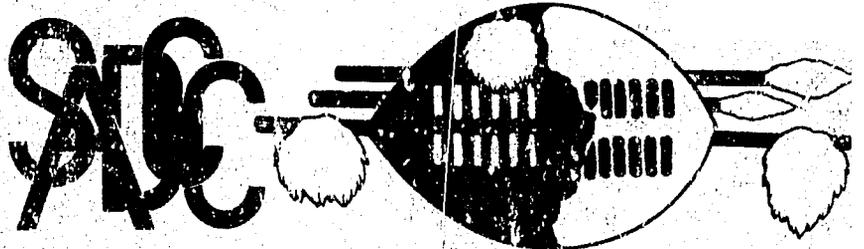


MANPOWER

SOUTHERN AFRICAN
DEVELOPMENT COORDINATION
CONFERENCE



Mbabane, Kingdom of Swaziland
31st January – 1st February 1985

INTRODUCTION

In accordance with the review nature of the 1985 SADCC Annual Conference the basic documentation on SADCC's programme of Manpower Development is the **PROCEEDINGS** of the SADCC Manpower Symposium. The Symposium was a consultative meeting held in June 1984 between the Regional Training Council, representatives of other SADCC sectors and certain of SADCC's International Co-operation Partners.

The Symposium was the Manpower Sector's response to the need for better communication between the Regional Training Council and the international community. It also provided an opportunity to take stock of the Sector's achievements during the four years since the Biantyre Conference and to draw on a wide range of expertise and experience in the planning of the future direction of the manpower programme.

The meeting considered proposals for a major re-structuring of the region's manpower programme and examined critically both the progress that has been made and the constraints that have been encountered. We are keen that the views expressed at this meeting should have as wide a circulation as possible as a contribution to an increased understanding of the dynamics of the Manpower Sector. It is hoped too that this material will provide the basis for a fuller review of cooperation with the Manpower Sector during the technical working group sessions of the Annual Conference.

The outcome of the Manpower Symposium was discussed by SADCC Manpower Ministers at their meeting in September 1984. At that meeting it became clear that more time was needed for SADCC's own internal consultations before a final strategy could be agreed. It is anticipated that by the time of the Annual Conference it will be possible to discuss our tentative conclusions in this regard and to table an updated Status Report on the Manpower Programme.

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PREFACE

This volume contains the Proceedings of the SADCC Manpower Symposium which was held in Swaziland from 13th to 15th June, 1984. The aim of the Symposium was to bring together in a single forum representatives of the SADCC Regional Training Council, representatives of the other SADCC Sectors for whom manpower is a major consideration in their programmes, and those of SADCC's international cooperating partners who are concerned with, and committed to, the goal of manpower development within the region.

The meeting was conceived as the Manpower Sector's response to the concern of the SADCC Council of Ministers to enhance communication links between the SADCC Sectors and the international community. For the Regional Training Council, too, the issue of the flow of information between the region's manpower programme and interested donor organisations has been a priority consideration, particularly in view of the limited opportunities available at the SADCC Annual Conferences for extensive technical exchanges. It has been the feeling of the Training Council that both the region's manpower officials and SADCC's cooperating partners have been insufficiently aware of each others' approaches to SADCC's objectives in the manpower field. Such a lack of awareness must have implications for the effectiveness of cooperation on regional manpower projects. It was felt, therefore, that an opportunity for a fuller consultation than had hitherto proved possible would make a positive contribution to cooperation, and that such an opportunity would be generally welcomed. The Manpower Symposium was designed to meet this need.

In addition to facilitating communications, the Symposium had a second objective. The First Phase of the Regional Training Council's programme was presented to the 1981 Annual Conference in Blantyre. By the end of 1984 it is envisaged that the majority of the activities implemented under this Phase will have been completed. With this in mind the Training Council has embarked upon a detailed evaluation of its Phase 1 activities in preparation for developing a new strategy and approach for Phase 2. In developing this strategy it was felt that the experience and expertise of the international community with regional projects would be a valuable resource for the Training Council to draw upon. The Symposium was designed, therefore, to enable invited participants to make the maximum possible input to the Training Council's own planning mechanisms.

It is perhaps too early to say how far these two objectives were actually achieved. Dialogue is, by definition, an on-going process. A single consultative meeting can at best mark one stage in such a process. However, the feeling at the conclusion of the Symposium seemed to be that meaningful consultation had in fact taken place and, more important, that the basis for future exchanges of a similar kind had been laid. If this proves to be the case then the Symposium must be counted a success.

If the Symposium has been a success then this is due to the goodwill and the efforts of those SADCC international cooperating partners who attended and who made such a valuable contribution to the deliberations. On behalf of the Regional Training Council and the SADCC Member Countries we should like to record our gratitude to them. We also wish to express our gratitude to the Honourable Mhambi Mnisi, Minister Without Portfolio of the Kingdom of Swaziland, who graciously agreed to open the meeting and who, by his inspiring Address, established the climate of constructive criticism which was such an important feature of the proceedings.

