AYAD Review

Monitoring and Reporting
based on Intakes 9, 10 and 11
in Fiji, Vanuatu, Thailand and Vietnam
and Regional Assignments

Background

This review considers the information that is available from current AYAD monitoring and reporting tools on both development outcomes and the quality of program administration of the AYAD Program.

The scope of this review includes:

- the work outcomes achieved during AYAD assignments

- the contribution of assignments to overall capacity building of the host organization

- the likelihood of assignment outcomes being sustained

- the level of skill sharing with counterparts

- the satisfaction of AYADs with the services provided to them within the AYAD Program, including pre-departure training, the performance of In-Country Managers, the performance of Austraining International; and the involvement of AusAID

- the satisfaction of AYADs with the adequacy and timeliness of assignment allowances

- the adequacy of information provided in 'End of Intake Reports'

- any additional commentary provided by AYADS or Austraining on particular aspects of the AYAD Program

It is based on the analysis of the 'End-of-Assignment Reports' completed by Australian Youth Ambassadors for Development (AYADs) in Intakes 9, 10 and 11 in Vanuatu, Fiji, Thailand and Vietnam and those in 'regional' assignments. It is also based on the review of the 'End of Intake Reports' submitted to AusAID by Austraining for Intakes 9, 10 and 11.

The accompanying report considers each of the areas listed above and highlights several issues for further consideration in the ongoing development of the AYAD Program.

Overview

On the whole, the review of monitoring and reporting information available from Intakes 9, 10 and 11 indicates a high level of satisfaction among AYADS with their assignment outcomes, the service provided to them through the AYAD Program, and their overall personal and professional experience.

While positive overall, this review has highlighted a number of areas that are worth further consideration in the ongoing development of the AYAD Program. These include:

1. Current monitoring tools are geared towards individual assignments and only collect information on assignment outcomes from the perspective of the AYAD, making a broader assessment of program outcomes difficult. Revised monitoring tools could seek to collect more concise information on assignment outcomes that are more easily collated and from a broader range of stakeholders.

2. Current reporting tools are primarily focused on overall satisfaction ratings and program outputs and do not provide scope to report on outcomes at a sectoral, country or program level. Revised monitoring tools could provide scope for future reports to include more outcomes based reporting.

3. There is a tendency for some host organizations to use the AYAD Program to fill in-line positions rather than recruit locally and to expect AYAD volunteers to work independently, without being assigned to work with a counterpart.

4. There appears to be great variability in the quality of assignments and host organizations. While this is to be somewhat expected in a developing country context, there is a fairly consistent message from AYADs that more work needs to be done in two key areas

   o better preparation of host organizations to participate in the AYAD Program, particularly in relation to understanding and facilitating the capacity building focus of the AYAD Program in AYAD assignments; and

   o greater monitoring of host organizations to ensure that the AYAD is being well supported and to monitor progress by the host organization and the AYAD towards achieving assignment objectives.

5. The adequacy of living allowances in particular countries is worth review as it registered as a common issue of concern in three of the four countries included in this review.

6. The adequacy of the current insurance policy is worth further consideration given the concerns raised by AYADs regarding the high excess on medical claims and the expense of insuring personal items not covered by the standard policy.

1. Work Outcomes

Although the End-of-Assignment Report asked AYADs to identify the work outcomes that AYADs had achieved during their assignment, the responses largely described activities undertaken and outputs achieved, rather than outcomes. The revised End-of-Assignment Report format that was used in some countries in Intake 11 does encourage more outcomes-based reporting from AYADs, but this formed only a small portion of all end-of-assignment reports reviewed.

Typically, AYADs identified three types of activities undertaken within their assignments:

- General organizational capacity building in areas such as information technology; information management; the development of systems, policies, procedures and guidelines; strategic planning; work planning; monitoring and evaluation; and human resource management.

- Technical capacity building in a broad range of specialty areas such as laboratory technology; sports administration;

- Technical or in-line duties such as research, laboratory work, teaching, report writing, conference administration,

Activities and outcomes were collated on a sectoral basis within each country reviewed – see Annex 1 for Country Reports. Given the typically small numbers of assignments in each sector, and the broad range of work undertaken in each sector, however, this collation did not provide useful information about the contribution of the AYAD Program at a sectoral level. This would perhaps be different if work outcomes had been reviewed over a longer period or if assignments had been initially designed to meet a narrow set of sectoral objectives. As it is, however, assignments are typically designed on an individual basis in response to the requests of host organizations and as such, it was not really possible to assess what, if any, contribution the AYAD Program had made at a sectoral level within individual countries.

