



CTION: AID

INFO: AMB/DCM - 2

Info: PPD  
bb  
846  
0804

ZCZCMB0891  
R RUEHMB  
E RUEHC #8856 0980802  
NR UUUUU ZZH  
070801Z APR 88  
M SECSTATE WASHDC  
O RUEHSB/AMEMBASSY HARARE 6244  
INFO RUEHMB/AMEMBASSY MBABANE 3259  
T  
UNCLAS STATE 108856

LOC: 090  
07 APR 88  
CN: 10350  
CHRG: AID  
DIST: AID

DAC

O. 12356: N/A

SUBJECT: CONGRESSIONAL NOTIFICATION - SADCC TECHNICAL  
PORT GRANT - 690-0215

REF: STATE 093297

CONGRESSIONAL NOTIFICATION FOR DOLS 4,624,000 (DOLS  
500,000 FY 88 OBLIGATION) CLEARED THE CONGRESS WITHOUT  
DEFERMENT 4/2/88.

OBLIGATION CAN BE INCURRED UPON RECEIPT OF ALLOWANCE. WHITEHEAD

356

IN

UNCLASSIFIED

STATE 108856

| Date Rec'd:  |        |      |
|--------------|--------|------|
|              | Action | Info |
| DIR          |        |      |
| DD           |        | ✓    |
| PDF          |        | ✓    |
| FM           |        |      |
| HPN          |        |      |
| ADO          |        |      |
| EHR          | ✓      |      |
| RIA          |        |      |
| COM          |        |      |
| RMS          |        |      |
| CHRON        |        | ✓    |
| RF           |        | ✓    |
| Ready Date   | 4/14   |      |
| Action Taken | ran    |      |
| Initial/Date | JCJ    | 4/28 |
| File Loc.    |        |      |

JCJ  
4/28

20

RTC Technical Support Grant Amendment

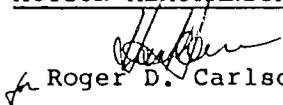
TABLE OF CONTENTS

| I.   | EXECUTIVE SUMMARY                        | Pages |
|------|--|-------|
|      | A. Summary Project Description . . . . . | 1     |
|      | B. Financial Plan . . . . .              | 3     |
|      | C. GOS Contributions . . . . .           | 3     |
|      | D. Conditions and Covenants . . . . .    | 4     |
|      | D. Other Donor Coordination . . . . .    | 4     |
|      | E. Implementation Plan . . . . .         | 4     |
|      | F. Procurement Plan . . . . .            | 5     |
| II.  | PROJECT DESCRIPTION . . . . .            | 7     |
| III. | TECHNICAL ANALYSIS . . . . .             | 13    |
| IV.  | ADMINISTRATIVE ANALYSIS . . . . .        | 21    |
| V.   | MONITORING PLAN . . . . .                | 25    |
| VI.  | EVALUATION PLAN . . . . .                | 27    |

ANNEXES

|    |   |         |
|----|---|---------|
| A. | Budget . . . . .  | 29a/b   |
|    | AID Payment Process . . . . .   | 30a/b/c |
| B. | Logical Framework . . . . .   | 31-37   |
| C. | Illustrative Equipment List . . . . .   | 38      |
| D. | Implementation Schedule . . . . .   | 39-40   |
| E. | RTC Staff Development Plan . . . . .  | 41-45   |
| F. | Projects and Studies . . . . .  | 46-48   |
| G. | Job Descriptions for AID-funded<br>Long-term Advisors . . . . .                                 | 49-53   |
| H. | Memorandum of Understanding and<br>Redelegation of Authority Cable<br>Harare 87 02739 . . . . . | 54-58   |
| I. | Grantee Application for Assistance . .  | 59-60   |
| J. | Congressional Notification clearance .  | 61      |

ACTION MEMORANDUM FOR THE DIRECTOR, USAID/ZIMBABWE

FROM:  Roger D. Carlson, Director, USAID/Swaziland

SUBJECT: (1) SADCC Technical Support Grant Project  
(690-0215): Project Paper and Authorization Amendments  
(2) Regional Manpower Development Sub-Project  
(690-0215.45): Grant Agreement Amendment

PROBLEMS: 1. Pursuant to Africa Bureau Delegation of Authority 551, as amended, your approval is requested to amend the Project Paper and Authorization Document for the SADCC Technical Support Grant Project to (a) authorize an increase in total Life of Project funding from \$4,300,000 to \$4,624,000, (b) extend the planned Life of Project by two years, from May 31, 1988 to May 31, 1990, and (c) provide for additional long- and short-term technical assistance to the Regional Training Council (RTC), training, studies, commodity procurement and other incidental expenditures.

2. Your approval is also requested to (a) authorize an amendment to the Regional Manpower Development Sub-Project Grant Agreement with the Government of Swaziland in order to increase the grant amount by \$1,500,000 for a new grant total of \$2,900,000 and (b) extend the PACD for this Sub-Project to May 31, 1990. The proposed Grant Agreement Amendment will be negotiated and executed by USAID/Swaziland.

BACKGROUND:

The SADCC Technical Support Grant Project was authorized on June 1, 1984 in the amount of \$4,300,000 to assist the Southern Africa Development Coordination Conference (SADCC) Secretariat and the Sector Coordinating Units located in four member states (Swaziland, Malawi, Lesotho and Botswana) in the conduct of their planning responsibilities within SADCC. The Project has four components and its objectives are to reduce external economic dependencies and build genuine regional coordination and cooperation. To date, only \$3,124,000 (ESF funds) have been obligated for the Project as a whole. Of the four components, only the Regional Manpower Development Component in Swaziland will extend beyond the original PACD and require additional funding.

The Regional Manpower Development Component provides support for the institutional development of the Regional Training Council (RTC) in Swaziland. In June 1984, AID obligated \$1,400,000 under a grant agreement with the Government of Swaziland (GOS) to support the Regional Training Council in coordinating SADCC manpower development programs. The original PACD was May 31, 1988. An Action Memorandum dated December 24, 1987 and signed by the Director, USAID/Zimbabwe, authorized the

extension of the Regional Manpower Development Sub-Project to December 31, 1989. PIL Number 16 dated January 5, 1988 officially extended the Sub-Project to December 31, 1989.

To date, the grant to the Government of Swaziland's RTC has funded short- and long-term technical assistance, a series of studies on manpower and education issues, and an inventory of regional training institutions. In addition, a Management Resources Unit (MRU) has been established and management training activities in trade and transportation have been conducted. The RTC has made significant progress during the past 18 months. In February 1987, the GOS established five RTC positions and in July appointed a Director.

Most of the objectives in the original Regional Manpower Development component have been achieved. However, the RTC is still not fully capable of planning and implementing its designated mandate. USAID has been asked by the Government of Swaziland to extend the life of the Sub-Project by two years and to provide additional funding of \$1,500,000 in order to complete the task of strengthening the RTC's institutional capability. This will allow the RTC to further develop its organizational and staff capacity in order to fulfill its mandate to be a manpower planning, coordinating and development resource unit to all SADCC sectors.

#### DISCUSSION:

The proposed amendment to the Sub-Project is designed to increase the RTC's capability to identify, collect, analyze and disseminate information on regional manpower needs in support of SADCC program priorities. Project activities include financing for: (a) three long-term advisors to the RTC who will assist in the training and development of RTC staff and develop management systems and manuals of procedures for project monitoring; (b) short-term technical assistance for consultancies and studies; (c) training for RTC staff development; (d) limited commodity procurement; and (e) limited support to workshops and conferences.

The Project Paper Amendment and its Annexes describe the activities to be undertaken and the feasibility of carrying them out under the RTC. In order to ensure that the activities are accomplished within the proposed life of project extension, the RTC will have host country contracting authority to expedite studies and short-term consultancies and contracting of the three long-term technical advisors (with the possible exception of the Senior Management Advisor). There will be provision for A.I.D. direct contracting for other designated studies and consultancies.

The GOS contribution has been increased by \$500,000 from \$157,000 to \$657,000.

The review of the Project Paper Amendment for the SADCC Technical Support Project's Regional Manpower Component was held January 28th in Swaziland. An Issues Memorandum (Attachment 4) was developed by the USAID/S Program and Project Development Office and served as the agenda for the final PP Amendment review. The review concluded that the PP Amendment is consistent with the goals and purpose of the SADCC Technical Support Grant Project. The review recommended authorization of the Project Paper Amendment after resolution, with the GOS, of four issues described below. USAID/S subsequently met with the RTC Director and staff and held discussions on these four issues.

The four issues and the resolutions reached with the GOS are as follows:

Issue No. 1: Agreement between GOS and USAID on the appropriate contracting mechanism(s) for implementing the PP Amendment.

Agreement Reached: The Long Term Technical Assistance, with the possible exception of the Senior Management Advisor, will be procured through host country contracting. Short term consultancies and studies will be contracted through a combination of host country and AID direct contracting mechanisms.

Issue No. 2: GOS commitment to and agreement on a plan for a transition to another donor of responsibility for support to MRU.

Agreement Reached: The RTC Director confirmed that the Federal Republic of Germany's assistance agency (FRG/GTZ) has expressed its willingness to fund the position of head of the MRU to be filled by a SADCC National. GTZ is currently providing the services of one technician who is already working with the AID funded MRU advisor in preparation of the phase over to another donor. Further, the RTC Director advised that a Memorandum of Understanding between GTZ and GOS, which outlines the above assistance in the context of a DM. 4.4 million project to support the MRU, is ready for signature.

Issue No. 3: Phase-over of the long-term Administrative Assistant position to the GOS.

Agreement Reached: The RTC agreed to the necessity to identify permanent RTC staff to counterpart the Administrative Assistant. Identification of staff to fill this function will be given priority in the

organizational development exercise scheduled early in the extended phase of the Sub-Project after May 1988.

Issue No. 4: Transfer of responsibility for funding Technical Experts Meetings unrelated to Grant.

Agreement Reached: The RTC accepted the limitation on funds for technical experts meetings placed under the subject proposed project extension. It also agreed to the proposed formula for phasing-over to the GOS, beginning in Year 2 of the PP Amendment Budget, costs for all technical experts meetings unrelated to grant activities. The RTC plans to identify other funding sources, including SADCC member states and other donors, for technical experts meetings unrelated to grant activities.

Other issues discussed and resolved during the January 28th review are summarized in Attachment 5.

A Congressional Notification was submitted to Congress and expired on April 2, 1988, as per State 108856 attached as Annex J to the Project Paper Amendment. Funding citations have been provided in State 114007.

As stated above, an Action Memorandum signed by the Director USAID/Harare on December 24, 1987 authorized the extension of the Regional Manpower Development Sub-Project (690-0215.45) to December 31, 1989. This Memorandum requests that both the SADCC Technical Support Grant Project and the Regional Manpower Development Sub-Project be extended to May 31, 1990.

Pursuant to Africa Bureau Delegation of Authority (DOA) 551, as revised, you, as Director of USAID/Zimbabwe, have been delegated authority to amend project authorizations in the Southern Africa Regional Program (SARP), unless the amendment (a) will result in total Life of Project funding of more than \$30 million, (b) presents significant policy issues or deviates from the original project purpose or (c) requires the issuance of waivers outside your authority. In addition you have authority to approve Life of Project (LOP) extensions unless the extension will result in a new total LOP of more than ten years. This amendment would not exceed the dollar or LOP limits or other restrictions contained in DOA 551. Finally, this amendment has received appropriate technical review as required by DOA 551.

RECOMMENDATIONS:

1. Pursuant to your authority under Africa Bureau DOA 551, as amended, it is recommended that you approve the attached SADCC Technical Support Project Paper and Authorization Document Amendments to authorize (a) an increase in the total life of Project funding from

\$4,300,000 to \$4,624,000, (b) an extension of the life of the project by two (2) years, from May 31, 1988 to May 31, 1990, and (c) the provision of additional long- and short-term technical assistance to the RTC, training, studies, commodity procurement and other incidental expenditures, by signing below and on the attached Project Authorization Amendment and amended Project Data Face sheet.

2. It is also recommended that you authorize an amendment to the Swaziland Regional Manpower Development Sub-Project Grant Agreement to (a) increase the amount of the Grant by \$1,500,00 for a new Grant total of \$2,900,000 and (b) extend the FACD of the Sub-Project to May 31, 1990. Per authority re delegated to USAID/Swaziland in Harare 002739 (Attachment 6), the proposed Grant Agreement Amendment will be negotiated and executed by USAID/Swaziland.

APPROVED: William R. Perkins

DISAPPROVED: \_\_\_\_\_

DATE: 26 April 1988

CLEARANCES:

|                          |                           |
|--------------------------|---------------------------|
| DKEENE, RLA <i>AK</i>    | DATE: <u>4/16/88</u>      |
| MKENYON, RCO             | DATE: <u>MKJ 20/4/88</u>  |
| JJOHNSON, PPD            | DATE: <u>JCA 4/18/88</u>  |
| RSOLLOWAY, FM            | DATE: <u>5/20 2/18/88</u> |
| HJOHNSON, A/HRGDO AND DD | DATE: <u>JR-King def</u>  |

Attachments:

- (1) Authorization Amendment
- (2) PP Amendment
- (3) Sub-Project Grant Agreement Amendment
- (4) Issues Agenda dated 1/26/88
- (5) Memorandum of Meeting dated 2/16/88
- (6) Harare 002739 (87)

PROJECT AUTHORIZATION AMENDMENT

|                               |                               |
|-------------------------------|-------------------------------|
| <u>Name of Country/Entity</u> | Southern Africa Regional      |
| <u>Name of Project</u>        | SADCC Technical Support Grant |
| <u>Number of Project</u>      | 690#0215                      |

1. Pursuant to Sections 531 and 104 of the Foreign Assistance Act of 1961, as amended, and Africa Bureau Delegation of Authority (DOA) 551, revised, the SADCC Technical Support Grant Project for the Southern Africa Region is hereby amended as follows:

(a) In paragraph 1, the amount of planned obligations is revised to read: "\$4,624,000 in grant funds over a four year period from the date of authorization . . ."

(b) In paragraph 1, the planned Life of Project is revised to read "six years from the date of initial obligation."

(c) Paragraph 4d is redesignated 4e and a new paragraph 4d is added as follows:

"(d) Condition precedent to disbursement

Prior to any disbursement or the issuance of any commitment documents under the Project Agreement with respect to funds to be obligated henceforth for the Swaziland component, the cooperating country, except as A.I.D. may otherwise agree in writing, shall furnish in form and substance satisfactory to A.I.D. evidence that four of the five Regional Training Council (RTC) positions have been filled."