V.E. Sikhondze
Chairman
SADCC Regional Training Council

SYMPOSIUM PROGRAMME

DAY	TIME	EVENT
TUESDAY 12th June	0900 hrs	Registration of delegates
	1430 hrs	SADCC delegates meeting
WEDNESDAY 13th June	0800 hrs	Registration of delegates
	0930 hrs	Conference Opening
	1030 hrs	COFFEE BREAK
	1100 hrs	Plenary session 1 -The future work programme of the SADCC Regional Training Council (RTC)
	1230 hrs	LUNCH
	1430 hrs	Plenary session 2 -Reports on the manpower component of other SADCC sectors: : Energy : Transport and Communication
	1600 hrs	COFFEE BREAK
	1630 hrs	Group session 1 -Analysis of RTC work programme
1830 hrs	Conference adjourns	

DAY	TIME	EVENT
THURSDAY 14th June	0900 hrs	Group session 2 -Analysis of RTC work programme cont'd
	1030 hrs	COFFEE BREAK
	1100 hrs	Group session 3 -Analysis of RTC work programme cont'd
	1230 hrs	LUNCH
	1430 hrs	Plenary session 3 -Reports from group sessions and discussion
	1600 hrs	COFFEE BREAK
	1630 hrs	Plenary session 4 -Reports from group sessions cont'd
	1830 hrs	Conference adjourns

DAY	TIME	EVENT
FRIDAY 15th June	0800 hrs	Chairman's Summary of Day 2 Plenary sessions and introduction to Day 3
	0830 hrs	Plenary session 5 -Statements by invited guests and plenary discussion
	1000 hrs	COFFEE BREAK
	1030 hrs	Plenary session 6 -Statements by invited guests cont'd
	1130 hrs	Chairman's Summary
	1200 hrs	Conference Closes

LIST OF PARTICIPANTS

Symposium Chairman	V.E. Sikhondze	Principal Secretary Department of Economic Planning and Statistics
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PARTICIPATING COUNTRIES/ORGANISATIONS

Belgium	Jean-Marie Urbain Michele Wera	Head of Development Cooperation Section, Belgian Development Cooperation Administration Representative, VVOB
Canada	Stephen Gibbons Charles Lusthaus	First Secretary, Canadian High Commission, Harare Advisor
CFTC	James B. Allie	Chief Project Officer
EEC	K. Von Helidorff K. J. O'Cuneen	EEC Delegate Regional Training Advisor
Germany	Dr Robert Haas	Advisor, Ministry for Economic Cooperation
ILO	Dr Martin J. Boodhoo	Regional Advisor
ILO/SATEP	Dr G.M. Hamid	Chief, ILO/SATEP
India	Apponni Ramesh	First Secretary, Indian Embassy, Maputo
NUFFIC	C. B. van den Bosch	Africa Desk Officer
SIDA	Per Koekeritz	Deputy Head, Education Division
UNDP	Eric Kashambuzi	Deputy Resident Representative
UNECA	Dr James A. Bukhala	Chief, Human Resources Develop- ment Section
United Kingdom	David Wood	Manpower Advisor (Regional), Overseas Development Adminis- tration
USAID	Dale B. Pfeiffer Shane MacCarthy Richard L. Shortlidge Jr	Regional Development Officer, USAID, Harare Human Resources Development Officer, USAID, Swaziland Human Resources Development Officer, USAID, Harare

SADCC PARTICIPANTS

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	Nimi A. Simbi	Senior Official, Ministry of Labour
	Rui A. M. Viera	Coordinator of Technical Department, Ministry of Education
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OPENING ADDRESS BY THE HON. MHAMBI MNISI,
MINISTER WITHOUT PORTFOLIO OF THE KINGDOM
OF SWAZILAND

Mr. Chairman, Distinguished Delegates, Ladies and Gentlemen,

1. It gives me great pleasure to be able to welcome you here at the start of the our SADCC Manpower Symposium.
2. This is a SADCC symposium. SADCC itself needs no introduction to this audience who are here because of the drawing power of the name - and it's name is Development.
3. For some time now our international partners have been suggesting that the annual consultation conference could with advantage be supplemented with smaller sectoral seminars for an in-depth assessment of sectoral programmes and activities. This is such a seminar. We, in Swaziland, as the country responsible for co-ordinating SADCC manpower training, have decided that it makes good sense to have such sectorial discussions with our partners on manpower development and so we are responding positively to your initiative.
4. We have brought together here, at the operational level, officials from SADCC and our main co-operating partners in the manpower programmes. For the next three days you will have a chance to discuss on a basis of complete frankness and with that confidentiality we all expect in exchanges between professionals.
5. You can review critically, and I hope constructively, the mechanisms and procedures as well as the programmes and projects of the SADCC Regional Training Council. We sincerely want to know what you, our partners, think of the programmes we have implemented and hope to implement and of the mechanisms through which the SADCC Manpower Sector is coordinated.
6. We wish to know whether you feel that the programmes are realistically designed to contribute to the overall objectives of SADCC and how they could be improved.
7. Do the mechanisms and procedures of the Regional Training Council facilitate or hamper easy co-operation between our respective agencies, what changes would you recommend?
8. We wish to know whether there is anything more you need to know about the Regional Training Council, its programmes, its relations with the international community and with other institutions in SADCC.
9. Your representatives at the annual conference have been asking for such a focussed discussion. You now have it and I urge you to make the fullest use of it. At the end of our three days we shall all, individually and collectively, have to consider whether it was

after all such a good idea and whether it should be repeated. I suspect that, as in so many other real-life situations, what you get out of this meeting will be a measure of what you have put into it.