2. Skills Sharing & Capacity Building

The majority of AYADs rated their contribution to overall capacity building of their host organizations and the level of skill sharing with counterparts as either good or excellent. It was evident from the commentary within responses in end-of-assignment reports that AYADs were clearly focused on the capacity building focus of the AYAD program and sought opportunities to pursue this focus wherever possible.

Ratings on the contributions of AYADs to capacity building and skills sharing have been collated by country and sector in Annex 1. The only significant trend evident from this analysis is that ratings appear to be weakest where assignments are very technical in nature or where a counterpart has not been assigned to work with the AYAD. One of the most frequent comments throughout the end-of-assignment reports reviewed was that more work needs to be done with host organizations to ensure that capacity building is clearly integrated into AYAD assignments and that the host organization demonstrates its commitment to this objective throughout the duration of the AYAD assignment.

An interesting comment from a handful of reports was that an assigned counterpart was not critical to achieving skills sharing and capacity building as long as the host organization actively supported other approaches to capacity building such as in-service training, staff or community workshops, producing manuals and guidelines, and assisting with organizational strategic planning.

3. Sustainability

The majority of AYADS rated the likelihood of their assignment outcomes being sustained after their assignment as either good or excellent. Those AYADS who only rated their contribution as fair or poor generally commented that the lack of a counterpart or poor scoping of the assignment impeded the likelihood of their assignment outcomes being sustainable.

Ratings on the likelihood of assignment outcomes being sustainable have been collated by country and sector in Annex 1. This analysis did not indicate a trend in any particular sector or country, but a consistent trend across assignments generally was that the sustainability of assignments seemed to be poorest where the assignments were highly technical, relying on the AYAD to perform technical tasks rather than the AYAD working alongside and supporting a counterpart.

4. Program Services

For the most part, AYADs reported a high level of satisfaction with the services provided to them through the AYAD Program.

Most (over 92%) AYADs were satisfied with the pre-departure training provided, the service provided by TMVC before leaving Australia, and the performance of their in-country manager overseas. Most AYADs were also satisfied with the performance of Austraining International (over 87%) and with the involvement of AusAID in the AYAD Program (over 85%). The few comments that expressed dissatisfaction with a particular aspect of program services were fairly individual in nature and did not present any significant issues of concern.

One area of program services that did receive a number of comments, both positive and negative, was on the role of the In-Country Manager. The comments emphasize the need for in-country managers to foster a supportive environment in-country so that AYADs can settle into a new country quickly and iron out any major difficulties in their assignment in the first few months of their placement. One particular comment worth noting is that in-country managers should have a female contact who AYADS can contact on gender sensitive issues such as sexual harassment.

5. AYAD Allowances

The adequacy and timeliness of AYAD allowances registered as an area of dissatisfaction among AYADs in Thailand, Fiji and Vanuatu. The specific concerns in each country are outlined below:

- In Vanuatu, fifteen of the twenty eight AYADs reviewed expressed a level of dissatisfaction with the adequacy and the timeliness of their allowance payments. AYADs in all three intakes consistently commented that the allowances provided were inadequate, particularly given the high costs of perishable foods. The timeliness of payments in Vanuatu was also a consistent issue.

- In Thailand, a number of AYADs commented that the high cost of rent in Bangkok had made living within their AYAD living allowance difficult and required some of them to supplement the AYAD allowance with money from their own personal sources. Despite this being a concern, it only translated into three AYADs rating a level of dissatisfaction with the adequacy of allowances provided.

- In Fiji, some AYADs also indicated that the AYAD living allowance did not fully cover the total living costs incurred, particularly for those that did not benefit from subsidized government housing. Comments in the end-of-assignment reports indicated that due to rent and food

being fairly expensive, some AYADs had supplemented their living allowance with their own money. Despite these comments, only two AYADs actually rated a level of dissatisfaction with the adequacy of allowances provided.