(d) Paragraph 4e is amended by adding the following new subparagraph:

" (3) With respect to the Swaziland component, the Cooperating Country (Swaziland) should covenant that within one year from the date of signature of Sub\*Project Agreement Amendment Number 2, the Cooperating Country will furnish in form and substance satisfactory to A.I.D., evidence that the fifth RTC position has been filled."

2. The Authorization cited above remains in force except as hereby amended.

April 26 1988  
DATE

William B. Penick  
MISSION DIRECTOR  
USAID/ZIMBABWE

CLEARED BY:

RLA/DXeene DK 4/16/88

PROJECT PAPER AMENDMENT  
SOUTHERN AFRICA TECHNICAL SUPPORT PROJECT

(690-0215)

I. EXECUTIVE SUMMARY

A. Summary Project Description

The purpose of this amendment to the Southern Africa SADCC Technical Support Grant Project (690-0215) is to extend the project and provide additional funds under the Regional Manpower Development (Swaziland) project component (690-0215.45) to assist the Regional Training Council (RTC). By extending the project component for two years (through May 31, 1990) and providing an additional \$1.5 million in funding, the project amendment will assist the RTC to develop its institutional capability and thus become more responsive to manpower development needs of the SADCC countries.

The project amendment provides funds for long- and short-term technical assistance to the RTC, in-country and regional and overseas training, studies, attendance at meetings, procurement of equipment and commodities and operational support costs.

Background and Experience to Date:

The Southern Africa SADCC Technical Support Grant Project was authorized June 1, 1984 in the amount of \$4,300,000. The project goal as defined in the PP is to "support of one of SADCC's founding development objectives: mobilization of domestic and regional resources to carry out national, interstate and regional policies to reduce dependence and build genuine regional coordination and cooperation". The project purpose is to strengthen member states and the SADCC Secretariat's development planning and programming capability for undertaking regional activities.

The Regional Manpower Development component is one of four SADCC activities funded under the Technical Support Grant Project. The remaining three project components will be completed prior to completion of the Regional Manpower Development component, as extended. These are summarized below:

(a) Regional Fisheries Development (Malawi)

AID entered into an agreement with the Government of Malawi in July 1984 to provide up to \$974,000 with an initial increment of \$420,000. The purpose of the grant was to assist the newly established Regional Fisheries Development Unit in establishing a Regional

Fisheries data bank, identifying regional training capabilities in preparation for establishing a Regional Fisheries Training Center and carrying out research activities. The grant provided Long-Term Technical Assistance to the unit, data processing equipment, studies to identify training and research priorities and a series of workshops, seminars and SADCC technical meetings.

(b) The Soil and Water Conservation and Land Utilization Unit (Lesotho).

AID entered into Agreement with the Government of Lesotho to provide up to \$596,000 in support of the unit. The grant was to assist the unit in developing policies and practices on conservation and environmental issues for SADCC member countries. A series of studies, seminars and SADCC technical meetings were planned, however, not all of the funds were provided.

(c) SADCC Secretariat (Botswana)

In 1984, AID negotiated with the SADCC Secretariat, Botswana to provide up to \$1.0 million over a 3 year period. However, the Grant Agreement signed with the Secretariat in 1987 was for \$750,000. The purpose of the grant was to assist the SADCC Secretariat respond to requests from the SADCC Council of Ministers and standing committees. The funds enabled the Secretariat to undertake and to develop trade policies for inter-regional cooperation.

In 1981 the Government of Swaziland was given responsibility for the manpower sector of the SADCC program and established the Regional Training Council. The RTC was placed in the Department of Economic Planning and Statistics (DEPS) of the GOS. Following the approval of the PP, AID entered into a grant agreement in June 1984 with the Government of Swaziland (GOS) in the amount of \$1.4 million to support the RTC in achieving its stated objectives outlined in the PP. To date the AID grant to the RTC has funded short- and long-term technical assistance, operations costs, costs of meetings and conferences, a series of studies and the completion of a training inventory. Three sequential work plans have been developed and RTC has made significant progress during the last 18 months. In February 1987 the GOS established five RTC positions and has since appointed a Director as well as three of the remaining four staff positions.

Project Amendment Description and Proposed Activity:

AID has been requested by the GOS to provide additional funding to strengthen RTC's institutional capability to better respond to SADCC countries' manpower needs. The amendment to the Manpower Development Component will provide (1) up to three long-term technical advisors to the RTC for a period of up to two years as follows: One Senior Management Advisor who will assist the RTC Director in formulating plans and managing the work of RTC; one Administrative Advisor who will work directly with the Administrative Coordinator in the Office of Administration and one Administrative Assistant; (2) short term technical assistance/consultancies and studies; (3) training for RTC staff development; (4) operational support to RTC ; (5) limited commodity and vehicle procurement; and (6) some support for meetings.

B. Financial Plan

This amendment in the amount of \$1.5 million will increase AID's Life of Project Funding (LOP) assistance to the Technical Support Project to \$4,624,000. The additional \$1.5 million is provided to the Regional Manpower Development (Swaziland) component to assist the Regional Training Council. The increment will increase the existing Regional Manpower Development grant from \$1,400,000 to \$2,900,000. The \$1.5 million under the Amendment consists of the following major budget elements: Long term technical assistance (\$120,000); Short-term technical assistance/consultancies and studies (\$655,000); Staff development/training (\$70,000); Commodities/equipment and supplies (\$180,000); Project/operational support costs (\$325,000); and Inflation and contingency (\$150,000). A complete budget is provided in Annex B.

The local costs to be funded under this amendment are estimated at \$ 500,000.

GOS Contribution:

In the Project Paper authorized May 1984, the 25% host country contribution requirement under FAA Section 110 was determined to be inapplicable because the Southern Africa Technical Support Project was (and is) a regional activity. However, the GOS and SADCC member states contribution under this amendment is estimated to be equivalent to \$500,000, or 25% of total costs. Most of this consists of in-kind costs (staff salaries, office space, housing, etc.). However, a portion of this amount (approximately \$45,000) represents direct costs of commodities, supplies and equipment service contracts.

### C. Conditions and Covenants

There is one Condition Precedent to disbursement for implementation of the Project Amendment: Prior to disbursement of funds obligated under this Project Paper Amendment/Grant, except as A.I.D. may otherwise agree in writing, the Cooperating Country Grantee shall furnish in form and substance satisfactory to A.I.D. evidence that four of the RTC positions have been filled.

One Covenant is considered necessary during implementation of the Project Amendment: The Cooperating Country (Swaziland) should within a reasonable time of signature of the Project Agreement Amendment, furnish in form and substance to A.I.D. evidence that the fifth RTC position has been filled.

### D. Other Donor Coordination

During the period of this amendment, the European Economic Community (EEC) and the assistance agency of the Federal Republic of Germany (GTZ) will provide long term technical assistance to the RTC. EEC support to RTC has been on-going since early 1985 in the form of technical assistance. The EEC is providing a Program Advisor to work directly with the RTC's Office of Program. In addition, EEC has agreed to provide two Manpower Program Specialists. A GTZ-funded advisor was appointed to work in the RTC's Management Resource Unit (MRU) shortly after that unit was created in 1986. This assistance will continue for the next two years. The strengthening of the institutional capability of the RTC under this amendment will complement the activities of both donors. AID funded technical advisors will work in concert with EEC and GTZ technical advisors in achieving manpower goals. In addition training and other activities funded under this amendment will include donors' representatives. It is expected that other donor assistance to RTC will continue after the end of AID's assistance.

### E. Implementation Plan

The existing Bilateral Grant Agreement between the GOS and AID will be amended to incorporate the \$1.5 million in funding provided under this PP Amendment. USAID/Swaziland will have primary implementation authority as per the revised DOA and Memorandum of Understanding between USAID/Swaziland and USAID/Zimbabwe (Annex II). The RTC, with the technical assistance provided under this amendment, will be able to carry out most of the activities with a minimum of supervision from USAID/Swaziland. USAID/S management oversight will be provided as part of the amendment and evaluations are planned

A detailed Implementation Plan is provided in Annex D.

## F. Procurement Plan

Procurement of technical services and a limited amount of commodities will be required under this amendment. A combination of contracting modes will be followed to allow the RTC and AID flexibility in responding to project needs. The RTC will retain primary responsibility in the areas of Long-Term Technical Assistance (3 long-term advisors for 24 person-months each). Short-term technical assistance (approximately 44 person months), supplies (one multi-passenger vehicle, data processing equipment, and other ancillary supplies), short-term participant training (18 person months total) and some project logistical support for the operation of the RTC, including consumable and non-consumable office equipment and supplies will be provided under the Grant. Procurements by RTC will follow the guidance and requirements for host country contracting laid out in AID Handbook 11. The cognizant project officer will be the individual to coordinate RTC host country contracting and guidance will be available from the Regional Contracting Officer.

USAID/Mbabane will assume procurement responsibilities in only those specific instances where it is considered by both the GOS and the Mission to be appropriate and in the best interests of project implementation to do so. In some instances (e.g. IQC delivery orders) the procurements will be accomplished through AID/W, SER/OP. The Mission will issue PIO/Ts for USAID/Mbabane and AID/W procurements. All Mission direct contracting will be handled by the Regional Contracting Officer, and Mission Management/Evaluation Audits will be handled as direct AID contracts.

### Waivers

There is no requirement for a waiver under this amendment.

#### (a) Vehicle

The one passenger vehicle and parts are within the scope of the right hand drive/light weight worldwide blanket source/origin motor vehicle waiver approved by the AID Administrator (State 8709502). It is expected that this existing world-wide source/origin waiver will be renewed upon its current expiration date.

(b) Commodities

The commodities to be procured excluding the vehicle total \$65,000. It is expected that purchases of the commodities will meet the requirements of HB1, B, Chapter 18.A.4.b for off-shelf procurement, and as such do not require a source/origin waiver.

Initial Environmental Examination

In compliance with FAA 118 this amendment does not alter the basis for the IEE categorical exclusion contained in the original PP.

II. PROJECT DESCRIPTION

The goal of the original SADCC Technical Support Grant was "support of one of SADCC's founding development objectives: mobilization of domestic and regional resources to carry out national, interstate, and regional policies to reduce dependence and build genuine regional coordination."

The sub-goal of the project extension for the RTC is to develop regional self-reliance in the supply of **appropriately trained personnel to serve SADCC human resource needs.** Goal achievement will be indicated by evidence that existing institutions in the SADCC region are producing a sufficient number of appropriately trained persons for SADCC programs.

Project Amendment Purpose

The purpose of the AID Technical Support Grant for the RTC component was to strengthen its development planning and programming capability for undertaking regional activities. Consistent with this purpose, the RTC grant amendment proposes to **develop the RTC's institutional capacity to identify, support, and coordinate manpower development programs of regional impact and benefit.**

By the end of the project amendment, the following accomplishments (EOPS) are expected:

1. The RTC is playing a regionally recognized coordinating role in the manpower and training elements of all SADCC sectoral projects.
2. The RTC has a demonstrated capacity to organize and manage the collection, analysis, and dissemination of useful information on regional manpower needs and training resources.

3. The RTC is identifying, documenting, and mobilizing financial support for manpower projects and programs of regional significance.
4. The RTC is attracting and effectively managing donor resources, both technical and financial, for current and planned SADCC manpower activities.
5. The RTC is documenting (in its planning outputs) and articulating (in regional meetings) its SADCC coordinating, information management, and manpower program roles.
6. The RTC has effective working relationships and regular communication with national and sectoral manpower contact points in the SADCC member states.

#### Purpose-Goal Linkage

The long-term goal of regional self-reliance in the supply of appropriately trained personnel requires well-conceived and implemented manpower development programs. Developing these programs is a mandate assigned to the RTC by SADCC. Therefore, the project purpose to improve the RTC's capacity to identify, support, and coordinate manpower development programs of regional impact and benefit is directly related to goal achievement.

The major elements of that institutional capacity, as reflected in the EOPS, are a greater role in the manpower development aspects of SADCC programs and the development of organizational and staff competence to develop manpower strategies, plan programs accordingly, attract resources, and manage those resources to achieve program objectives. Managerial leadership is the key factor in assuring the success of the RTC. The roles played by contracted technical assistance personnel and donor agency advisors are not a valid substitute for permanent staffing and institutional identity.

#### Project Amendment Outputs

1. A functioning GOS-funded full-time RTC staff complement of at least four persons.
2. Adequate RTC internal administrative control and project monitoring procedures.
3. Clear reporting relationships and division of responsibilities among RTC staff and its project units.
4. The RTC and its units established in one separate office.

5. A prototype study of manpower supply and demand for selected categories of skills in three priority sectors (trade, transport, and agriculture) leading to the development of a permanent manpower database.
6. The inventory of training institutions updated regularly and published.
7. Newsletters and brochures regularly published by the RTC .
8. Annually updated 3-year strategic and annual workplans for the RTC program in support of the SADDCC manpower strategy.
9. An RTC organization and staffing plan for the two or three year post-grant period that defines anticipated staffing needs and roles and includes a resource plan to finance staff determined necessary to meet program objectives.
10. Meetings, seminars and workshops organized and conducted including training resource inventory discussions, technical experts meeting to review studies and projects, and networking meetings to disseminate manpower information.
11. Studies performed in the areas of manpower planning.
12. Management training activities completed in marketing and interregional trade and in port, rail, and road transportation.

#### Output-Purpose Linkage

The requirements of effective RTC performance include good planning, good programming, and good implementation. For the RTC, the key strategic planning document is the 5-year SADDCC manpower strategy that identifies manpower issues of regional concern and sets broad goals and priorities for regional attention.

Virtually everything that the RTC does within that strategic mandate relates to the project purpose of improved institutional capacity. The outputs serve that purpose in several ways:

- o a focus on staff development through the use of long-term advisors, short-term consultancies in management and organizational development, and staff development activities;
- o a focus on RTC capacity to plan -- that is to define its role, organize to play that role, set program objectives, and manage resources to achieve them;

- o a focus on selected project support to build RTC capacity to identify and perform studies and manage information that supports its mandate and gives it opportunity to expand its role in priority SADCC sectors;

In the two year planned life of the grant extension, the RTC will not achieve self-sufficiency, particularly in technical and program support requirements. At the same time, it is reasonable to expect the continued availability of international donor resources to support technical and program requirements. Indeed, a more visible and capable RTC organization is likely to attract expanded resources in view of its very important SADCC role.

The intent of AID assistance is to reach the point where an adequately staffed RTC can plan its program, attract program resources and manage these resources effectively. An element of this capacity is that the RTC understand its future staffing and organizational needs and have a plan to meet them. This plan will of necessity include expanded GOS resources and may include additional donor resources for future institutional development.