10. I want to say a few words about the Regional Training Council. It is one of the formally established institutions of SADCC. Its Headquarters are in Swaziland which is responsible for the coordination of all SADCC programmes for manpower training and development. Like all SADCC institutions it is fully representative of the member countries.
11. Up till now the Council has devoted a great deal of time to what can best be described as the basic preparatory work necessary for the formulation of operational SADCC programmes.
12. We have established certain basic principles such as; that existing facilities must be fully utilized before looking elsewhere. That existing facilities should be strengthened and extended if necessary rather than creating new facilities. That whenever practicable, there should be an equitable distribution of training facilities.
13. I think most people would agree that these are eminently sound guidelines but there may be others that will emerge from your discussions.
14. The Council, in consultation with the member states, has also addressed itself to identifying priority areas and it has on its own initiative commissioned investigative studies in selected specialised areas.
15. However, this preliminary Phase is coming to an end and while investigations will continue to be an important feature of the Council's work, a new stage is being reached where the Council will seek to plan and implement training projects which will directly increase the skilled manpower within the SADCC region.
16. Training is important for all our countries - yours and ours alike. But not all training falls naturally into the SADCC programmes. When it comes to an actual training project we have to ask ourselves the question "What is it that makes this a SADCC project?" You will, I hope, address this important question in your discussions but I would like to propose to you some criteria.
17. Firstly, the Regional Training Council must have an input which it is best placed to make. In other words the nature of the project must be such that it can be better administered regionally than by individual countries.

18. What kind of projects suggest themselves? Again, we would like your views, but I can suggest a few; Railway training, because there must be a degree of standardisation of operating procedures for railways which carry freight and passengers from one country to another. Civil Aviation, because the numbers required are small for each country and again the operational procedures are standardized. Scientific research in specialized areas, for example agriculture requires a concentration of specialisation and equipment which can best be provided on a regional basis. There must be many others.

19. Secondly, the Regional Training Council must surely give priority in its programmes to training in those functional areas identified by the Council of Ministers as suitable for coordinated development. This requires a close coordination between the Regional Training Council and the Sectoral Coordinating countries and I am glad that at least some of these countries are represented here today. You will learn in the course of the next few days exactly how the responsibility for training in those areas is shared between a sectoral coordinating country and the Regional Training Council. Each has an important part to play, in technical appraisal and monitoring, as well as in broad policy formulation and the setting of priority.

20. Thirdly, there are categories of skills the need for which spreads over a number of different sectors - management and accountancy are two that readily spring to mind. In these areas where the quality and/or the economics of training would be enhanced by a regional approach, we anticipate that the Training Council will assume direct responsibility for design, funding and implementation of the courses.

21. It is by the application of such criteria that we will decide what the future SADCC programme should be in the training field. Your perspectives on these matters will be of great help in policy formulation. But, whatever the details of this programme, the role of the Regional Training Council is crucial in what the SADCC Council of Ministers have identified as an essential prerequisite for the achievement of SADCC's objectives - the development of our people's technical and professional capacity to manage their own countries' resources and economies. Without that, development is sterile and cannot be self-generating. For development means change and change begins with people. Change their attitudes, change their aspirations, change their motivations, and you will change their total capacities to produce.

22. This is what we must do throughout the region. It is not a task that will be completed this year, this decade or perhaps even this century. Like SADCC itself, it is not merely a project but also an attitude of mind, based on a belief in man's capacity to improve his situation by the planned application of his talents. We do not say that all change is good; nor do we say that we start from scratch with zero skills; but we do say that our future will not be a projection of the past. We seek to change by harnessing the new technologies to develop the resources of our lands for the

benefit of all our peoples. And we will do this while preserving what is good and what is relevant in our traditional values and traditional skills. That is why it is important that the overall policy in manpower development should remain in control of a representative indigenous body.

23. That is why, too, the Regional Training Council is potentially a most powerful influence on the general direction of human resource development in this region. To realize its full potential it will need muscle. Already some of our partners have realised that it is an effective instrument for the administration of region-wide projects and have given it responsibility in their own programmes. I hope that more of you will see the Council in this light. To that end I commend to you for serious consideration the proposal in Discussion Paper 2 for this Symposium.
24. Finally, looking into the future let me say that I see the role of the Regional Training Council grow with the development of SADCC. We look forward to the time when some of our partners may see the need to have on the establishment an officer who concentrates on SADCC manpower and training programmes. The appropriate posting for such officers would of course be where the Regional Training Council is located, here in Swaziland.
25. Mr. Chairman, let me conclude by stressing once more that this is a CONSULTATIVE MEETING. We have convened this Symposium in the belief that the constructive criticism of our friends, colleagues and collaborators is the most potent tool for intellectual growth. You are here to argue. I look forward to studying your conclusions.