6. Host Organisation Liaison

The most consistent message from end-of-assignment reports is that host organizations need to be better screened, prepared and monitored throughout their involvement in the AYAD Program. In particular, to ensure that Host Organisations:

- fully understand the objectives of the AYAD Program, including the capacity building focus of the AYAD Program

- provide a supervisor to oversee the AYAD assignment and provide support and direction to the AYAD throughout their assignment

- provide a counterpart to work with the AYAD wherever possible

- are not using the AYAD Program to fill in-line positions unless there is a capacity building and sustainability strategy attached to the AYAD assignment

Several AYADs emphasized that information about the AYAD Program, and in particular its focus on capacity building, needs to be made available to a range of people in the Host Organisation, including the AYAD's supervisor, counterpart, and colleagues so that clear expectations are understood regarding the nature and scope of the AYAD's assignment.

In addition to comprehensive liaison with the host organization prior to the assignment, AYADs highlighted the need for monitoring throughout the assignment, where the AYAD Program seeks feedback from the host organization on how the assignment is progressing; what the host organisation hopes will be achieved at the end of the assignment; how the host organization is helping the AYAD achieve their assignment objectives; and how the host organization has helped the AYAD adjust to life in the host country and made them feel welcome. This monitoring process would serve the dual process of maintaining the host organisation's focus on AYAD assignment objectives and of highlighting areas where the AYAD Program can provide further support to either the AYAD or the host organization.

7. Assignment Development

Comments provided by AYADs within the end-of-assignment reports highlighted the need for more attention on the development and appraisal of assignments, with particular attention to ensuring that:

- assignment objectives and outcomes are clearly articulated;

- assignment objectives and outcomes are clearly linked to the broader priorities of the host organization and to the development priorities of the host country;

- assignment objectives are achievable in the allocated time frame;

- counterparts will be available to work alongside an AYAD and where this is not possible, the host organisation has articulated other ways that the AYAD will be able to build capacity within the scope of the AYAD assignment;

- the expertise required to undertake the assignment is clearly described; and

- assignment objectives are re-evaluated close to the time of assignment commencement to ensure that they are still valid.

8. Language Preparation

A number of AYADs who undertook assignments in Thailand commented on the difficulty of working in a mostly non-English speaking environment. Many of these AYADs tried to learn Thai language skills in-country but found that the language skills acquired were generally not sufficient to apply to a working environment. Some AYADs suggested that they could have undertaken more preparation in Australia if they had known the extent of the language barrier that they would face in Thailand. Others commented that the language barrier was so great that it made fulfilling their assignment objectives almost impossible.

9. Insurance

Concerns were raised about two aspects of the insurance policy provided:

- the first is that a number of AYADs found the medical insurance excess too high to be useful and some reported that AYADs were avoiding seeking medical assistance because of the up-front payment required

- the second is that some AYADs found it excessively expensive to insure personal items such as a personal computer and camera which were not covered in the standard insurance policy provided by the AYAD Program.

10. Overall Satisfaction

93% of AYADs would either highly recommend (59%) or recommend (34%) the AYAD Program to other potential AYADs. The remaining 7% said that they would neither recommend nor not recommend based on their experience. None of the AYADs reviewed said that they would advise against the AYAD Program to other potential AYADs.

78% of AYADs rated the value of their AYAD experience in assisting them professionally as either 'very satisfied' (45%) or 'satisfied' (33%). A further 15% rated their experience as 'neither satisfied nor dissatisfied' and only 8% rated a level of dissatisfaction with their overall experience in terms of it assisting them professionally.

The following quotes are a few examples of some of the comments provided by AYADs in their End-Of-Assignment Reports:

> 'Thanks so much for the opportunity to have this fantastic experience. I have met the most wonderful people that I will call life long friends, I'll be back to Vanuatu to visit and hopefully see basketball in an improved state, with a greater number of players and a higher standard of basketball and facilities. I hope that this experience has been as beneficial for people in Vanuatu as it has been for me!'
> *– Intake 9, Vanuatu*

> 'My AYAD placement has been a fantastic and rewarding learning experience. I have learnt so much about myself and have overcome many challenges. On a professional level, I believe I have learnt many new skills (particularly in project management) and have been able to contribute to the advancement and skills of my host organization. I would highly recommend the program to anyone.'
> *– Intake 10, Vietnam*