The planned outputs of the grant extension, therefore, are directed toward enabling the RTC to meet institutional performance requirements previously affirmed at the July, 1986 RTC Manpower Symposium. These include

- o adequate full time RTC staff to perform the ongoing administrative, financial management, and technical duties of the RTC Secretariat;
- o flexible administrative arrangements that permit experimentation with new approaches to manpower problem solving and regional coordination;
- o the ability to mobilize and fund temporary task groups of local and external contracted personnel to address specific manpower problems and opportunities;
- o access to resources that provide a reasonable degree of financial autonomy without cumbersome bureaucratic controls and audit requirements;
- o dedicated RTC office space to house staff, files, and equipment and provide a sense of identity;
- o ongoing links with international donor partners, including appropriate information sharing; and
- o arrangements that ensure phased transition of RTC financial and staff responsibility to the GOS (or regional support mechanisms) and away from

dependence on bilateral donor support.

Project Amendment Inputs

Project inputs are directed toward institutional support and to the performance of selected studies and training activities in priority sectors. Categories and amounts include:

USAID

1. **Projects and Studies**

|                                   |            |
|-----------------------------------|------------|
| Prototype manpower database       | \$ 195,000 |
| Manpower planning                 | 95,000     |
| Trade and marketing mgt. training | 135,000    |
| Transportation mgt. training      | 90,000     |
| Other                             | 95,000     |
| Total T.A. and Training           | \$ 610,000 |

2. **L.T. Technical Assistance**

|   |         |
|---|---------|
| Senior Advisor (funded from original grant)   |         |
| Admin. Assistant (funded from original grant) |         |
| Administrative Advisor                        | 120,000 |

3. **Training Resource Inventory**

|                      |           |
|----------------------|-----------|
| Meetings             | \$ 30,000 |
| Updates/Publication  | 55,000    |
| Technical Assistance | 45,000    |
| Total Inventory      | 130,000   |

4. **Staff Development**

|                           |           |
|---------------------------|-----------|
| Training                  | \$ 40,000 |
| T.A. (Mgt. and Org. Dev.) | 30,000    |
| Total Staff Development   | 70,000    |

5. **RTC Operating Costs**

|                          |          |
|--------------------------|----------|
| Rent Support             | \$25,000 |
| Communications           | 15,000   |
| RTC Missions             | 25,000   |
| Conference Staff Support | 20,000   |
| Office Supplies          | 15,000   |
| Total Operating Costs    | 100,000  |

|                                 |           |                     |
|---------------------------------|-----------|---------------------|
| 6. Technical Experts Meetings   |           | 60,000              |
| 7. Newsletters/Brochures        |           | 20,000              |
| 8. Commodities                  |           |                     |
| Data processing equipment       | \$ 31,000 |                     |
| Office equipment and furniture  | 34,000    |                     |
| Vehicle                         | 25,000    |                     |
| Total Commodities               |           | 90,000              |
| 9. Mission Management           |           | 85,000              |
| 10. Financial Monitoring        |           | 15,000              |
| 11. Evaluations (2)             |           | 50,000              |
| 12. Inflation and Contingencies |           | 150,000             |
| Total AID Project Budget        |           | <u>\$ 1,500,000</u> |

Government of Swaziland

|                                   |        |           |
|-----------------------------------|--------|-----------|
| 1. RTC Meetings *                 |        | \$ 15,000 |
| 2. Technical Experts Meetings     |        | 30,000    |
| 3. RTC Operations                 |        |           |
| Conference Staff Support          | 40,000 |           |
| RTC Missions                      | 20,000 |           |
| Communications                    | 40,000 |           |
| Office Supplies                   | 10,000 |           |
| Equipment service contracts       | 10,000 |           |
| Travel                            | 10,000 |           |
| Vehicle operations/maintenance*** | 10,000 |           |
| Total RTC Operations              |        | 140,000   |
| 4. Commodities                    |        | 25,000    |
| 5. Salaries ***                   |        | 120,000   |
| 6. Housing for Advisors ***       |        | 25,000    |

|  |                         |
|--|-------------------------|
| <b>7. Inflation and Contingencies</b>    | 50,000                  |
|  | <hr/>                   |
| <b>Total GOS Project Budget</b>          | <b>\$ 405,000</b>       |
| <b>*SADCC member states contribution</b> | <b>\$ <u>95,000</u></b> |
| <b>***In-kind contribution</b>           | <b>\$ 500,000</b>       |

Input-Output Analysis

The focus of budget assistance is two-fold: direct institutional support to the RTC, primarily through the funding of the Sr. Management Advisor and Administrative Advisor, and program support. Direct AID support for meetings and operations is substantially reduced from the original grant budget and will be larger in the first than in the second year of the extension.

A comparison of the budget categories and funding percentage for each in the original grant and the proposed extension is as follows:

|                               | <u>Orig. Grant</u> * | <u>Extension</u> |
|-------------------------------|----------------------|------------------|
| <b>Meetings</b>               | 25 %                 | 4 %              |
| <b>Inventory</b>              | 6                    | 9                |
| <b>Operations</b>             | 15                   | 6                |
| <b>T.A. and Staff Support</b> | 40                   | 49               |
| <b>Commodities</b>            | 5                    | 6                |
| <b>Other **</b>               | --                   | 16               |
| <b>Infl. and Cont.</b>        | 9                    | 10               |

\* includes RTC portion only (\$1.4 million). Actual disbursements varied considerably from plan due to the slow development of the RTC and high level of dependence on technical assistance.

\*\* includes mission management, financial monitoring, evaluation, RTC staff development, and newsletter/brochure publication costs, none of which were budgeted in original grant.

A similar look at the trend of the GOS project budget indicates a total contribution of \$185,000 to meetings and operations in the extension (46 % of the total GOS budget) versus \$15,000 in the original grant (10 %). The total GOS budget of \$ 405,000 is more than double the GOS budget for the original grant.

The focus of the inputs and their use is on the transfer of responsibility for management of program, technical, and organizational resources to the RTC. AID inputs, more than those of other donors, are directed toward this objective. However, it is expected that the impact of AID resources used for institutional development will be an enhanced RTC capacity to manage all resources available to it from whatever source.

### III. TECHNICAL ANALYSIS

#### RTC Background

The lack of skilled human resources is a major constraint to the implementation of both national and regional development programs in the SADCC region. From its beginnings in 1980, SADCC has affirmed that training should be an integral part of all major projects in all program sectors. This recognition led to the designation of a manpower sector and its assignment to the Government of Swaziland. Accordingly, the GOS created the Regional Training Council (RTC) in 1981 to identify, support, and coordinate manpower development programs of regional impact, an agenda that is at the core of the SADCC agenda.

While each of the SADCC sectors is authorized to develop training programs tailored to meet its own project needs, these programs are to be planned and implemented in coordination with the RTC. In addition, the RTC manages its own portfolio of projects and studies that address cross-sectoral needs. A major emphasis has been placed on the development of regional information resources for manpower planning. National manpower data within SADCC member countries is of uneven quality and what has been compiled in the past is keyed to national rather than regional circumstances. Thus it has been difficult to integrate information from SADCC member countries into a meaningful regional human resource development program.

Consistent with these needs, the SADCC manpower sector strategy addresses three goals:

1. provide or train the skilled manpower needed by other sectors;
2. offer training in fields where economies of scale suggest regional initiatives rather than the pursuit of individual country initiatives; and
3. reduce member states' dependence on foreign training facilities by strengthening local institutions so that they serve regional training needs.

The RTC was placed in the Department of Economic Planning and Statistics (DEPS) located in the Office of the Prime Minister of the Government of Swaziland. Its operations are served by a Secretariat consisting of DEPS staff augmented by donor-funded technical assistance personnel. For most of its history, however, the RTC has suffered from the lack of permanent DEPS staff. As a result it has depended on the performance of donor-funded technical assistance personnel who have substituted for rather than developed RTC legitimacy and capacity as an institution. Lacking adequate implementation capacity through most of its history, RTC performance fell behind SADCC and donor expectations, including those projected in the AID Technical Support Grant. It was unable to convert SADCC manpower strategies into a coherent and effective action program. Nonetheless, the RTC has managed some significant individual projects including an inventory of regional training resources, pilot projects in management development, a series of sectoral training needs studies, and a scholarships and awards program.

At the mid-1986 SADCC Manpower Symposium, the RTC was given the challenge to develop the organizational and staff capacity to fulfill its mandate. Specific requirements were identified as

- o the capacity to set goals, identify problems, and acquire and apply the skills needed to solve them;
- o adequate core staff to perform the ongoing administrative, financial, management, and technical duties of the Secretariat; and
- o maintenance of ongoing links with international donor partners.

The RTC and its donors also affirmed that technical and financial inputs to enhance RTC functional performance are only part of the development process. Equally important are changes in attitude and capacity to assure a sustained and effective RTC contribution to regional manpower and development.

In the 18 months since the Manpower Symposium, several key developments have improved prospects for RTC institutional development. At the Symposium, the Government of Swaziland made the commitment to appoint a full-time Swazi Director and staff for the RTC. In February, 1987, the Government established five positions and, several months later, named a Director at the undersecretary level. Subsequently, a typist was added and scopes of work developed for three mid-range positions. Recruitment is underway to fill these positions.

### The AID Technical Support Grant

In June, 1984, AID entered into a grant agreement with the Government of Swaziland in the amount of \$1.4 million with the goal of supporting "mobilization of domestic and regional resources to carry out national, interstate, and regional policies to reduce dependence and build genuine regional coordination." The project purpose was to strengthen member states' development planning and programming capability to undertake regional activities. The project supported the SADCC Secretariat as well as three sectoral programs, including manpower. By the end of the project, expected accomplishments relevant to the RTC were

- o strengthened capabilities for project planning, design, implementation, and evaluation;
- o mobilization of other donor support and demonstrated donor cooperation in resource allocations for sectoral activities;
- o implementation of "first generation" activities;
- o establishment of priorities and a process of planning for second and third generation activities; and
- o effective functioning by sectoral subcommittees as regional coordinators of research and development activities.

The project rationale argued that "SADCC's potential to influence the direction of long-term economic development argues forcibly for the U.S. to establish a close working relationship and support it. By providing technical assistance, AID can potentially influence policy directions with regional application and national implications in (selected sectors)."

For the RTC, the AID grant funded short-term technical services, administrative support, RTC technical experts meetings, manpower studies, and office equipment. Plans to fund long term manpower planning and administrative staff were not implemented as intended. A recent Project Implementation Letter (PIL) authorizes the RTC to recruit persons to fill these positions and the project has been given a no cost extension to facilitate their addition under 2-year contracts.

As reflected in RTC reports and work plans, major activities made possible with AID support and their current status include the following:

## Training Resources Inventory

In 1986, the RTC signed a contract with the Social Science Research Unit of the University of Swaziland to conduct an inventory of regional training facilities. This contract was a key input to the SADCC objective of effectively using existing training resources in the region and increasing the cost effectiveness of member country training expenditures. The inventory will meet needs of both public and private sector sponsoring agencies who require information to be able to match trainees to SADCC programs. It supports the ability to make valid comparisons between institutions and programs both in and out of the region. And it will assist the donor community in channeling financial assistance to appropriate regional training institutions.

In August, 1987, the initial draft training inventory was released by the SSRU. A meeting planned for February, 1988 will review this document and further discuss the training policies and status of member countries with the intent of planning programs of student exchange. It is planned to update the inventory periodically in the future.

There is an important continuing role for AID to play in the dissemination of training resources information and in the development of systems for regular updating of the inventory itself in order to realize full benefit from this major RTC initiative.

## Manpower Studies

Largely with AID funding, the RTC has conducted various studies of manpower need and development in sectors identified as priorities. These data have been used to develop projects and other activities. Priority areas for manpower development projects as affirmed by the SADCC manpower ministers meeting in 1987 include:

- o strengthening the region's manpower data base;
- o the regional scholarship and awards program;
- o assessment of training needs in other SADCC sectors;
- o vocational training and the training of trainers;
- o foundation training in scientific, technical, and mathematical subjects; and
- o language training.

A total of 16 current projects are listed in the current RTC sector review prepared for the SADCC Annual Conference in Arusha, Tanzania, January 1988. Funding has been secured for nine of these projects which are in some stage of completion. Funding is under negotiation with specified donors for two projects. Funding is being sought for the others.

### The Management Resource Unit (MRU)

In September, 1986, the SADCC manpower ministers ratified the concept of a Manpower Development Resource Center (MADREC). MADREC was to be linked to the RTC with the mandate to support regional education and training institutions associated with specific sectors of human resource development. Management and public administration training were cited as the initial project focus.

Based on this authorization, the RTC created the MRU to plan and implement selected management development activities in the SADCC region. In response to an RTC request, AID agreed to release available funds from the Technical Support Grant to support pilot MRU activities and fund a contracted MRU director. Subsequently, the German Government (GTZ) entered into a Memorandum of Understanding with the RTC to support specific management training activities keyed to workplace needs.

The MRU's March, 1987 Workplan argues that support for management training should be "combined with support for the improved administrative and financial management of these institutes so that they can operate with a greater degree of autonomy and business acumen." MRU success is defined in terms of its "development as a service organization to provide regionally-generated financial support for training, research, and consultancy activities."

The MRU's plan of action was to work with selected management training institutes to plan, develop, implement, and assess pilot management training activities in the priority areas of trade, transportation, and agriculture. The pilot activities were to lead to strategies for developing the management capacity of regional training institutions. To date, two of the pilots have been initiated (trade and transport). The MRU is seeking funding for a third pilot activity in agriculture.

Meanwhile, negotiations continue with GTZ with funding expected soon for a project to assist management training institutes in the region to orient their programs more closely to workplace requirements. To foster this orientation, the project amendment will support development of the expertise of training institutions staff members in the fields of consulting and applied research. GTZ funding will support one, and perhaps two, contracted technical experts.

The planned GTZ support complements the AID-funded development of the MRU over the last year. It is appropriate that AID now concentrate its attention on the development of the RTC itself, phasing out direct staff support to the MRU. It is appropriate, however, to continue funding selected management training initiatives under the MRU umbrella. Moreover, by strengthening RTC management capacity, AID will, in fact, be supporting MRU direction from the more appropriate point of RTC senior management.

## Meetings

The Technical Support Grant has funded a variety of sector committee meetings and technical meetings considered by SADCC and the RTC as a critical "engine" of SADCC development. These meetings are a major point of coordination between the RTC and the other SADCC sectors that it is intended to support. Certain meetings also provide a venue for donor coordination. Technical meetings provide the opportunity to make specialized expertise available to the RTC on matters of priority concern. Meetings of this sort are of particular importance for a service unit such as the RTC.