Thank you.

CONFERENCE WORKING PAPERS

Five technical Working Papers were made available to Symposium delegates and are reproduced in the following Section. Titles of the papers are as follows:

1. The Future Work Programme of the Regional Training Council.
2. SADCC Scholarship and Training Awards Programme.
3. The Operation of the SADCC Inventory of Training Facilities.
4. Focus Paper.
5. Progress Report on Regional Manpower Development.

Working Papers 1 and 2 were circulated in advance to participants and contain a number of key proposals which the Symposium was asked to review. Working Paper 3 was originally prepared for a meeting of the Regional Training Council and sets out the Council's current thinking on optimising the use of the SADCC region's existing training capability. Working Paper 4 was prepared as a supplement to Working Paper 1 and was designed to assist the Discussion Groups in their analysis of programme objectives and their implications for Training Council activities. Working Paper 5 is a status report on the SADCC manpower programme and includes a summary of the projects presented to the Lusaka Annual Conference in February, 1984.

WORKING PAPER NO. 1

THE FUTURE WORK PROGRAMME OF THE REGIONAL TRAINING COUNCIL

1. The present work programme of the Regional Training Council consists of the studies and projects that were submitted to donors at the 1981 International Donors Conference in Blantyre. Subsequently, an additional three studies plus one further project have been added to the list. The origin of this initial portfolio of projects and studies was a meeting of the region's manpower experts that took place in Mbabane in August, 1980. The aim of that meeting was to assess the manpower requirements of the SADCC region and to identify priority areas for regional cooperation.
2. The experts meetings had available an extremely weak data-base from which to identify the region's major skill shortages. Inevitably, too, at that early stage, the development of a manpower policy for the region was considered in isolation from the development of the other SADCC sectors. The result was that the initial programme at Blantyre tended to reflect on the one hand, those areas where there was a consensus concerning the existence of important skill shortages in the region and, on the other, tended to reflect manpower considerations abstracted from considerations of a more regional nature.
3. Since the formulation of this initial programme, the RTC has had the experience of three donor conferences: Blantyre in November 1981, Maseru in January 1983, and most recently, Lusaka in February 1984. At all three conferences SADCC's international cooperation partners have expressed concern about manpower issues in general and have made general statements of support for the RTC's manpower programme. However, it has proved difficult to crystallize these general expressions of support into firm commitments to specific manpower projects and the indications have been that one of the reasons for this difficulty is the eclectic nature of the manpower programme to date and its failure to integrate with the other areas of SADCC's activity.
4. As with the other SADCC priority sectors, the activities of the RTC have relied extensively to date on donor inputs for their implementation. In consequence, the relationship of the RTC with SADCC's international cooperation partners is crucial for the development of the region's manpower programme. One important factor in this relationship is the question of planning cycles. As delegates will be aware, the scheduling of its meetings commits SADCC to an approximately twelve-month planning cycle. This means that projects are identified, approved and documented in the twelve months between one donor conference and the next. On the other hand, most donor agencies, whether multi-national or governmental, allocate their funds on a two- to five-yearly basis. This has meant that donor policy has lagged behind developments within SADCC. For example, the continuing emphasis on SADCC's

transport and communications sector stems from the initial commitments made at the Maputo Conference in November, 1980. Thus, it could be argued that the mechanism of an annual donors conference tends to operate to the advantage of "established" areas and to the disadvantage of new or developing ones. In order to obtain a substantial donor commitment to manpower development within the SADCC region, it is essential that donor agencies be given the opportunity to build such a commitment into their next planning cycle.

5. The initial Blantyre programme is likely to be completed by the end of 1984. It is therefore essential that the RTC should give some consideration to the direction of its future activities and to the relationship of these activities to the other areas of SADCC cooperation. The implication of the factors outlined above is that the RTC should commit itself to a broad long-term strategy. Such a strategy, while not excluding projects in other areas, should focus closely on the activities of the other SADCC priority sectors. In addition, the strategy should be sufficiently long-term to allow SADCC's international cooperation partners to plan a commitment to manpower in their own programmes. Finally, such a strategy must constitute a systematic and coherent plan for the development of SADCC's manpower resources.
6. Adopting a strategic approach to manpower development will have important implications for the evaluation of SADCC's contribution to the development of the region. The design of a strategy and its embodiment in a concrete plan will enable a realistic assessment to be made of the success or failure of SADCC's manpower programmes. Such an assessment, of course, is not merely ammunition against critics. Rather it is an important learning device whereby those areas of weakness that are highlighted can be strengthened and areas of strength that emerge can be fostered and encouraged.
7. It is proposed that the RTC should adopt a five-year work programme for the period 1985 - 1990. This programme should consist of a number of FIELDS which, in the view of the Training Council, are the main areas where regional cooperation can contribute to the development of human resources within the SADCC region. Each of these broad fields should be disaggregated into a number of defined ACTIVITIES. These Activities would, in effect, define tasks to be undertaken by the RTC in each field. At the final level of disaggregation, each Activity should find a concrete expression in a series of PROJECTS. Such Projects could be specific proposals for the training of certain cadres of skilled manpower, proposals for the strengthening of certain aspects of the region's employment and manpower information system, the operation of the Training Inventory, and so on.
8. The Symposium may wish to consider the following four FIELDS as the framework for the five-year workplan, 1985 - 1990.