'I would like to thank AusAID and all the staff at Austraining for giving me the chance to work as an AYAD. It has been one of the best and most rewarding experiences of my life. I think the program is fantastic as it gives young Australian people a truly unique opportunity and experience that they just could not get any other way. Being an AYAD has greatly increased my interest in working in the field of development and broadened my outlook on future career paths and employment.'
– *Intake 11, Thailand*

Annex 1 – Country Reports

<u>**Fiji**</u>

Of the fifteen AYAD assignments undertaken in Fiji during Intakes 9, 10 and 11, eight were in the governance sector; and the remaining seven were undertaken in infrastructure (2), education (1), environment (2) and health (2) sectors. Based on the information provided by AYADs in their end of assignment reports, the activities undertaken in these assignments have been summarized in the table below.

Infrastructure, Education, Environment and Health	Governance
- enhancing IT infrastructure for a health system - assisting rural women to market their products using email - supporting the development of a school-based environmental education program - implementing international guidelines on environmental protection - strengthening national OH&S guidelines and procedures - social marketing and promotion of condoms and awareness raising of HIV/AIDS - documenting current nutrition activities in Fiji	- reviewing legislation and judicial systems for compliance with the Convention on the Rights of the Child - raising awareness of child protection in the pacific - increasing local and regional knowledge of climate change issues - promoting reconciliation and engendering better interethnic relations - developing media guides and protocols - training in social marketing skills and media skills for NGOs - undertaking town planning processes including research, surveys and stakeholder meetings - organizational strategic planning - training in information technology, research skills and project management - training in sports administration and basketball coaching

Most AYADs involved in these assignments rated their success in achieving capacity building of their host organization as good and the likelihood of their contribution being sustained as good. The ratings on the level of skills sharing achieved was more variable, however, with some rating this as only fair or poor. The comments accompanying reports indicated that some host organizations had not made a counterpart available to work alongside the AYAD. This meant that in a number of instances AYADs were working largely independently and had to work quite hard to bring a capacity building focus to their AYAD assignment. Comments indicated that assignment outcomes would have been enhanced if host organizations had made a stronger commitment to counterparts working alongside AYADs and supporting a capacity building focus.

Vanuatu

Of the twenty eight AYAD assignments reviewed in Vanuatu, three were in the infrastructure sector; three in the education sector; two in the health sector; and the rest were classified as being in the governance sector.

Due to the large number of assignments in the governance sector, these have further been classified by the nature of their assignment into four sub-sectors – legal, civil society, public administration, and sports administration. The main activities undertaken within these assignments are listed in the table below.

Governance - Legal Sector	Governance - Civil Society	Governance - Public Administration	Governance – Sports Administration
- providing legal advice and assistance to individuals and communities, including women victims of domestic violence and prisoners; - raising awareness in the community about domestic violence and how the law is able to help women; - training and supporting Ni-Vanuatu legal officers in preparing and researching for litigation; - drafting amendments to national legislation for women; - developing a website on the bilateral and multilateral treaties of pacific island states.	- developing organisational templates, filing and records systems, and financial policies and procedures - training staff in report writing and proposal writing - assisting staff to develop workplans, budgets and strategic plans - assisting staff in the areas of program design, program planning, and project monitoring and evaluation - preparing and facilitating public awareness workshops on corruption and good governance - promoting local income generating opportunities	- advising on the development of government regulations and policies - developing business planning and financial reporting processes, and management guidelines - training in specific skills areas such as library skills; interpretation of legislation; software publishing; fisheries statistics; and environment impact assessments - training local tour operators in coral reef monitoring and reporting - producing guidelines for registering community conservation areas - analysing legislative provisions for customs	- increasing the number and quality of coaches and referees in basketball and cricket - development of sports facilities - increasing the number of secondary students involved in playing sport - improving efficiency of day to day operations in sports administration - expanding community knowledge of particular sports - establishing a beach volleyball association - creating and updating a cricket website

The activities undertaken in the assignments in the health, education and infrastructure sectors are also summarized in the following table:

Health	Education	Infrastructure
- developing the capacity of public health administrators - training health students and staff in microbiology - training pharmacy officers and health workers in the handling and management of medicines - evaluating a community eye-health program.	- producing and editing documentary films - in-service training for teachers in lesson planning, teaching methods and resource development	- administration of servers and computer workstations - surveying rural health facilities and needs in four provinces - advice and training in the use and maintenance of information technology - establishing a media lab/video production unit within a tertiary college

On the whole, AYADs working in all sectors in Vanuatu reported that most of their planned assignment outcomes were achieved and they were satisfied with these outcomes.