The RTC has and expects to continue to convene five types of meetings:

**RTC Meetings:** held twice per year to discuss strategic manpower issues and RTC links to other SADCC sectors. Participants include manpower contact persons from each SADCC member state plus additional officials as required. The timing of RTC meetings is determined by the scheduling of the Council of Ministers meeting each July and by the Secretariat's deadline for papers to be presented to the SADCC Annual Conference.

**SADCC Manpower Symposium:** held annually to discuss current issues and RTC progress with donor partners. A major focus of the July, 1988 Symposium will be follow-up activities to the MRU pilot projects funded by AID.

**Manpower Ministers Meetings:** held annually in September to review RTC activities and both old and new projects. This meeting is a major forum for the discussion of regional manpower policy issues.

**Training Inventory Meetings:** planned annually to discuss the training inventory, assure its coverage, and plan student exchanges. Future agendas will include plans for regular inventory updates and broadened distribution and use of its information.

**Technical Experts Meetings:** held on an ad hoc basis to discuss the results of specific activities, technical studies, and consultant reports. Recommendations are then passed on to the the RTC for further consideration and action.

AID support for meetings is an important factor in assuring good participation from member states whose limited foreign exchange reserves makes it difficult to finance international travel. The RTC will continue to host about seven meetings per year, requiring continuation of AID assistance at a declining level. SADCC member states presently pay for their representatives' attendance at RTC meetings. It is anticipated that the cost of Technical Experts Meetings unrelated to the grant will be funded by other donors. Costs associated with other meetings should be incorporated into the GOS recurrent budget or picked up by other donors.

### **Organizational and Management Assessments**

The mid-term Technical Support Grant evaluation (1986) cited a number of constraints to effective sectoral unit performance that were very relevant to the RTC. Among these were the paucity of financial and human resources in the host government, the relatively low priority of SADCC in the host government, and difficulties in AID management due to a split of responsibility between the AID regional office in Harare and the host country mission. Among its responses to these findings, AID has supported technical services related to the internal management and organization of the RTC itself.

The recommendations of these management-related consultations have been embraced in principle by the RTC and form the underpinning of the administrative arrangements proposed for the grant extension. As the new RTC staff assumes greater responsibility for the management of RTC activities, additional short-term technical assistance in areas of management and organizational development may be required as a staff development input.

### **Future Opportunities**

A clear lesson of development experience is that institutional development is a slow and often painful process. While early RTC progress was disappointing, events of the last 18 months give promise of an acceleration in the growth of RTC institutional capacity. AID has an opportunity to support this development through extension of support to the RTC as the new director and staff take hold of the RTC mandate.

The responsibilities of the RTC as a service unit within SADCC remain highly important for all the SADCC priority sectors. These responsibilities include

- o establishment of effective working relationships with SADCC sectoral units and RTC manpower contact points in member states;
- o development and refinement of mechanisms for prioritizing regional manpower needs;
- o development of strategies and programs to fill gaps in the skills needed for SADCC projects through matching existing or new training resources to training needs; and
- o developing and administering financial, human, and information resources for SADCC manpower development.

It is critical for the RTC to develop its organizational and staff capacity to fulfill this mandate while assuring needed donor financial support and technical assistance to address its programmatic agenda. But donor support to RTC technical performance, to program units such as the MRU, or to projects managed by the RTC should not replace institutional support to the RTC itself which is the responsible agency to provide management direction and oversight to these programs and activities. There is an important role for AID to play in providing this institutional support at the same time other donors are showing interest in supporting the program activities of the RTC and MRU.

The objective of this institutional support should be to

1. help the RTC better understand and articulate its SADCC role;
2. transfer to the RTC the capacity to organize and staff itself to carry out that role; and
3. build RTC capacity to identify and perform studies, including effective management of donor resources required for their implementation.

To serve these objectives, AID assistance should be keyed to supporting the development of RTC staff and the RTC organization while also continuing to support selected manpower studies and projects that provide the tools for the RTC to establish its role in priority SADCC program sectors. These supported technical activities should be characterized by direct RTC management, even if technical assistance is required for their implementation and technical direction.

The focus of AID assistance under a grant extension should be on transferring management capabilities and responsibilities to the RTC staff. To serve this intent, assistance to the RTC should be flexible in terms both of program and financial reporting requirements. Program flexibility suggests that some of the funding targeted for studies and projects should not be earmarked in advance for particular activities so that the RTC will have available resources to use in responding to the needs of programs originating in other SADC sectors consistent with the strategic priorities defined by the RTC for itself. Thus, from a reporting standpoint, while the RTC needs and must be able to develop strategies and plans for the use of its staff and other resources, it should not be required to identify and thus constrain the specific nature of its technical activities for more than one quarter at a time.

At the same time, AID should not burden the RTC's fragile administrative structure with unreasonable financial reporting requirements. As suggested by the mid-term evaluation, quarterly reports against the work plan should be accepted as sufficient. Controlling numbers should be limited to major categories of expenditure rather than line items. Project support should help the RTC develop financial monitoring procedures adequate for appropriate accountability to donors.

While the focus of this project amendment is on the institutional development of the RTC, AID will continue to play an active role in MRU activities. The project will fund at least two follow-on management development activities to the original pilot programs held in the areas of trade and transport. Also, the senior management advisor position funded by the amendment will likely be occupied by the individual now occupying the MRU Director position - funded by AID. This individual is likely to hold both positions for several months until a SADC national is named as MRU Director (to be funded by GTZ). Moreover, the senior management advisor, as advisor to the Director, will actively assist in overseeing all RTC programs, including the MRU.

There are two major reasons for AID's continued interest in the MRU: 1. It has been the most visible and successful of the RTC's activities. Its continued success will help establish the credibility of the RTC; 2. The MRU activities fill a major gap in the manpower needs in AID's and SADC's three priority areas of interest, i.e., the need for effective management in the areas of transport, trade and agricultural productivity.

#### IV. ADMINISTRATIVE ANALYSIS

##### RTC Structure and Staffing

It is a shared objective of SADC, the RTC, and its donor partners that high priority should be given to strengthening RTC organizational and staff capacity to effectively address its

programmatic mandate. Key elements of this capacity include core staff provided by the Government of Swaziland, appropriate division of responsibilities among permanent and technical assistance staff, and effective RTC management and coordination of donor inputs, both technical and financial.

In 1987, the RTC affirmed an organizational framework for the Secretariat with a functional division of responsibilities into **Program** and **Administrative** offices, each managed by a GOS-funded coordinator reporting to the RTC director. The Program Office oversees traditional studies and scholarships activities as well as training support projects such as the MRU. The administrative office is responsible for RTC meeting coordination, consultant support, financial management, contract and grant management, and other operational tasks.

This concept remains valid though not yet fully implemented. It thus is very important that the additional GOS-funded positions be filled and that two of these new staff be assigned specifically to the roles of Program Coordinator and Administrative Coordinator. The third new hire should be a subordinate staff member on either the program or administrative side.

**All technical assistance personnel should then be linked as advisors to specific core staff of the RTC Secretariat.** Advisors' responsibilities in every case should include the provision of on-the-job training to their RTC staff counterparts, whatever donor projects the advisors may be supporting. Advisors should be facilitators and trainers, not substitutes for line positions now being filled by the GOS and essential for long-term RTC credibility.

Based on these considerations, previous RTC determinations, and expected donor funding, the following staffing structure emerges (core RTC positions are in bold).

**RTC Chairman** \* (P. S. Dept. Econ. Planning and Statistics)

Office of the Director

- **RTC Director** \* (GOS-funded)
- Sr. Management Advisor (AID-funded)

Office of Program

- **Program Coordinator** \*\* (GOS-funded)
- **Program Assistant** \*\* (GOS-funded)
- Manpower Advisor(s) (EEC-funded)
- MRU Advisor(s) (GTZ-funded)

Office of Administration

- **Administrative Coordinator** \*\* (GOS-funded)
- Administrative Advisor (AID-funded)
- Administrative Assistant (AID-funded)
- **Typist** \* (GOS-funded)

\* = GOS positions currently filled

\*\* = GOS positions now being recruited

This organizational structure is illustrated in Figure 1.

Under this arrangement, there will be three AID-funded technical assistance positions. Two of them now are funded out of the original Technical Support Grant and do not require additional funds in the extension. These are the Sr. Management Advisor (previously called "Manpower Planner") and the Administrative Assistant. The grant extension should fund the Administrative Advisor. (Job descriptions for these three AID-funded advisors are contained in Annex G.) AID funding for direct long term technical assistance to the MRU would not be continued under this arrangement on the assumption that this support will be provided by GTZ. This does not preclude AID support for management-related projects under the program umbrella of the MRU. In any case, all MRU activities will remain under the policy and management control of the RTC. Also, it is anticipated that the Senior Management Advisor will continue as acting MRU Director until a replacement is named.

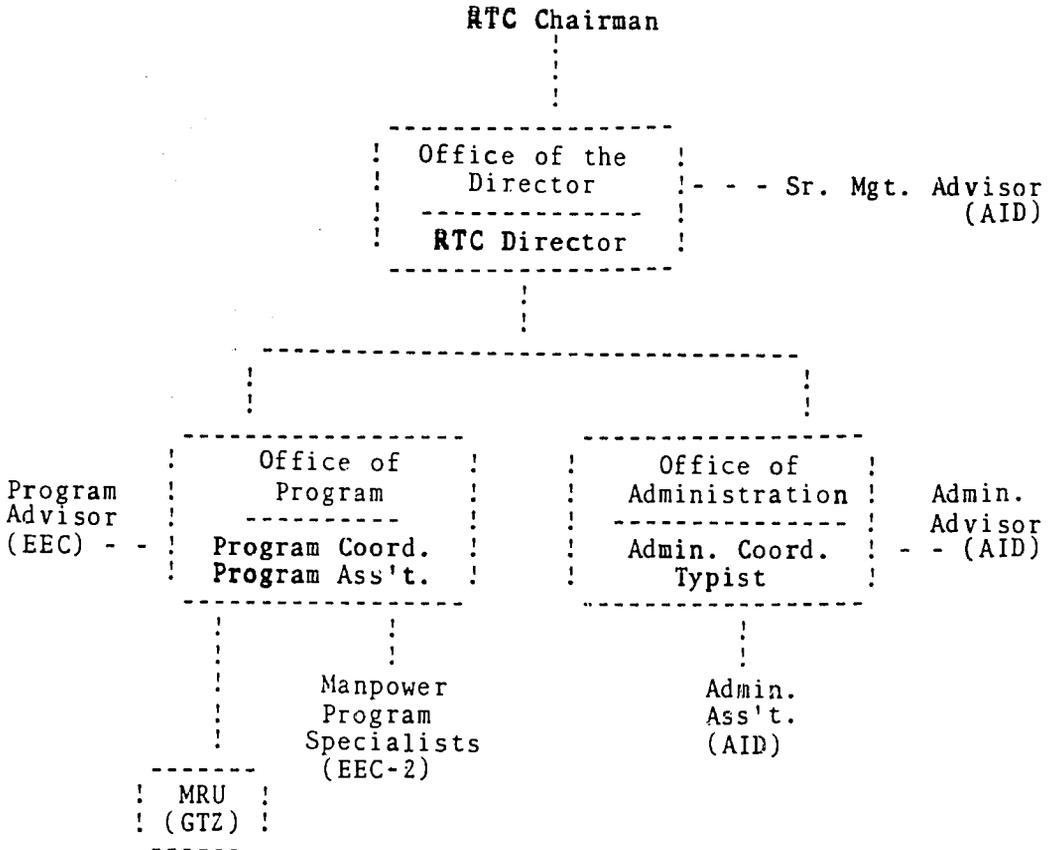
#### Program Development Strategy

Good programming requires articulation of clear annual objectives and priorities linked to this strategy as well as schedules of activities supporting these priorities. An annual program plan for the RTC should include, at a minimum:

- o a brief statement of end-of-year program targets and how they support the SADCC manpower strategy;
- o a brief description of the activities proposed to meet the targets and who is responsible;
- o a schedule of activities; and
- o a financial plan showing expenditures by type of activity and by quarter.

Figure 1

**RTC Secretariat Functional Organogram**



Notes:

GOS staff positions in bold.

EEC and GTZ-funded advisors are assumed based on existing commitments now under negotiation. One EEC manpower advisor is in place at the RTC.

A program planning process that leads to feasible action will be an important manifestation of RTC institutional capacity. It also is a critical element in moving to the objective of controlling donor interests and assistance rather than being controlled by donor inputs. In developing program strategies, the RTC will, by virtue of its role as a service sector, continue to be responsive to the needs of other SADCC sectors. Realistically, it will also have to link program support to donor interests. The key is to have a viable set of overall program objectives keyed to the SADCC manpower strategy, a clear sense of the resources available to fund the needed activities, and procedures in place to manage those resources to achieve the stated objectives.

Under the MADREC concept approved by the SADCC Manpower Ministers in 1987, certain "training support projects" may be developed as units similar to the MRU in that they will support national and regional education and training institutions in a specific area of manpower development such as vocational education, engineering, etc. Priority will be given to institutions that can inherit a service-provider role with emphasis placed on building their administrative and financial autonomy and strengthening their training competence.

Each training support project will have a discrete operating budget but its goals, strategy, and financial plans will be approved by the RTC senior management consistent with RTC program objectives. Regional resources and capabilities will be employed to the extent possible for these activities.

## V. MONITORING PLAN

### A. Project Management

Project management will be the responsibility of the Human Resources/General Development Officer, USAID/Swaziland as outlined in the January 2, 1987 letter from Director Herrick to Director Heusmann, "Proposed Sharing of Responsibilities Between USAID/Swaziland and the Southern Africa Regional Program Office", and as set forth in the redelegation of authority cable, Harare 87 2739, May 19, 1987 (see Annex H).

Day-to-day project implementation and management will be the responsibility of a full time Assistant Project Manager employed for two years under a Personal Services Contract, and working under the direction of the Human Resources/General Development Officer. The Assistant Project Manager will also be responsible to inform the USAID/Zimbabwe Human Resources Development Officer of substantive project activities and issues on a regular basis.

The Regional Financial Management Officer, USAID/Swaziland, will be responsible for financial management, for disbursing funds, and for providing guidance and control over use of project funds.

Legal assistance will be the responsibility of the Regional Legal Advisor, USAID/Swaziland, and the Regional Contracts Officer, USAID/Swaziland will advise on contracting mechanisms and procurement procedures and issues.