- 8.1 **Training to Support the Activities of the Other SADCC Priority Sectors:** Even in the short time it has been in existence, SADCC has stimulated the implementation of additional capital programmes. These additional regional programmes have created an additional demand for skilled manpower within the region. Member countries are, therefore, confronted with the dilemma of either diverting scarce skilled manpower from existing national programmes to SADCC regional programmes or of slowing down SADCC programmes by allocating manpower resources initially to their national programmes. If we are to overcome this problem there is an urgent need for SADCC to assess the manpower implications of all its major projects and to design training programmes to ensure that the supply of skilled manpower does not become the major constraint on the development of the region. It should be noted that the existing skill shortages within the region are exacerbated not only by the new programmes and projects stemming from SADCC. SADCC is also responsible for an acceleration in the implementation of projects that would, in any case, have been implemented. All SADCC member countries are experiencing shortages of skilled manpower. Insofar as the shortages are attributable to SADCC's activities, or are exacerbated by SADCC's activities, there is clearly the strongest possible grounds for advocating SADCC training programmes to remedy these deficiencies and for coordinating these programmes through the Regional Training Council.
- 8.2 **Training in Other Priority Areas:** The existing SADCC sectors do not cover the entire range of skilled human resources required in the SADCC region. The development of member countries within the region is being hampered by skilled manpower shortages. It is, therefore, important that the RTC should identify those priority skills which are not covered by the present SADCC programme and explore ways in which regional cooperation can offer benefits in the training of those skills.
- 8.3 **The Compilation of an Inventory of the Training Facilities Available in the SADCC Region:** This is at present an ongoing activity of the Training Council and is being funded entirely from the resources of member countries. The object of this exercise is to ensure that facilities in the region which offer programmes and courses of interest to other SADCC member countries are used to their maximum. In addition, it is a means by which training within the SADCC region can be substituted for training outside the SADCC region. Thus, the exchange of students via the Training Inventory is, in fact, complimentary to the Fields described in 8.1 and 8.2 above. The importance of the Inventory is underlined by comparing the costs of training both inside and outside the region. Current estimates indicate that the average cost per student-year for training outside the SADCC region is US\$20 000 as against an average cost of \$6 000 per student-year for training within the SADCC region. It is

envisaged, therefore, that the development of the Training Inventory will allow member countries to increase by a factor of three the number of students in training.

8.4 **Employment and Manpower Information Systems:** As mentioned in paragraph 1 above, the handicap under which the August 1980 experts meeting worked, was that the data-base for manpower planning within the region is extremely weak. The SMS 6 consultancy study on employment and manpower information systems clearly demonstrated the complexity and the cost of measures to upgrade this data-base. However, it is clear that if major skill shortages are to be identified quickly and accurately, then certain measures of cooperation in the area of EMI systems must be undertaken. It is envisaged, therefore, that this should become one of the Fields in which the RTC is active.

9. The four fields outlined above represent an enormous breadth of activities for the five-year period. In view of the limited resources available to the RTC, and with the normal limitations on the availability of donor finance, it is clear that priorities will need to be allocated at all stages of the process if anything worthwhile is to be achieved. We hope that the Symposium will assign priorities to the above Fields. Within each Field, once Activities have been identified, it will again be imperative to rank them in order of priority. Furthermore, when the activities themselves have been disaggregated into concrete projects, these, too, will have to be prioritised.

WORKING PAPER NO. 2

SADCC SCHOLARSHIP AND TRAINING AWARDS PROGRAMME

1. The manpower sector of SADCC is unique. Without exception, all the other SADCC sectors have pinpointed shortages of skilled manpower as a major constraint. Thus, in addition to identifying capital projects for the region and other regional activities in their areas, the SADCC priority sectors have all of them identified programmes for developing the human resources needed to implement these activities. The manpower sector of SADCC is therefore the only sector where projects are forthcoming from other SADCC priority areas.
2. The question of co-ordinating these various manpower projects and of bringing them together into an integrated and coherent regional strategy for manpower development is thus one of the major tasks facing the Regional Training Council. The proposed work programme for the Training Council outlined in Discussion Paper No. 1 represents an attempt to produce such a co-ordinated and integrated approach to the human resource problems of SADCC and the SADCC region. In addition, this approach seeks to maximise the input of manpower and training expertise into the identification and design of training projects aimed at meeting the manpower needs of other SADCC priority sectors.
3. A second unique feature of the SADCC manpower sector is the difficulty inherent in defining a regional manpower project. In a sense, this is an issue that impacts on all of the SADCC sectors. However, the degree of ambiguity involved in identifying a regional project in transport and communications or in agriculture is frequently less than that involved in identifying a regional project in manpower development. This arises because the achievement of both the national objectives of individual SADCC member countries and the regional objectives of SADCC as an organisation involve the use of a common basic resource: that of trainable people. This resource has to be shared among a number of competing and complementary areas of activity. Thus, capital programmes implemented under SADCC and other regional co-operation activities use the same skills and human resources as do national capital projects or national activities implemented under the national development strategies of SADCC member countries.
4. From the point of view of training institutions there is a similar difficulty of definition. Regional Training Council policy is to identify, where possible, national training programmes of acknowledged excellence which, with certain additional inputs, are felt to have a regional capability. The objective is to optimise the use of existing expertise and experience within the region; to design projects which may be implemented as quickly as possible, and, to identify projects which can be implemented for the lowest possible cost. If such a programme cannot be identified, the