The strongest ratings on capacity building, sustainability and skills sharing were received by AYADs who worked in sports administration. These AYADs rated their level of skills sharing with counterparts as excellent and their contribution to overall host organization capacity building as good. They also rated the likelihood of their assignment outcomes being sustained as good.

AYADs working in the legal sub-sector also rated their contributions strongly - they rated both their contribution to overall host organization capacity building and the likelihood of their assignment outcomes being sustained as either good or excellent.

Those AYADs working in civil society and public administration sub-sectors and the education and infrastructure sectors rated their level of skills sharing with counterparts, their contribution to overall host organization capacity building, and the likelihood of their assignment outcomes being sustained as good. There were several AYADs within government organisations, however, whose lack of counterpart made skills sharing and sustainability a challenge.

AYADS working in the health sector had mixed experiences relating to skills sharing with counterparts with ratings recorded between poor and good. On average, however, these AYADs rated their contribution to overall host organization capacity building as good and the likelihood of assignment outcomes being sustained as good.

<u>**Thailand**</u>

Of the nineteen AYAD assignments undertaken in Thailand during Intakes 9, 10 and 11, five were in the environment sector; five in the rural development sector; five in the governance sector; two in the health sector; one in infrastructure; and one in the gender sector. As there were only one or two AYADs working in each of infrastructure, health and gender, the activities undertaken within these assignments have been grouped together in the table below.

Infrastructure, Health and Gender	Governance	Rural Development	Environment
- promotional website developed for Naresuan University - capacity building in website design - English language training - training in physiotherapy - introduction of music and art therapy for disabled students - product design, development and promotion for rural women's cooperatives - child protection awareness raising - developed a quality and effectiveness framework	- conference preparation - training in modern education methods for museums - developing a communications plan with counterpart - assessing the needs of foreign prisoners - promoting the tourism sector in Chonburi Province - increasing public awareness of the benefits of eco-tourism	- participating in community based environmental education - production of community education materials - environmental research in forest restoration - developing information and education materials on turtle conservation - organisational capacity building in the areas of information management; strategic planning; monitoring and evaluation; preparing project proposals; and work planning.	- developing a communications strategy on forest conservation - encouraging community involvement in local NGOs - training counterparts in laboratory work - implementing community forestry projects and environmental education

For the assignments in infrastructure, health and gender, the ratings on capacity building, sustainability and skills transfer were mixed. Two AYADs expressed difficulties with their host organization's understanding of the aims and objectives of the AYAD Program. Overall, these AYADs rated the likelihood of their assignment outcomes being sustained as only 'fair'.

For those AYADs working in governance and rural development assignments, they rated, on average, their contribution to capacity building as good and the likelihood of assignments outcomes being sustained as good. Within the responses, however, there were a couple of AYADs in governance assignments who rated capacity building and sustainable outcomes as only fair or poor. From the comments attached to these end-of-assignment reports, these poorer

ratings were due to host organisations not being fully aware of the objectives of the AYAD Program, and as such, not focused on supporting outcomes that would be sustainable.

Of the five AYADS who undertook assignments in the environment sector, only one rated the likelihood of their assignment outcomes being sustained as above 'fair'. Three of these five AYAD experienced difficulty with the preparedness of their host organization to host the AYAD, with some finding little work for them to do and others without any counterparts to work alongside.

Vietnam

Of the thirty one AYAD assignments included in this report, ten were in the environment and rural development sectors; two in education, two in gender, two in infrastructure; and sixteen were in the governance sector. A summary of the activities undertaken within these assignments is outlined in the table below.