## B. Financial Procedures

The Regional Training Council will receive an advance in an amount estimated to cover no more than thirty days cash needs for three months of operating which will be replenished on a monthly basis on the basis of proper certification. As has been established under the original grant, the services of a local accounting firm will continue to be employed to review and monitor RTC financial reports and requests for reimbursements.

## C. Reporting Requirements

### 1. Financial Reports

The RTC will be required to submit monthly financial reports which will summarize the financial expenses as well as the cumulative financial status of the grant. The financial reports should contain the following information:

- (a) a summary listing of all expenses by category and by local currency and dollar accounts;
- (b) RTC will be reimbursed in the currency in which the expenses were occurred and they will not become involved in currency conversions; and
- (c) any other financial information which USAID may request. (See Annex A (iii), 'RTC AID Payment Process')

### 2. Progress Status Reports

The RTC will prepare annual workplans detailing activities to be undertaken under the project and setting out a budget for the workplan period. The RTC will be required to submit a quarterly narrative progress status report to USAID. The report should describe the cumulative progress in undertaking the workplan program, any problems encountered, and proposed solutions to identified problems.

## VI. EVALUATION PLAN

### Current Project Evaluation Arrangements

The original project called for two formative and one summative evaluations to take place (during the first year, at mid-point and at the end of the project). However, the Swaziland RTC Grant only cited one mid-term evaluation. The project was extremely slow in starting up and suffered later delays because of personnel changes. Consequently, by the end of the original grant, only one evaluation will have taken place -- the formative, mid-term evaluation conducted in April, 1986. While not constituting formal evaluations, several assessments have taken place which resulted in recommendations on the structural, organizational and programmatic improvement of the RTC. These include an analysis of the performance of the RTC conducted in May, 1986, a proposed organizational framework for the RTC conducted in July, 1987, and the analysis leading to this project paper amendment.

In this project extension two evaluations will take place: a mid-term in-depth formative evaluation and a final project evaluation.

#### Mid-Term Evaluation.

**Purpose of the evaluation:** In conformance with the goal and purpose of the project paper amendment the mid-term evaluation will examine the institutional and managerial effectiveness of the RTC and the development of the Swazi staff. This will involve process evaluation including organizational and systems analysis. It will look at the broader questions of relevance, effectiveness, efficiency and sustainability of project outputs and inputs as well as unanticipated effects. The evaluation will recommend changes in the project elements necessary to achieve the project purpose.

**Methodology:** Using project baseline data, records, correspondence, documents, interviews and indicators the evaluators will assess progress towards target objectives as indicated by the End of Project Status and the Project Purpose in the logical framework. Progress will be compared to the baseline conditions at the start of the project extension (June, 1988) as well as the EOPS.

**Baseline data and progress indicators:** Through examination of existing records and analysis of operations baseline data can be found that relate to each of the projects' EOPS and outputs. For example, Output 1 projects a functioning GOS

funded full-time staff complement of at least four persons. The current number of Swazi staff and their effectiveness can be ascertained. Output 2 states that GOS budget support for RTC will continue at the same or higher levels than currently being provided. The current level of GOS support is readily available from GOS and RTC records.

By month three of the project the Senior Management Advisor, in collaboration with other RTC staff, will prepare a baseline analysis of where the RTC stands in terms of each projected output and end of project status. The key AID inputs towards the institutional development of the RTC are the placement of the two senior advisors. It is anticipated these two positions will be filled by month three of the project and the Swazi staff complement of four will be in place from the beginning of the project. Where possible quantitative measures will be used.

**Timing:** The mid-term evaluation will be conducted between months nine and twelve. This will allow enough time for personnel to become familiar with their jobs, and systems to be established. Improvements in RTC operations and program, and impact on the other regional sectors and manpower contact points should be measurable by that time. It is estimated three weeks will be required to complete this evaluation.

**Personnel:** Two outside management and evaluation consultants will be required. One will be an American and one will be from the SADCC region. An additional person from the RTC staff or its member contact points will also participate in the evaluation in order to provide additional insights on the RTC and add to the evaluation's acceptability by the RTC and SADCC.

#### Final Evaluation.

The final summative evaluation of the project should be scheduled as close to the end of the project as possible when all project inputs have been provided, estimated to be May, 1990. At this point progress towards achieving the project purpose and impact on the project goal can be examined. Lessons learned and unanticipated outcomes can also be assessed. Baseline data as well as mid-term evaluation data can be compared to the final end of project status.

It is anticipated that the final evaluation can be scheduled in month 23 or 24. One regional consultant will be hired for three weeks to complete this evaluation.

SADCC TECHNICAL SUPPORT PROJECT  
 REGIONAL TRAINING COUNCIL  
 690-0215.45  
 (\$000S)

| BUDGET LINE ITEM                     | ORIGINAL<br>PP BUDGET<br>MAY 1984 |            | ORIGINAL<br>BUDGET<br>REVISIONS |            |
|--------------------------------------|-----------------------------------|------------|---------------------------------|------------|
|                                      | <u>AID</u>                        | <u>GOS</u> | <u>AID</u>                      | <u>GOS</u> |
| *RTC Meetings                        | 100                               | -          | 14.5                            | 12         |
| *Technical Experts Meetings          | 252                               | -          | 85.5                            | 6          |
| Inventory/meetings                   | 84                                | -          | 13                              | -          |
| Conference Equipment                 | 30                                | -          | -                               | -          |
| Conference Support Staff             | 4.5                               | 15         | 44.5                            | 15         |
| RTC Staff Support                    | 26                                | 49         | 28.5                            | 41         |
| Short Term TA/(Studies)              | 540                               | -          | 897.5                           | -          |
| RTC Missions                         | 90                                | -          | 11                              | 12         |
| Data process. Equipment              | 30                                | -          | 30                              | 7          |
| Communications                       | 56                                | 79         | 13                              | 40         |
| Documentation Equipment/Printing     | 35.1                              | -          | 20                              | -          |
| Office Supplies                      | 24                                | -          | 11                              | 10         |
| Long Term Technical Advisors         | -                                 | -          | 200                             | -          |
| Staff Dev/Trg (RTC)                  | -                                 | -          | -                               | -          |
| Local costs (housing/rent/services)  | -                                 | -          | -                               | -          |
| Vehicle                              | -                                 | -          | -                               | -          |
| Commodities                          | -                                 | -          | -                               | -          |
| Mission Management/Evaluation Audits |                                   |            |                                 |            |
| Contingency/Inflation                | <u>127.6</u>                      | <u>14</u>  | <u>31.5</u>                     | <u>14</u>  |
| TOTALS                               | 1400                              | 157        | 1400                            | 157        |

\*Other SADCC Members

revised

37x

SADCC TECHNICAL SUPPORT PROJECT  
 REGIONAL TRAINING COUNCIL  
 690-0215.45  
 (\$000S)  
 2 YEAR PP AMENLMENT BUDGET

| <u>BUDGET LINE ITEM</u>              | <u>YEAR 1</u> |            | <u>YEAR 2</u> |            |
|--------------------------------------|---------------|------------|---------------|------------|
|                                      | <u>AID</u>    | <u>GOS</u> | <u>AID</u>    | <u>GOS</u> |
| *RTC Meetings                        | -             | 7.5        | -             | 7.5        |
| *Technical Experts Meetings          | 50            | -          | 10            | 30         |
| Inventory/meetings                   | 20            | -          | 10            | -          |
| Conference Equipment                 | -             | -          | -             | -          |
| Conference Support Staff             | 15            | 15         | 5             | 25         |
| RTC Staff Support                    | -             | 60         | -             | 60         |
| Short Term TA/(Studies)              | 470           | -          | 185           | -          |
| RTC Missions                         | 15            | 5          | 10            | 15         |
| Data process. Equipment              | 31            | -          | -             | -          |
| Communications                       | 15            | 10         | -             | 30         |
| Documentation Equipment/Printing     | 30            | -          | 45            | -          |
| Office Supplies                      | 10            | -          | 5             | 10         |
| Long Term Technical Advisors         | 60            | -          | 60            | -          |
| Staff Dev/Trg (RTC)                  | 35            | 5          | 35            | 5          |
| Local costs (housing/rent/services)  | 13            | 17.5       | 12            | 17.5       |
| Vehicle and maintenance              | 25.           | 5          | -             | 5          |
| Commodities                          | 30            | 10         | 4             | 15         |
| Mission Management/Evaluation Audits | 50            |            | 100           |            |
| Contingency/Inflation                | <u>100</u>    | <u>30</u>  | <u>50</u>     | <u>20</u>  |
| TOTALS                               | 969           | 165        | 531           | 240        |

\*Other SADCC Members  
 (\*New/Revised)

0/4

RTC  
AID PAYMENT PROCESS

| <u>TYPE OF ASSISTANCE</u>    | <u>METHOD OF IMPLEMENTATION</u> | <u>METHOD OF PAYMENT</u> | <u>PRE-PAYMENT REVIEW</u> | <u>POST-PAYMENT REVIEW</u> | <u>AUDIT</u> | <u>AID INTERNAL CONTROL</u> | <u>COMMENTS</u>  |
|------------------------------|---------------------------------|--------------------------|---------------------------|----------------------------|--------------|-----------------------------|--|
| Tech. Expert Meetings        |                                 | Direct Reimbursement     |                           |                            |              |                             |  |
| Inventory Meetings           |                                 | Direct Reimbursement     |                           |                            |              |                             |  |
| RTC                          |                                 | Direct Reimbursement     |                           |                            |              |                             |  |
| Local Costs                  |                                 | Direct Reimbursement     |                           |                            |              |                             |  |
| Mission Mgmt/Eval Audits     |                                 | AID Direct Contract      |                           |                            |              |                             |  |
| PROJECT ASSISTANCE OTHER:    |                                 |                          |                           |                            |              |                             |  |
| Institutional Assistance     | Local Procurement               | Direct Reimbursement     | PO, ACO                   | N/A                        | IG           | Good                        | Expenses will be supported by checks and invoices submitted to accounting firm for payment |
| PROJECT ASSISTANCE SERVICES: |                                 |                          |                           |                            |              |                             |  |
| AID Direct Contract          | PSC                             | Direct Pay               | PO, ACO                   | N/A                        | IG           | Excellent                   | Support is labor intensive for USAID but detailed review of charges                        |

41

| <u>TYPE OF ASSISTANCE</u>       | <u>METHOD OF IMPLEMENTATION</u> | <u>METHOD OF PAYMENT</u> | <u>PRE-PAYMENT REVIEW</u> | <u>POST-PAYMENT REVIEW</u> | <u>AUDIT</u> | <u>INTERNAL CONTROL</u> | <u>COMMENTS</u>   |
|---------------------------------|---------------------------------|--------------------------|---------------------------|----------------------------|--------------|-------------------------|---|
| AID Direct Contract             | Non-profit or                   | Direct Pay               | PO, ACO                   | N/A                        | IG           | Good to Excellent       | Payment delays occur if Mission does not receive copy or work order or contract. When services performed in field, Project Officer has good basis for voucher approval. |
| Host Country Contract           | PSC                             | Direct Reimbursement     | HC, PO, ACO               | N/A                        | Maybe by HC  | Good                    | AID preferred method of contracting. Requires an advance so HC has resources for payment.   |
| PROJECT ASSISTANCE COMMODITIES: |                                 |                          |                           |                            |              |                         |   |
| Host Country Contract           | Contract or P.O.                | Direct Reimbursement     | HC, PO, ACO               | N/A                        | HC and/or IG | Good                    | Will involve HC review and then full review by Mission.   |
| USAID Procurement               | Purchase Order                  | Direct Pay               | PO, ACO                   | N/A                        | IG           | Good                    | USAID fully involved in procurement and payment but problems of compliance with procurement regulations, e.g. limits on shelf items, vehicle procurement, and price.    |

| <u>TYPE OF ASSISTANCE</u>                | <u>METHOD OF IMPLEMENTATION</u> | <u>METHOD OF PAYMENT</u> | <u>PRE-PAYMENT REVIEW</u> | <u>POST-PAYMENT REVIEW</u> | <u>AUDIT</u> | <u>INTERNAL CONTROL</u> | <u>COMMENTS</u>  |
|--|---------------------------------|--------------------------|---------------------------|----------------------------|--------------|-------------------------|--|
| PROJECT ASSISTANCE PARTICIPANT TRAINING: |                                 |                          |                           |                            |              |                         |  |
| Host Country Contract                    | Profit or non-profit            | Direct Reimbursement     | HC, PO, ACO               | N/A                        | Maybe HC     | Good                    | AID preferred method of financing. Will cover in-country training. |
| AID Direct Contract                      | Profit or non-profit            | Direct Pay               | PO, ACO                   | N/A                        | IG           | Good                    | Full Mission review of contract charges.                           |

434

ANNEX B

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

Project Title and Number: SADCC TECHNICAL SUPPORT GRANT PP AMENDMENT NO. I, 690-0215.45

| NARRATIVE SUMMARY  | OBJECTIVELY VERIFIABLE INDICATORS  | MEANS OF VERIFICATION   |
|--|--|---|
| <u>GOAL FOR RTC PROJECT AMENDMENT:</u>   |  |   |
| To develop regional self-reliance in the supply of appropriately trained personnel to serve SADCC human resource needs.                    | Number of regional personnel in critical sectors increased in the SADCC Region.  | SADCC and national statistics on education and manpower   |
| <u>PURPOSE:</u>  | <u>END OF PROJECT STATUS</u>   |   |
| To improve RTC's institutional capacity to identify, support, and coordinate manpower development programs of regional impact and benefit. | <ol style="list-style-type: none"><li>1. The RTC is playing a regionally recognized coordinating role in the manpower and training elements of SADCC sectoral projects.</li><li>2. The RTC has a demonstrated capacity to organize and manage collection, analysis, and dissemination of useful information on regional manpower needs and training resources.</li><li>3. The RTC is identifying, documenting, and mobilizing financial support for manpower projects and programs of regional significance.</li><li>4. The RTC is attracting and effectively managing donor resources, both technical and financial, for current and planned SADCC manpower activities.</li></ol> | <p>Review of relationships with other SADCC sectors. Examination of correspondence between RTC and other sectors.</p> <p>RTC records, correspondence and publications.</p> <p>Project Evaluations.</p> <p>RTC records, correspondence and publications.</p> <p>RTC records.</p> |

67

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

Life of Project:  
From FY 1988 to FY 1990  
Total US Funding: \$1,500,000

Project Title and Number: SADCC TECHNICAL SUPPORT GRANT PP AMENDMENT NO. I, 690-0215.45