Regional Training Council will consider the design of a new programme to be added to an existing institution, again so as to capitalise upon existing training expertise within SADCC. Only if neither of these options is available will the Training Council consider the expensive and time-consuming alternative of creating a new regional institution. The basis, therefore, of the majority of the projects that have been proposed by the Regional Training Council is an existing national manpower development programme.

5. A further feature of current Regional Training Council policy is recognition of the need to decentralise the training of regional manpower as much as possible. Investment in human resource development has typically a very lengthy depreciation period viz the lifetime of the trained person concerned. However, the region is already facing a situation where skilled personnel, trained some five or ten years ago, find their skills becoming obsolete. The more specialised the skill the more frequently curricula and syllabuses need to be revised in order to keep pace with advances in technology. The re-tooling of training institutions and training staff, however, is a difficult and expensive business. The larger the institution and the larger its faculty, the more difficult such re-tooling becomes.
6. It must also be clearly recognised that the demand for specialist skilled manpower within the SADCC region is strictly limited. On the one hand it is this limited demand that makes regional co-operation in manpower development so important due to the economies of scale that can be realised through co-operation. On the other hand, we must accept that, at least in the short term, a point will be reached where the need for certain kinds of skills will basically have been met. In such a case, the training resources devoted to meeting this need will have to be re-allocated to alternative priorities. It is the view of the Regional Training Council that this process of re-tooling and re-allocating is easier with small training institutions than with large ones.
7. As set out in Discussion Paper 1 the current approach of the Regional Training Council to these questions is to divide the manpower development needs of the region into needs which are closely associated with SADCC's own activities and needs which arise from other shared problems of the nine SADCC member countries. We accept that many of these regional needs are identical to the needs of individual SADCC member countries for implementing their own national development programmes. However, the very existence of a regional organisation such as SADCC raises the question of the relationship of national to regional development objectives. National development planning, based upon the resources available to an individual government, sets a series of priorities drawn from national development goals and an assessment of the costs of allocating these resources between competing activities. The existence of a regional organisation inevitably complicates this picture. Firstly, it generates another series of goals and objectives which are regional in character and not purely national. The central planning agencies of member

countries, therefore, have not only to consider national development objectives but their congruence with the objectives of the regional organisation. Secondly, the existence of the regional organisation changes the availability and the costs of development resources. Thus, objectives which are ranked relatively low on the national scale of priorities may be ranked relatively high on the regional scale of priorities because resources are known to be available to achieve them. In the same way, objectives which are ranked high on the national scale of priorities may be ranked low by the regional organisation because the cost of achieving these objectives is high. An essential function of the SADCC manpower sector, is to develop a regional policy which minimises the kind of distortions outlined above and which maximises the complementarity between national and regional manpower activities.

8. The generation of self-sustained growth and development within the SADCC region depends upon the development of the region's human resources. The low levels of economic development within SADCC member countries are reflected in the low level of development of these countries' manpower. During the short period it has been in existence SADCC has generated an enormous number of new capital projects and other activities which demand skilled manpower for their identification, design, implementation, and ongoing management. Furthermore, certain national projects which are deemed to have significant regional implications have been adopted by SADCC and are now being implemented much more rapidly than would otherwise have been the case. In the main, the skilled manpower required for SADCC projects is also the skilled manpower that is required to fulfil the same functions for national projects and national developmental activities. SADCC's net effect, therefore, has been to exacerbate existing shortages of skilled manpower.
9. SADCC member countries are, therefore, confronted with a major dilemma. On the one hand, manpower resources which have already been allocated to national priorities can be diverted to SADCC activities. This will inevitably have implications for the pace with which national development priorities can be achieved. On the other hand, skilled manpower can be released for SADCC activities only in so far as it is surplus to national developmental priorities. In this case, the pace of achievement within SADCC will depend upon the pace of achievement of national programmes and priorities. A third possibility would be to attempt to re-budget the existing allocation of skilled manpower to allow some skills to be allocated to SADCC priorities and some skills to national priorities. The likely effect would be to slow down the implementation of both national and regional development programmes.
10. To recap; by its very existence SADCC has created, and will continue to create, new demands for skilled manpower. Furthermore, the success of SADCC in identifying and implementing an enormously wide range of activities over the last 2½ years has meant that this additional demand for skills has grown extremely rapidly. If shortages of skilled manpower are not to become a constraint on

the development of SADCC's activities it is essential that SADCC itself should undertake a major programme of skills training. It is the task of the Regional Training Council to plan, identify and implement the means of meeting these manpower needs through regional co-operation. This has been undertaken during Phase 1 of the Training Council's activities by the identification of regional training projects for certain cadres of skilled manpower and will be undertaken more systematically during Phase 2 of the Training Council's activities, again by the design of appropriate training projects. The question that now arises is how this regional training should be financed.

