acceptors in private sector programs.
- Number of new FP acceptors in public sector programs.
- Decreased infant and child mortality rates.
- Decreased maternal mortality rates as measured by DHS.

December 14, 1989

To: Alice Morton and Neal Billig
From: T. Dwight Bunce ~~TDB~~
Re: Economic Strategy of USAID/Swaziland

At present it appears that USAID/Swaziland, and perhaps the Government of Swaziland, lack an explicit strategy with regard to Swaziland's desired relationship to the economy of the Republic of South Africa. Briefly stated, is the strategy

To seek Swaziland's (dynamic) regional comparative advantage within a customs union arrangement in Southern Africa?

OR

2. To reduce Swaziland's economic dependence on (or interdependence with) South Africa?

OR

3. Some combination of # 1 and # 2 using a selective approach. For example, Swaziland could promote industrial and agri-businesses based on regional comparative advantage criteria and encourage Swazi entrepreneurs through training and equity/credit interventions.

The strategy chosen has major implications for the Mission's private sector/agriculture/human resource project and non-project activities. Under Strategy # 1, for example, the Commercial Agriculture Production and Marketing Project (CAPM) could promote agri-businesses which could partially rely on imported raw materials from South Africa; under Strategy # 2 CAPM would focus more on increasing Swazi agriculture production to reduce that constraint to Swazi agri-business expansion.

We do not know if the Government of Swaziland has determined its strategy, and if so, what it is. One of the first steps for the Mission would be to determine the Government's view.

The contemplated Mission-sponsored Private Sector Workshop will be able to make more progress if the broad Economic Strategy were previously established .