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS   | MEANS OF VERIFICATION                       | IMPORTANT ASSUMPTIONS |
|-------------------|---|---|-----------------------|
|                   | <u>EOPS</u> (continued)   |   |                       |
|                   | 5. The RTC is documenting (in its planning outputs) and articulating (in regional meetings) its SADCC coordinating, information management, and manpower program roles. | RTC records.                                |                       |
|                   | 6. The RTC has effective working relationships and regular communication with national and sectoral manpower contact points in SADCC member states.                     | RTC correspondence and records of meetings. |                       |

PROJECT OUTPUTS:

|  |                                 |  |
|--|---------------------------------|--|
| 1. A functioning GOS-funded full-time RTC staff.   | Number of functioning RTC staff | Examination of RTC records.  |
| 2. Adequate RTC internal administrative control and project monitoring procedures.                   | Organizational analysis         | RTC records and project evaluations.   |
| 3. Clear reporting relationships and division of responsibilities among RTC staff and project units. | Organizational analysis         | RTC records (e.g. job descriptions, unit descriptions). Project evaluations. |
| 4. The RTC and its units established in one separate office.   |                                 | Site examination.  |

Annex B

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

Project Title and Number: SADCC TECHNICAL SUPPORT GRANT PP AMEINDMENT NO. I, 690-0215.45

| NARRATIVE SUMMARY   | OBJECTIVELY VERIFIABLE INDICATORS   | MEANS OF VERIFICATION         |
|---|---|-------------------------------|
| <u>PROJECT OUTPUTS (continued):</u>   |   |                               |
| 5. A prototype study of manpower supply and demand for selected categories of skills in three priority sectors (trade, transport and agriculture) leading to the development of a permanent manpower database.          | Study published.  | RTC publications and records. |
| 6. Inventory of training institutions updated and published regularly.  | Updated inventory published.  | RTC publications and records. |
| 7. Newsletters and brochures regularly published by the RTC.  | Newsletter published semi-annually, brochures published.                    | RTC publications and records. |
| 8. Annually updated 3-year strategic and annual work-plans for RTC operations in support of the SADCC manpower strategy.  | Plan completed and annually updated.  | RTC publications and records. |
| 9. An RTC organization and staffing plan for the two or three year post-grant period that defines anticipated staffing needs and roles and includes a resource plan to finance staff needed to meet program objectives. | Organization and staffing plan completed and linked to RTC forward budgets. | RTC records.                  |

3/7

Annex B

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

Page 4 of 7

Life of Project:  
From FY 1988 to FY 1990  
Total US Funding: \$1,500,000

Project Title and Number: SADCC TECHNICAL SUPPORT GRANT PP AMENDMENT NO. I, 690-0215.45

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|-------------------|-----------------------------------|-----------------------|-----------------------|
|-------------------|-----------------------------------|-----------------------|-----------------------|

PROJECT OUTPUTS (continued):

|  |   |              |  |
|--|---|--------------|--|
| 10. Meetings, seminars, and workshops organized and conducted including training resource inventory discussions, technical experts meetings (TEM) to review studies and projects, and networking meetings to disseminate manpower information. | At least 6 TEMs held and at least 6 other workshop/meetings held on priority regional issues. | RTC records. |  |
| 11. Studies performed in the areas of manpower planning.   | At least 2 studies conducted.   | RTC records. |  |
| 12. Management training activities completed in marketing and interregional trade; and port, rail, and road transportation.  | At least 2 studies conducted.   | RTC records. |  |

PROJECT INPUTS:

IMPLEMENTATION TARGET

A.I.D. Inputs:

1. Projects and Studies

|                              |           |
|------------------------------|-----------|
| Prototype manpower database  | \$195,000 |
| Manpower Planning            | 95,000    |
| Trade and marketing training | 135,600   |
| Transportation training      | 90,000    |
| Other                        | 95,000    |
|                              | -----     |
| Total Projects and Studies   | \$610,000 |



Annex B

PROJECT DESIGN SUMMARY  
LOGICAL FRAMEWORK

Page 6 of 7

Life of Project:  
From FY 1988 to FY 1990  
Total US Funding: \$1,500,000

Project Title and Number: SADCC TECHNICAL SUPPORT GRANT PP AMENDMENT NO. I, 690-0215.45

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|-------------------|-----------------------------------|-----------------------|-----------------------|
|-------------------|-----------------------------------|-----------------------|-----------------------|

| <u>AID Inputs (continued):</u> | <u>IMPLEMENTATION TARGET</u> |
|--------------------------------|------------------------------|
|--------------------------------|------------------------------|

|                                 |                    |
|---------------------------------|--------------------|
| 6. Technical Experts Mtgs.      | \$ 60,000          |
| 7. Newsletters/Brochures        | \$ 20,000          |
| 8. Commodities                  |                    |
| Data processing equipment       | \$31,000           |
| Office equipment and furniture  | 34,000             |
| Vehicle                         | 25,000             |
| Total Commodities               | \$90,000           |
| 9. Mission Management           | \$85,000           |
| 10. Financial Monitoring        | \$15,000           |
| 11. Evaluation                  | \$50,000           |
| 12. Inflation and Contingencies | 150,000            |
| <u>TOTAL AID PROJECT BUDGET</u> | <u>\$1,500,000</u> |

Government of Swaziland Inputs:

|                                    |          |
|------------------------------------|----------|
| 1. RTC Meetings*                   | \$15,000 |
| 2. Technical Experts Meetings*     | \$30,000 |
| * SADCC member states contribution | \$95,000 |



ANNEX C

ILLUSTRATIVE EQUIPMENT AND COMMODITIES LIST

**Data Processing Equipment**

|                                  |          |
|----------------------------------|----------|
| 2 microcomputers (@ \$10,000 ea) | \$20,000 |
| 2 printers (@ \$2500 ea)         | 5,000    |
| 1 UPS                            | 2,000    |
| Software packages (8 @ \$500 ea) | 4,000    |
| Subtotal                         | \$31,000 |

**Office Equipment and Furniture**

|  |          |
|--|----------|
| 3 airconditioning units (@ \$8,000 ea) | \$24,000 |
| 1 portable photocopier                 | 2,000    |
| desks, chairs, file cabinets, etc.     | 8,000    |
| Subtotal                               | \$34,000 |

**Vehicle (11 seater multi-passenger type)** \$25,000

**TOTAL COST OF EQUIPMENT AND COMMODITIES** \$90,000

ANNEX D

PP AMENDMENT

IMPLEMENTATION SCHEDULE

YEAR 1  
(June 1988-May 1989)

- Months 1 - 3
- Senior Management Advisor appointed.
  - Senior Administrative Advisor recruited and appointed.
  - Contract negotiated for Administrative Assistant.
  - Work/Training Plans for Director, Program Coordinator and Administrative Coordinator will be developed.
  - Published copies of training inventory distributed.
  - RTC meeting.
  - SADCC Manpower Symposium held.
- Months 3 - 5
- Assessment of RTC staff management training needs.
  - Procurement of RTC vehicle and data processing equipment.
  - 2 EEC Manpower Specialists to begin work.
  - Work on Prototype Manpower Data Base to begin.
  - LTTA Senior Management Advisor assists RTC Director in preparation of RTC strategic plan.
  - LTTA Administrative Advisor assists RTC staff in development of work/training plan.
  - Manpower Ministers Meeting held.
  - Computer course for RTC clerical staff.
- Months 5 - 7
- Identification of priority studies and initiation of contracting for short term consultancies.
  - U.S. Consultant for Transportation Management Seminar arrives in country.
- 2

- Month 6 - Management course for professional staff.
- Months 8 - 10 - Training Resource Inventory Meeting
- Contracts for short-term TA for Transportation Management Seminar prepared.
- Months 10 - 12 - SOW/TOR for mid-term evaluation developed.
- One week Transportation Management Seminar for senior executives held.
- AID approval and selection of evaluation firm.
- Mid-term Evaluation conducted.
- YEAR 2  
(June 1989 - May 1990)
- Months 1 - 3 - Work/Training plan for RTC Professionals revised for up-coming year.
- SADCC Manpower Symposium held.
- RTC Dir attends senior management training program (in region or U.S.).
- Months 4 - Manpower Ministers Meetings held.
- Month 6 - On-the-job Management follow up.
- Short-term Consultant for Management Training in Productivity, Marketing, and Intra-Regional Trade.
- Month 9 - Training Resources Inventory Meeting.
- Month 10 - AID approval and preparation of TOR/SOW for final evaluation and contract selection of Final Evaluation Team.
- Months 11-12 - RTC work-plan and operational strategy revised and staffing plan in place.
- Final Evaluation of the Project.

## RTC STAFF DEVELOPMENT PLAN

### Background and Present Status of RTC

The RTC was established by SADCC in 1981 and, until recently, was almost entirely managed by donor funded expatriate personnel. Since its inception the Chairman of the RTC has been a Swazi national. However, he is also the Principal Secretary of the Department of Economic Planning and Statistics, a position which takes up much of his time. There was no Swazi or Swazi funded personnel assigned to work on RTC matters. The situation improved in February, 1987 when five staff positions for the RTC were established including that of Director. In July, 1987 a Swazi Director was named. The other four positions comprise two high level Civil Service classifications (grades 18 and 20), one mid-level( grade 16) and one typist. In 1987 the typist position was filled and in January, 1988 Swazi candidates were selected for the two professional positions. However, both professional appointments were at the grade 16 level. These were two recent University graduates with no previous professional experience.

As this project extension begins, the RTC Swazi staff will be very inexperienced. The Director, while a senior Swazi civil servant, has never directed a major regional program prior to this appointment. The two other Swazis, with no previous professional experience will be in the positions of managing the RTC Program and Administration Units respectively. While it is anticipated that an additional Swazi professional and an additional secretary will be hired, it is assumed for the purposes of this training plan that they will also be relatively inexperienced.

### Objective

The objective of this training plan is to provide on-the-job and formal training to the RTC Swazi staff that will enable them to manage and control RTC operations.

### The Training Plan.

Two of the long term technical assistance positions to be funded by this project will be that of the Senior Management Advisor who will work with the Director of the RTC, and the Administrative Advisor who will work with the Swazi charged

with administrative matters. The EEC already has in place an individual who will advise on program matters, and it is expected that the Senior Management Advisor will also assist in this area.

The initial task of the USAID funded advisors, assisted by the EEC advisor and in collaboration with their counterparts and the Chairman, will be to develop specific training and work plans for all the Swazi RTC staff - both professional and secretarial. The training will be geared to increasing the management skills of the professionals, organizational effectiveness of the RTC, and appropriate technical competencies.

For the professionals the major thrust of the training will be on-the-job training (OJT) in which they work closely with their expatriate counterparts, supplemented by specialized formal on-the-job and short term training. Long term Masters Degree training will not be provided for three reasons:

1. The Swazis will receive more practical training by remaining on the job;
2. They cannot be spared for training as they could not be replaced by Swazis; and
3. They are required by Government regulations to spend the initial two years after appointment on the job.

Training in several skill areas will take place:

#### Management and Organizational Development.

The Management Resources Unit will assist in providing the services of a regional management training institution and an expatriate consultant to develop and conduct a formal training program in management improvement for all RTC professional staff.

This will be followed by on-the-job management and organizational development activities involving the entire staff including the secretaries and the senior officials. Based upon a detailed needs assessment, process-oriented or experiential training will take place with the objective of developing consensus on organizational goals, determining needs and developing strategies for the RTC. Periodic re-assessments and re-planning will take place. A key element of this activity will involve the developing of the RTC three year workplan and operational strategy. By the end of the project the RTC should not only be able to manage its program, but also should have a clearly defined strategy, workplan and should know what resources it will need for the next three years.

Technical skill and knowledge.

The Director: The Director must not only be able to manage the RTC but also be able to communicate its program and vision to a wide community of regional organizations, government officials and donor representatives. Besides having a working familiarity with the RTC's program he must have the leadership and communicating skills to perform effectively. It is therefore essential that the advisors role be seen in this light. Because the advisor is likely to be an experienced, well-qualified and dynamic individual, there may be a tendency to want to get on with the massive job of running the RTC to the detriment of developing the Director. Over time the advisor must become less conspicuous and the Director more effective and visible in leading the RTC. This can only be done if both parties plan a program which gives the Director more opportunities to lead and manage all aspects of the RTC as his experience and skills in regional program management increase. Besides working very closely with the advisor, and participating in the management - organizational development activity that will take place, the Director will also have follow-up training concentrating on leadership and communication skills.

The Program Coordinator: This person must have a working knowledge of the disciplines underpinning the RTC's program, i.e. manpower planning, training, education and management. For the most part, he/she will obtain this by working with the EEC advisor and with some of the consultants working in these specific areas such as the manpower planning workshop, training inventory and some of the MRU activities. If necessary he/she can also attend short courses in these areas.

The Administrative Coordinator: Basic management skills such as planning, monitoring, delegating, etc. will be developed in the management activity described above. Some necessary management related maintenance skills such as inventorying, basic accounting, personnel management and contracting, will require formal short courses. However, here again most learning will take place through day-to-day interaction with the Administrative Advisor.

The Secretaries/Typist: As the RTC will increasingly rely on computers and word processing, training in this area has been planned for the entire RTC staff under the existing project. The management training consultancy will also assess the needs of the clerical staff and develop a training schedule. Locally conducted courses in typing and other secretarial skills will be provided to the clerical staff as needed.

Illustrative Training Schedule.

| <u>Month</u> | <u>Activity</u>  |
|--------------|--|
| 1<br>(6/88)  | Senior Management Advisor appointed.<br>Work/TRG. plans for Director and Program Coordinator developed.  |
| 3            | Administrative Advisor appointed.<br>Work/TRG plan for Administrative Coordinator developed.   |
| 4/5          | Assessment of RTC staff management training needs.   |
| 6            | Mgt. and Organizational Development course for professional staff at a regional Mgt institution with initial on-the-job (OJT) follow-up, including development of training program for clerical staff. |
| 9            | Second on-the-job mgt. follow-up including initial discussion of revisions to RTC work plan and operational strategy.  |
| 12           | Third on the job mgt follow-up including development of revised RTC work-plan and operational strategy.  |
| 13           | Work/TRG plan for RTC professionals revised for upcoming year.   |
| 15           | Director attends senior management training program (in region or U. S.).*   |
| 18           | Last on-the-job mgt. follow-up.  |
| 24           | RTC work-plan and operational strategy revised and staffing plan in place.   |

---

\* Technical training for RTC staff at local or regional venues will be arranged as needed during the life of the project. All training will take place in region, locally or on the job except Senior Management Training for the Director estimated to take place during year two in the U. S.