11. The training of skilled manpower within the SADCC region has hitherto been undertaken using local resources from individual member governments or using donor funds allocated to member countries through bilateral aid programmes. The identification of training needs and the matching of these needs with appropriate programmes has been the responsibility of individual member governments based on the priorities assigned for national development programmes. As has already been stated, even with the existing resources available for the training of skilled manpower in individual member countries, there are net deficits of skills in all the SADCC member countries. Again, as has been pointed out above, the existence of SADCC has brought about, and will continue to bring about, an exacerbation of existing manpower shortages within the region. We can also hypothesise that SADCC's activities will create new skill shortages in areas where such shortages have not been pressing hitherto. Given the net scarcity of bilateral training resources the only solution is for SADCC to finance this training from regional resources. It is proposed, therefore, to establish a SADCC Scholarship and Training Awards Programme to meet this need. We envisage that the Programme will have two components. The first will be scholarships and training awards donated to SADCC for training outside the SADCC region. A number of SADCC's international co-operation partners have already donated awards of this kind. More important, however, will be the second component which will be the funding of scholarships and training awards for identified training programmes within the SADCC region itself.

12. The economic advantages of training within the SADCC region are clear. It is estimated that trainees attending courses within the SADCC region cost on average US\$6,000 per student-year. This compares with an estimated average cost of US\$20,000 per student-year for training in Europe and North America. The substitution of in-region training for out-region training could therefore triple the number of individuals receiving training on comparable courses. Such an effective expansion of the training budget would also significantly cushion the SADCC region against the impact on inflation of training costs. Other considerations to be taken into account when assessing the advantages of in-region versus out-region training, are the relevance of training programmes provided within the region as compared to the relevance of the training programmes available outside the region and the greater scope for planning appropriate tailor-made programmes within the region to meet clearly identified needs.

13. It is envisaged that in the first instance the Scholarship and Training Awards Programme should be launched as a pilot scheme. The Regional Training Council proposes, therefore, to seek funding for 150 awards per year over a trial period of three years at the SADCC International Donors Conference to be held in Mbabane in January 1985. It is envisaged that these awards would be divided between short-term practical training programmes and attachments and longer-term training programmes with a strongly vocational bias, all geared to SADCC's own manpower requirements. We hope that recommendations concerning the appropriate mechanisms for allocating and administering these awards will emerge from this Manpower Symposium. Clearly, as with any multi-donor funded project of this sort the administration of such a programme and the accountability for the disbursement of funds will have to be carefully planned and monitored. Again, too, as with any pilot scheme, we will need effective evaluation at all stages if the success of the scheme in meeting the real needs of the region is to be assessed. If we assume an average duration for each award of one year and an average cost of each student-year as US\$6 000, then a three-year programme of scholarship, together with an allowance for evaluation and administration, will cost something of the order of US\$3.5 million. It should be noted that 150 awards per annum amounts to only 17 awards for each SADCC member country.
14. The basic pre-condition for the functioning of such a Programme will be the accurate assessment of the manpower implications of current, ongoing and envisaged SADCC programmes. Such a detailed assessment of the manpower implications of all SADCC proposals will constitute an essential part of the Regional Training Council's thrust to meet the skilled manpower needs of SADCC's activities. Eventually, an assessment of the region's existing stocks of skilled manpower will also be needed together with an evaluation of the ways in which this manpower is being employed. The resultant matrix of training needs will then need to be reviewed in the light of both the training programmes that exist within the region and the time frame over which skilled manpower is required for SADCC programmes. Clearly, the establishment of such a complex information system will take considerable time and demand extremely effective co-ordination. We hope that the Symposium will consider how the region's minimum information needs can be met and that recommendations will emerge on how best to establish such a system.
15. In the short term one of the most important factors governing the operation of the Training Awards Programme will be the lead-time needed for the production of skilled manpower. The allocation of funds to meet an immediate need for a particular skill is inefficient if the training of the skilled manpower concerned will take four to five years to complete. We will need to aim, therefore, to establish a system whereby the manpower needs of SADCC programmes will be forecast sufficiently far ahead to allow supplies of the necessary skills to be made available in time for project implementation. On this basis we would envisage two kinds of training being undertaken under the aegis of this Programme. The first is essentially emergency training which is needed to

plug immediate short-term manpower gaps. The aim would be to produce minimally qualified manpower as quickly as possible. The second kind of training is strategic training to meet known longer-term manpower needs.