Education, Infrastructure and Gender	Governance	Environment and Rural Development
- providing academic consultation and assisting students with academic work - preparing and delivering lectures and seminars - designing and launching a course promotional website - training in library cataloguing standards, procedures and processes - designing a customer relationship management system for local entrepreneurs - training in engineering construction practices and sanitation - promoting women's participation in leadership - gender training - organizational capacity building, in the areas of project management and report writing and developing monitoring and evaluation frameworks	- production and editing of monthly magazine - coordinating activities of the Vietnam Business Forum - undertaking a poverty impact assessment - developing a marketing strategy and materials for an INGO - donor analysis - research on health issues facing Vietnam - various organizational capacity building in areas such as training needs analysis; human resource management; report writing and editing - assisting staff in translation and preparation of documents - organizing workshops - undertaking project research	- assessment of the supply chain for cut flowers in Vietnam - socio economic, economic environmental impact studies on the fisheries sector - development of a database to interpret and analyse fisheries data - field research on pest control for farming - development of a propagation program for rare plant species and a species database catalogue - documentation and evaluation of the use of medicinal plants by local villages - assessment and advice on environmental impacts on soils - evaluation of the environmental condition of low lying coastal areas - greenhouse seedling experiment for Vietnamese forestry - technical capacity building in survey techniques; basic lab skills; excel spreadsheet analysis; methods of data collection and analysis; and environmental impact assessment tools and resources

Overall, those AYADs who undertook assignments in the governance sector considered that they had successfully achieved most of their planned assignment outcomes and rated their

contribution towards organisational capacity building as good. Ratings towards sustainability of assignment outcomes were weaker, however, with a number of AYADs rating the likelihood of assignment outcomes being sustainable as only 'fair'.

Five AYADs undertook governance assignments with the same INGO and reported mixed experiences in terms of their ability to contribute to capacity building. The comments attached to these assignment reports highlighted the need for AYAD assignments to be well scoped and appropriate arrangements made with host organisations to provide adequate supervision and commitment to the capacity building focus of the AYAD Program. There was a sense expressed that the INGO had come to take AYAD placements for granted.

A significant number of AYADs who undertook assignments in Vietnam worked in the environment and rural development sectors. They worked in a variety of areas, including forestry, fisheries, national parks, farming and water management and worked for a mix of government agencies and non-government agencies. On the whole, these AYADs were satisfied with the outcomes they achieved through their assignments. Probably more so than in other sectors, these outcomes included undertaking some very practical tasks rather than a strong focus on organizational capacity building. While capacity building ratings were good overall for these assignments, only half of the AYADs rated the likelihood of assignment outcomes being sustainable as good. The other half of AYADs rated the likelihood as only 'fair'. This is perhaps reflective of the research and technical focus of many of the assignments and the lack of counterparts in almost a third of these assignments.

In the education, infrastructure and gender sectors, AYADs rated their contributions to capacity building, sustainability and skills sharing as good. Most of the AYADS in these assignments noted that they needed to be prepared to work independently and with very little guidance. However, they all appeared to have a strong appreciation for the capacity building and sustainability focus of the AYAD Program, and sought ways of ensuring their work was sustainable. It was interesting to note that those assignments in the education sector tended to have a stronger impact on students than counterpart staff, but were still considered to be effective in capacity building by the AYADs who had undertaken the assignments.

Regional

Ten AYAD assignments were reviewed as regional assignments, although a further nine were regional in nature but were reviewed based on the country in which they were located. Of the ten assignments included in this regional analysis, three were in the governance sector; two in education, one in rural development and four in the environment sector. A summary of the activities undertaken within these assignments is outlined in the table below.

Education	Governance	Environment and Rural Development
Developing distance education capacities	Publishing articles on water management	Developing website for marine turtle conservation
Web design for secondary education	Developing website structures for science researchers	Training in web development and maintenance
	Promoting rice research	Research and policy development on wetlands; hazardous waste management; and renewable energy technologies
		Training in video production for the promotion of rice research
		Research on the protection of intangible heritage
		Publication on regional biodiversity and development
		Capacity building in conducting participatory research and economics

Overall, those AYADs who undertook regional rated their contribution towards organisational capacity building as good and the likelihood of assignment outcomes being sustainable as good. Ratings towards the level of skills sharing achieved were weaker, however, with half of the AYADs rating their contribution in this area as only fair, poor or not applicable. The comments attached to these assignments indicated that most of these AYADs were not assigned a counterpart to work with and as a consequence had to seek other opportunities to build capacity and ensure that their work would be sustainable. There was a general sense that AYADs in regional assignments filled the role of an 'intern' and were usually required to work independently and with little direction. AYADs commented that they needed to have enough self motivation to ensure that the aims of the AYAD Program were met within their assignments, as supervisors and managers were usually unaware of the capacity building aims of the AYAD Program.