Estimated Training Costs

|   |           |
|---|-----------|
| I. Management and Organizational Development - \$61,500...  |           |
| Initial assessment (2 regional consultants - one regional and one expat.-for five days each, trans. and per diem.).   | \$ 9,500  |
| Attendance at regional management training course for three professional staff for three weeks each (tuition, travel, per diem x 3).                          | \$14,000  |
| Initial on-the-job follow-up (2 regional consultants for five days, trans. and per diem.).  | \$ 3,000  |
| Second on-the-job follow-up (8 per. days)   | \$ 2,500  |
| Third on-the-job follow-up and revision of RTC work plan (One regional and one expat. consultant, two weeks each, trans. and per diem.).                      | \$22,000  |
| Last on-the-job follow-up.  | \$ 2,500  |
| Senior executive seminar for Director (two weeks, travel and per diem in U. S.)   | \$ 8,000* |
| II Short-Term Training for Program and Administrative Coordinators( estimated at two courses for each - one local and one regional - of three weeks duration) | \$ 5,000  |
| III. Short-Term Clerical Training (estimated at four person months, local venue)  | \$ 3,500  |
|   | <hr/>     |
| TOTAL:  | \$70,000  |

PROJECTS AND STUDIES

Manpower Planning (\$95,000)

A systematic analysis of the immediate and long-term manpower and training requirements of SADCC projects has not been undertaken.

This activity will have three purposes: 1) To make the other eight SADCC sectoral units aware of the need to develop manpower plans; 2) To assist the sectoral units to prepare and analyze manpower training plans; and 3) To strengthen the linkages between the national manpower contact points, the SADCC sectoral units, and the RTC.

The consultancy will provide four person months of technical assistance comprised of one regional and one American manpower specialist. They will visit the sectoral units to assist the designated manpower specialists prepare and analyze manpower and training plans; and to organize and conduct a workshop for the sectoral units' manpower specialists and the national manpower contact points.

Prototype Manpower Demand Data Base (\$195,000)

Manpower data base for the region is inadequate. Many of the SADCC nations do not have the staff or expertise to develop or update an adequate manpower data base. For more than a few SADCC countries manpower data is several years out-of-date and of limited accuracy. As a consequence, there is poor national and regional planning and the region suffers from manpower shortages.

Starting with the three priority sectors - trade, transportation, agriculture - the RTC intends to develop a prototype manpower data base that will provide current manpower data to be used by all SADCC states. This will be an ongoing RTC activity for the foreseeable future and be the primary responsibility of the two manpower specialists the EEC is expected to provide by June, 1988. However, it is expected additional resources will be needed to assess existing data, identify gaps, develop the model data base, collect missing data, develop the final model and conduct a seminar on its use.

For these purposes this activity will provide the services of one U. S. specialist for 2.5 months, three regional manpower specialists for four months each, one Swazi computer programmer for one year at half-time and the costs of the final conference.

Management Training in Productivity, Marketing, and  
Intra-Regional Trade (\$135,000)

This is a follow-up to the Management Resource Unit's first pilot activity in the trade sector which sought to provide middle and senior managers responsible for marketing the management skills necessary to increase their companies' ability to market within SADCC.

The activity will be undertaken in three phases. In Phase I an assessment will be made of the impact of the training on selected companies( including parastatals) that sponsored participants in the original pilot activity. Changes in work patterns, organizational style and job-effectiveness will be examined. In Phase II a follow-up seminar will be held geared to specific organizational needs common to the companies. Participants will include those who attended the original pilot workshop as well as one or more additional key people from each company. This will be followed by on-the-job follow-up and training sessions.

Seven person months of consultancy and partial costs for the phase II seminar will be provided. The International Trade Commission will co-fund the Phase II seminar and Phase III on-the-job follow-up activities.

Transportation Management Seminar (\$90,000)

Many of the regional transport problems such as excessively slow transport time, under-utilization, and pilferage are due to incompatible, inappropriate or absent national policies.

The MRU will assist a regional management training institute conduct a one-week policy seminar for senior executives and general managers of road, rail and port institutions in the region. Problems in the road, rail and port networks will be examined in terms of policy implications for the SADCC region and its member governments.

A team of two regional and one American consultant will provide a total of four person-months of technical assistance to conduct field visits, plan and conduct the seminar. The seminar participant costs will be born by participating institutions and other donors.

Inventory of Regional Training Institutions (\$45,000)

Now that the first edition of the Inventory has been completed by the Social Science Research Unit of the University of Swaziland, additional technical assistance is needed to determine the best mechanisms for the RTC to continue to update and maintain the Inventory. The objectives of this consultancy are to design standard application forms for the regional training institutions, develop a program for the supervision of student awards and student mobility, as well as to develop proposals for the coordination of curriculum development, research, and entry and award criteria. In addition, the consultants will assist in the preparation of the first published inventory and will develop and conduct a regional workshop on the inventory.

A team composed of one regional and one U. S. consultant will provide three person-months of technical services for this task.

Other (\$95,000)

A portion of the funds earmarked will be reserved for studies to be identified at a later date.

JOB DESCRIPTIONS FOR AID-FUNDED LONG-TERM ADVISORS

Senior Management Advisor (SMA)

The SMA will work under the direction of the Director of the Regional Training Council (RTC). He/She will have three major responsibilities:

1. Provide support and advice to the RTC Director on matters of policy, program, and administration;
2. Working with the Chairman and Director, assist in developing a program to upgrade the organizational capacity of the RTC unit to plan and manage all aspects of its program; and
3. Working with the Director and the Chairman develop a comprehensive program to increase the management skills of RTC professional staff.

Qualifications. The selected candidate must be able to interact with high ranking officials from SADCC governments, other sectoral units, and donor organizations. He/she must have a high level of verbal and written communication skills, as well as knowledge of, and high-level experience in, SADCC affairs. He/she must be a good administrator with teaching/training experience.

The candidate must have at least a Masters Degree, and preferably a Ph. D. in Management, Public Administration, Manpower Development, Political Science, Education, or a related field. He/she must have a total of at least three years senior level management experience in a regional or national institution within the SADCC region. He/she must be a citizen of a SADCC country.

Duties:

Assist the Director in the development of policy and strategy for regional manpower development.

Assist the Director in providing close and regular liaison with the Chairman to maintain effective linkages with DEPS and other branches of Government.

Assist the Director to manage all aspects of the program and administrative units and functions of the RTC. This includes, but is not limited to, proposal preparation, acquisition of funding, internal and external reporting and accountability relationships, internal information systems, and day-to-day employee supervision.

Assist the Director in providing leadership and direction to all RTC personnel and its programs.

Assist the Director in articulating the RTC program, objectives and needs to other governmental, regional and donor organizations.

Assist the Director in implementing and monitoring the implementation of decisions of the RTC and the SADCC Council of Ministers.

In collaboration with other RTC personnel develop a baseline study of the management and organizational status of the RTC at the beginning of the AID funded project extension. The particular activities and capacities to be assessed are to be found in the Project Description section of the Project Paper, especially the list of project outputs.

In collaboration with the Chairman, the Director, and management consultants, prepare an organizational development program with the goal of increasing the RTC's capacity to effectively manage and plan its program.

In collaboration with the Chairman, the Director, and other pertinent personnel, prepare and monitor training plans for all professional personnel at the RTC.

### Administrative Advisor

The Administrative Advisor will work in the Regional Training Council as the technical advisor to the Administrative Coordinator of the RTC. The Administrative Coordinator will have a staff of two or three individuals under his/her supervision. Working under the supervision of the RTC Director, the Administrative Advisor will provide assistance to the Administrative Coordinator in all areas of RTC administration such as personnel management, contracting, logistics, and financial management. In collaboration with the Director, the SMA, and the Administrative Coordinator the Administrative Advisor will also develop and coordinate a training plan to improve the effectiveness of the administrative unit.

Qualifications. The candidate must have proven experience in administering a multi-funded organization that is extensively involved in sponsoring conferences and consultancies. He/she must have excellent skills in contracting, accounting, managing funds, personnel management, preparing for conferences and workshops, and all aspects of office and program management.

The candidate must have a university degree, with an MBA preferred. He/she must have at least five years experience administering an organization as described above in the SADCC region. He/she must be a citizen of a SADCC country.

### Duties.

In collaboration with pertinent RTC staff develop and coordinate a training plan for the Administrative Coordinator, and the RTC non-professional staff geared to the improvement of administrative and technical skills.

Assist the Senior Management Advisor prepare a baseline study on the management capacity of the RTC.

Assist the RTC Administrative Coordinator fulfill the following responsibilities:

Develop and monitor a documentation and record keeping system for the RTC.

Prepare RTC budgets and workplans for internal use and to meet donor requirements.

Maintain RTC administrative and financial records and prepare necessary reports to the Government of Swaziland, the SADCC Secretariat, and donors.

Maintain financial control over all RTC programs.

Insure proper logistical arrangements are made for all RTC meetings including travel and hotel arrangements, support services, and document preparation.

Monitor the performance of all RTC contractors.

Insure proper purchasing and contracting procedures are in place and carried out.

### Administrative Assistant

The Administrative Assistant will work under the direction of the Director of the RTC. He/she will be responsible for providing administrative and secretarial assistance to the Administrative Coordinator and other professional staff of the Secretariat and to coordinate RTC meetings and conferences. He/she also will be responsible to provide training in these skills to other RTC support staff.

Qualifications: The Administrative Assistant must be people-oriented and able to deal with delegates from Ministerial level down as well as effective in working with contractors, suppliers, and government officials. He/she must possess accurate typing skills at or above 50 words per minute and shorthand at advanced level 80 words per minute. He/she must have a knowledge of bookkeeping and familiarity with word processing on microcomputers.

The candidate should have at least five years experience in general office duties of which at least two should have been in a position of responsibility involving supervision.

### Duties:

The Administrative Assistant will assist the RTC Administrative Coordinator and the permanent RTC staff to:

Set up and maintain the filing system for the RTC

Prepare and coordinate the logistical aspects of conferences. Type conference documentation for SADCC meetings as necessary including meeting and conference reports.

Provide administrative and logistical support for visiting SADCC consultants and RTC manpower consultancies and missions including telex and telephone communications from the RTC office..

Prepare the accounts and bookkeeping required under the AID Technical Support Grant.

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT  
SOUTHERN AFRICA REGIONAL PROGRAMPASCOR AVENUE  
D. BOX 3340  
HARARE  
ZIMBABWE  
TELEPHONE: 722418/793351

January 2, 1987

Mr. Robert G. Huesmann  
Director, USAID  
Box 750  
National Prov. Fund Bgs.  
Warner Street  
Mbabane, Swaziland

Dear Bob:

Attached is a proposed outline for the sharing of responsibilities between SARP and USAID/Swaziland for the SADCC Technical Support Grant Regional Manpower Development Project (690-0215.45). It covers project and program implementation, evaluation and redesign. We are proposing that this division of responsibility be followed for possible future projects as well as ongoing ones.

In the case of new designs, SARP will take the lead and we hope that you will assign one of your staff as a permanent member of the design team. After an initial review at the Mission level, SARP will conduct a final review in Harare prior to authorizing a project. Mission representation at the SARP review is, of course, welcomed. The drafting and execution of new grant agreements will be the responsibility of the Mission and the RLA (SARP stands ready to assist with the "Amplified Project Description" section).

This draft outline constitutes our best effort to date at a sensible and realistic division of responsibility. I would appreciate comments or suggestions from you and your staff.

After we are agreed and have made any necessary revisions, we can use this as the guide of record for our two missions to follow.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Allison B. Herrick".

Allison B. Herrick  
Director

ATTACHMENT: a/s

55

PROPOSED SHARING OF RESPONSIBILITIES BETWEEN USAID/SWAZILAND  
AND THE SOUTHERN AFRICA REGIONAL PROGRAM OFFICE  
FOR THE SADCC TECHNICAL SUPPORT GRANT  
REGIONAL MANPOWER DEVELOPMENT PROJECT  
(690-0215.45) :

| <u>FUNCTIONS</u>  | <u>OFFICE WITH MAJOR RESPONSIBILITIES</u> | <u>COMMENTS</u>   |
|---|---|---|
| <b>A. <u>Project Monitoring and Implementation</u></b>  |   |   |
| 1. Issuance of PIL's  | Mission/RLA                               | SARP concurrence.<br>Copies to SARP.  |
| 2. Approval of work plans   | Mission                                   | SARP concurrence.<br>Copies to SARP.  |
| 3. Preparation of waivers   | Mission/RLA                               | Sarp concurrence.<br>Copies to SARP.  |
| 4. Preparation and issuance of PIO/T's  | Mission/RCO                               | SARP will assist in drafting documents.<br>SARP clearance.                                    |
| 5. Contracting for project personnel  | Mission/RCO                               | SARP backstop officer should be on contractor selection panel.                                |
| 6. PIO/C's  | Mission/RCMO                              | SARP will assist in drafting documents.<br>SARP clearance.                                    |
| 7. Project activities as indicated in implementation plan e.g., workshops, meetings, seminars, training and research. | Mission                                   | Copies of documentation to SARP.<br>Mission to invite SARP technical advisor, as appropriate. |
| 8. Negotiations with host country officials on project activities   | Mission                                   | SARP concurrence, as appropriate.   |
| 9. Supervision of contract personnel  | Mission                                   | Copies of relevant contractor reports to SARP.  |

FUNCTIONSOFFICE WITH MAJOR RESPONSIBILITIESCOMMENTS

- |  |               |  |
|--|---------------|--|
| 10. Reporting requirements (progress and financial)              | Mission       | SARP to participate in Mission reviews of issues raised in reports, as appropriate.              |
| 11. Quarterly project implementation reports (PIR's)             | Mission/SARP  | Mission to prepare PIR's and submit to SARP for review. Mission rep. to attend SARP review.      |
| 12. Transmittal of PIR's to AID/W                                | SARP          | SARP to prepare final PIR's based on review. Revised copies to Mission. SARP transmits to AID/W. |
| 13. Financial management   | Mission       | Copies of quarterly financial reports to Mission.  |
| <u>B. Evaluation and Design</u>                                  |               |  |
| 1. Development of evaluation plan                                | SARP/Mission  |  |
| 2. Preparation of PIO/T for evaluation, including scopes of work | SARP/Mission  |  |
| 3. Contracting for evaluation services                           | Mission/SARP* | Info other parties on all correspondence. *If SARP PMR used.                                     |
| 4. Supervision of evaluation team                                | Mission/SARP  | Team to brief both Mission and SARP on findings and recommendations.                             |

SECTION: AID INFO: AMB/DCM - 2

ZCZCMB0913  
R RUEHMB  
E RUEHSB #2739 1390808  
NR UUUUU ZZH  
190803Z MAY 87  
1 AMEMBASSY HARARE  
D RUEHMB/AMEMBASSY MBABANE 2018  
FO RUEHC/SECSTATE WASHDC 4612

LOC: 172 324  
19 MAY 87 0832  
CN: 02155  
CHRG: AID  
DIST: AID

UNCLAS HARARE 02739

DAC

O. 12356: N/A

SUBJECT: REDELEGATION OF AFR DOA 551, SECTION 5, IMPLEMENTATION AUTHORITY

REFS: (A) 86 STATE 397777, (E) 86 STATE 397830

THE DIRECTOR, USAID/ZIMBABWE, HEREBY DELEGATES IMPLEMENTATION AUTHORITIES SPECIFIED IN AFR DELEGATION OF AUTHORITY (DOA) 551, SECTION 5, TO THE DIRECTOR, USAID/SWAZILAND, FOR PURPOSES OF IMPLEMENTATION OF PROJECT NUMBER 690-0215.45, SADCC TECHNICAL SUPPORT GRANT: REGIONAL MANPOWER DEVELOPMENT. THE AUTHORITIES HEREBY REDELEGATED ARE SUBJECT TO THE REQUIREMENTS OF SECTION 6 OF AFR DOA 551.

ALL AUTHORIZATION AUTHORITIES UNDER SECTION 4 OF AFR DOA 551 ARE RETAINED BY THE DIRECTOR, USAID/ZIMBABWE.

THIS DELEGATION IS MADE ON CONDITION THAT THE DIRECTOR, USAID/SWAZILAND, WILL CONSULT WITH THE DIRECTOR, USAID/ZIMBABWE, ON MAJOR POLICY QUESTIONS, MAJOR DECISIONS AFFECTING IMPLEMENTATION OF EITHER PROJECT, AND MAJOR REVISIONS TO THE AMPLIFIED PROJECT DESCRIPTION ATTACHED TO EITHER PROJECT AUTHORIZATION.

A FURTHER CONDITION IS THAT ANY DECISION OR ACTION THAT MAY AFFECT FUTURE AUTHORIZATIONS OF OR AMENDMENTS TO AUTHORIZATIONS OF PROJECTS IN THE SOUTHERN AFRICA REGIONAL PROGRAM WILL BE REFERRED TO THE DIRECTOR, USAID/ZIMBABWE, FOR CONSULTATION AND CONCURRENCE. SUCH FUTURE AUTHORIZATIONS OR AMENDMENTS THEMSELVES WILL BE EXECUTED BY THE DIRECTOR, USAID/ZIMBABWE, UNDER AUTHORITY OF AFR DOA 551, SECTION 4.

USAID/ZIMBABWE HEREBY AGREES TO PROVIDE TO USAID/SWAZILAND AS NEEDED THE TECHNICAL SERVICES OF A MANPOWER RESOURCES DEVELOPMENT OFFICER TO ADVISE ON IMPLEMENTATION OF THE PROJECT.

USAID/ZIMBABWE HEREBY REQUESTS USAID/SWAZILAND TO FORWARD COPIES OF ALL IMPLEMENTATION DOCUMENTS TO

| Date Rec'd    |        |      |
|---------------|--------|------|
|               | Action | Info |
| DIR           |        |      |
| ED            |        |      |
| POD           |        |      |
| FM            |        |      |
| HPN           |        |      |
| ADO           |        |      |
| EHR           |        |      |
| N/A           | ✓      |      |
| CON           |        |      |
| INFO          |        |      |
| PERSON        |        | ✓    |
| RE            |        | ✓    |
| Rec'd Date    | 5/27   |      |
| Action Taken  |        |      |
| Initials/Date |        |      |
| File Loc.     |        |      |

UNCLASSIFIED

HARARE 002739

HARARE. FUGIT

BT  
#2739

NNNN

UNCLASSIFIED

HARARE 002739

✓ Action: CHR  
lyc. 21K  
22

**SWAZILAND**



**GOVERNMENT**

Department of Economic Planning  
and Statistics  
P.O. Box 602  
MBABANE

23rd April, 1987

Ref: EGO/12/5/5/A/(USAID)

Mr. Robert Huesmann  
Director  
United States Agency for  
International Development  
P.O. Box 750  
MBABANE

|               |                       |
|---------------|-----------------------|
| NO.           | _____                 |
| ACTION OFFICE | <u>EHR</u>            |
| DUE DATE      | <u>5/1</u>            |
| ACTION TAKEN  | _____                 |
| DATE          | _____                 |
| REF           | <u>SIR, D.D. CHR-</u> |

Dear Mr. Huesmann,

I would like to thank you for your immediate response to my request to tie into the NASFAA Cooperative Agreement to continue working on the Manpower Development Resource Centre's (MADFEC) Management Resource Unit (MRU) under the Regional Training Council (RTC).

The Government of Swaziland (GOS) would also like to extend our deepest appreciation to you on SADC's behalf for the assistance USAID has provided to the development of the RTC. At this time I would like to take this opportunity to inform you of a GOS decision recently which illustrates the importance the GOS places on the RTC and our commitment to the development of manpower in the region.

In February, 1987 the GOS established five (5) positions in support of the RTC activity under the administration of the Chairman of the RTC within the Department of Economic Planning and Statistics. The position job classifications are as follows:

1. Under Secretary - Director
2. Planning Officer
3. Senior Assistant Planning Officer
4. Assistant Planning Officer
5. Typist

We are presently recruiting for the above position both from within the GOS and externally.

Over the past several years the USAID has assisted the GOS in bringing the RTC up to an operational level to combat the major task delegated to it: that task to support the other SADCC sectors in the area of manpower development. As you recall, USAID has also supported the development of MADREC and its Management Resource Unit within the RTC. As you may also recall, in September, 1986, the SADCC Manpower Ministers concurred to MADREC with several organizational changes: one major change was the shift from a Management Development Resource Centre - MADREC (a concept first stated by the NASPAA team several years ago supported by the USAID) to a Manpower Development Resource Centre MADREC.

With this new important delineation for MADREC organizationally, the organizational structure designed for the Management Development Resource Centre was transferred and is now being used to develop the Management Resource Unit (MRU). However, there is now a need to organizationally develop MADREC within the new context of the SADCC Manpower Ministers decision of September, 1986.

In view of this, I request USAID concurrence and assistance to fund a consultant from the U.S. to examine and organizationally develop MADREC. I expect this consultancy to take no more than 21 consulting days to complete. In addition, I request that Mr. Jerry Van Sant, if available, be brought out again to assist the RTC or this assignment, in July or August 1987, based on Mr. Van Sant's prior performance and knowledge of the SADCC community, in general, and the RTC specifically. The funds can be taken from within the RTC Grant budget technical assistance line item.

The second request I make to USAID is a request for a second Grant to the GOS for the RTC along parallel lines as the initial SADCC/RTC Grant Agreement signed in 1984. The present Grant Agreement has a Project Agreement Completion Date of May, 1988. ~~Given that we are thinking ahead, and realize that USAID must, if willing, also financially plan ahead, this request is presented today to give you adequate time for consideration.~~

~~As you may well know, the operational Grant USAID provided the RTC with in 1984 allowed numerous SADCC/RTC meetings which acted as the catalyst in the present development of the RTC and to the development of regional manpower, in general.~~

I would like to again take this opportunity to thank you for all the assistance you have provided the GOS in the past and look forward to similar workings in the future.

Yours sincerely,

  
E. SIKHONZE  
RTC CHAIRMAN

UNCLASSIFIED

STATE 108856

action: EHR (GRK)  
info: PPD  
bb

CTION: AID INFO: AMB/DCM - 2

ZCZCMB0891  
R RUEHMB  
E RUEHC #8856 0980802  
NR UUUUU 22H  
070801Z APR 88  
M SECSTATE WASHDC  
O RUEHSB/AMEMBASSY HARARE 6244  
INFO RUEHMB/AMEMBASSY MBABANE 3259  
T  
NCLAS STATE 108856

LOC: 090 846  
07 APR 88 0804  
CN: 10350  
CHRG: AID  
DIST: AID

IDAC

.O. 12356:N/A

SUBJECT: CONGRESSIONAL NOTIFICATION - SADCC TECHNICAL  
SUPPORT GRANT - 690-0215

REF: STATE 093297

. CONGRESSIONAL NOTIFICATION FOR DOLS 4,624,000 (DOLS  
,500,000 FY 88 OBLIGATION) CLEARED THE CONGRESS WITHOUT  
OBJECTION 4/2/88.

. OBLIGATION CAN BE INCURRED UPON RECEIPT OF ALLOWANCE. WHITEHEAD

8856

NNN

UNCLASSIFIED

STATE 108856

| Date Rec'd:  |        |      |
|--------------|--------|------|
|              | Action | Info |
| DIR          |        |      |
| DD           |        | ✓    |
| PPD          |        | ✓    |
| FM           |        |      |
| HPN          |        |      |
| ADO          |        |      |
| EHR          | ✓      |      |
| RLA          |        |      |
| CON          |        |      |
| RMS          |        |      |
| ST/ON        |        | ✓    |
| RE           |        | ✓    |
| Number One   | 4/14   |      |
| Action Taken |        |      |
| Aminal/Date: |        |      |
| File Loc.    |        |      |

UNCLASSIFIED

STATE 114007

*JCT*  
action: Jm  
info: EHR

ACTION: AID

INFO: AMB/DCM - 2

VZCZCMB0425  
PP RUEHMB  
DE RUEHC #4007 1030617  
ZNR UUUUU ZZH  
P 120616Z APR 88  
FM SECSTATE WASHDC  
TO RUEHMB/AMEMBASSY MBABANE PRIORITY 3308  
INFO RUEHSB/AMEMBASSY HARARE PRIORITY 6304  
BT  
UNCLAS STATE 114007

LOG: 094 077  
12 APR 88 0622  
CN: 10883  
CHRG: AID  
DIST: AID

AIDAC

E.O. 12356: N/A

SUBJECT: SSA ALLOWANCE

*Funding*  
*update*

1. APPROPRIATION 72-1181014, BUDGET PLAN CODE GSSA-88-21545-GG12 (ALLOWANCE 814-60-613-00-55-61) ESTABLISHED FOR DOLLARS 1,500,000 FOR PROJECT 690-0215.45, SADCC TECHNICAL SUPPORT.

2. FUNDS CAN BE OBLIGATED. CN WAITING PERIOD EXPIRED 4/2/88.

3. ADVICE OF ALLOWANCE FOLLOWS. SHULTZ

BT  
#4007

NNNN

UNCLASSIFIED

STATE 114007

| Date Rec'd:   |        |      |
|---------------|--------|------|
|               | Action | Info |
| DIR           |        |      |
| DD            |        |      |
| DD            |        |      |
| FM            | ✓      |      |
| HPN           |        |      |
| ADO           |        |      |
| EHR           |        | ✓    |
| PIA           |        |      |
| CON           |        |      |
| RMO           |        |      |
| CHRON         |        | ✓    |
| PC            |        | ✓    |
| Reply Due     | 4/14   |      |
| Action Taken: |        |      |
| Initial/Date: |        |      |
| File Loc.     |        |      |

- (1) a summary listing of all expenses by category and by local currency and dollar accounts;
- (2) RTC will be reimbursed in the currency in which the expenses were occurred and they will not become involved in currency conversions; and.
- (3) any other financial information which USAID may request.

c. Procurement Plan/Technical Assistance:  
Procurement of technical services and a limited amount of commodities required under the Project will be through a combination of contracting modes to allow the RTC and AID flexibility in responding to project needs. The RTC will retain primary contracting responsibility in the areas of Long- and Short-Term Technical Assistance, supplies (one multi-passenger vehicle, data processing equipment, and other ancillary supplies), short-term participant training and some project logistical support for the operation of the RTC. Procurements by the RTC will follow the guidance and requirements for host country contracting laid out in AID Handbook 11. The cognizant project officer will be the individual to coordinate RTC host country contracting and guidance will be available from the Regional Contracting Officer. USAID/Swaziland will assume procurement responsibilities in only those specific instances where it is considered by both the GOS and the Mission to be appropriate and in the best interests of project implementation to do so. All Mission direct contracting will be handled by the Regional Contracting Officer. Mission Management/Evaluation and Audits will be handled as direct AID contracts."

(7) Annex A, Section 3.C.2., is hereby deleted in its entirety and the following is substituted in lieu thereof:  
"A.I.D.

Project management will be the responsibility of the Human Resources/General Development Officer, USAID/Swaziland in accordance with the redelegation of implementation authority from USAID/Harare. Day-to-day project implementation and management will be carried out by a full time Assistant Project Manager employed

Fisheries data bank, identifying regional training capabilities in preparation for establishing a Regional Fisheries Training Center and carrying out research activities. The grant provided Long-Term Technical Assistance to the Unit, data processing equipment, studies to identify training and research priorities and a series of workshops, seminars and SADCC technical meetings.

(b) The Soil and Water Conservation and Land Utilization Unit (Lesotho)

AID entered into Agreement with the Government of Lesotho to provide up to \$596,000 in support of the Unit. The Grant was to assist the Unit in developing policies and practices on conservation and environmental issues for SADCC member countries. A series of studies, seminars and SADCC technical meetings were planned.

(c) SADCC Secretariat (Botswana)

In 1984, AID negotiated with the SADCC Secretariat, Botswana to provide up to \$1.0 million over a 3 year period. However, the Grant Agreement signed with the Secretariat in 1987 was for \$750,000. The purpose of the grant was to assist the SADCC Secretariat respond to requests from the SADCC Council of Ministers and standing committees. The funds enabled the Secretariat to undertake regional trade feasibility and technical studies and to develop trade policies for inter-regional cooperation.

In 1981, the Government of Swaziland was given responsibility for the manpower sector of the SADCC program and established the Regional Training Council. The RTC was placed in the Department of Economic Planning and Statistics (DEPS) of the GOS. Following the approval of the PP, AID entered into a grant agreement in June 1984 with the Government of Swaziland (GOS) in the amount of \$1.4 million to support the RTC in achieving its stated objectives outlined in the PP. To date the AID grant to the RTC has funded short- and long-term technical assistance, operations costs, costs of meetings and conferences, a series of studies and the completion of a training inventory. Three sequential work plans have work plans have been developed and RTC has made significant progress during the last 18 months. In February 1987 the GOS established five RTC positions and has since appointed a Director as well as three of the remaining four staff positions.