16. It should be noted that the mechanisms for identifying appropriate training programmes within the SADCC region already exist. An exercise to compile a detailed Inventory of the Training Facilities Available within the SADCC Region is under way and is due to be completed towards the end of this year. This exercise will be continually updated to enable the changing manpower needs of a region undergoing very rapid economic and social development to be met. Along with the compilation of the data bank represented by the Inventory, an administrative mechanism has been established for the planning and implementation of a student exchange programme between SADCC member countries. This exchange programme is monitored and controlled by six-monthly meetings of SADCC trainers. It is envisaged that this existing mechanism would be adapted to meet the needs of planning the exchange of students for the SADCC Scholarship and Training Awards Programme.

WORKING PAPER NO. 3

THE OPERATION OF THE SADCC INVENTORY OF TRAINING FACILITIES

INTRODUCTION

1. Following the decision taken at the Regional Training Council meeting in November 1982 on the implementation of an expanded SADCC Inventory of Training Facilities, three questionnaires were sent to SADCC members with a request that institutions and programmes should be identified for inclusion in the Inventory. The purpose of this Paper is to present to the Training Council a number of ideas on how the best possible use can be made of the Inventory in order to facilitate the exchange of students between SADCC member countries.
2. Maximising the use of training facilities within the region has the advantages that regional programmes are likely to be more relevant to the needs of SADCC member countries and are also likely to be considerably cheaper than training obtained outside the region. The use of the region's training facilities, therefore, will allow member countries to train significantly larger numbers than is possible at present with the heavy reliance on training in the developed countries of Europe and North America.

STRUCTURE OF THE INVENTORY SURVEY

3. The Council will recall that the Inventory consists of three questionnaires. The first is designed to elicit information concerning the institution which houses a programme identified for inclusion in the Training Inventory. No matter how many programmes are identified within a particular institution, only one copy of this questionnaire needs to be completed and returned for that institution. The second questionnaire is designed to elicit information about the programme as a whole. This information is of a general nature and one programme questionnaire should be completed and returned to the Regional Training Council for each programme nominated for inclusion in the Training Inventory. The third questionnaire relates to what has been defined as an "instruction period". This questionnaire is designed to elicit detailed information on each discrete element in an identified programme. An element is defined as a period where a unique syllabus is taught. Thus, for each programme nominated for inclusion in the inventory, one instruction period questionnaire should be completed and returned to the Regional Training Council for each element within the main programme. Clearly, the completion of these questionnaires will present

certain difficulties of interpretation. The Council is requested therefore, to provide feedback as to what the likely difficulties will be so that a manual or handbook can be drafted which will accompany the questionnaires that are sent to the individual training institutions.

NOMINATIONS FOR THE INVENTORY

4. At this stage SADCC members have been requested to supply the Regional Training Council with a preliminary list of institutions within their own countries, and of programmes within those institutions, so that the Training Council may have some idea as to the number of questionnaires that will be required by each manpower contact point, and also of the range of fields of study that will be covered.

ASSISTANCE WITH COMPLETING THE INVENTORY QUESTIONNAIRES

5. This exercise relies on institutions providing accurate information. However, the Regional Training Council would be happy to consider requests by member countries for assistance in administering the Inventory questionnaires. The purpose of this exercise must be to supply Training Departments and sponsoring agencies in member countries with complete, accurate information presented in a standard way. The way in which the questionnaires are completed, therefore, is crucial to the success of SADCC's programme of student exchange.

OPERATION OF THE INVENTORY

6. It will be seen from the questionnaires that provision has been made for computer coding of certain pieces of information. Until an appropriate system can be set up, however, the retrieval of information from the questionnaires and the publication of a Training Handbook for the SADCC region will be done manually. In order to prevent the handbook being too voluminous for easy reference, it is intended to include information from questionnaires 1 and 2 only, i.e. from the institution questionnaire and the programme questionnaire. Members will recall that the paper on Regional Student Placement which was discussed at the November 1982 Regional Training Council meeting proposed a publication date for the Inventory of January 1984. In spite of the delays that have occurred it is hoped that the first edition will be available during the first quarter of 1984.
7. The envisaged mode of operation of the Inventory is thus as follows: training Departments, training organisations and training agencies will be able to identify SADCC programmes in the fields or disciplines in which they are interested by using the Inventory Handbook. Where further information is required concerning the specific content of a programme, concerning staffing and

facilities, or concerning the number of teaching hours for particular courses or options, then the agency concerned will write to the Regional Training Council, P. O. Box 602, Mbabane, Swaziland, requesting this information and quoting the code number of the programme concerned. The Training Council will then make available a copy of the relevant instruction period questionnaires by return airmail.

8. Once the Inventory has been computerised the SADCC Inventory Handbook will take on a slightly different form. Instead of reproducing the institution and programme questionnaires complete, the handbook will contain an abstract of that information, reproduced directly from the computer printout. Again, requests for additional information on specific programmes will be mailed to the Regional Training Council which will abstract the necessary information from the computer file and send it by return airmail to the agency submitting the request.

UP-DATING THE INVENTORY

9. The concern of the Regional Training Council is to provide information in the most useful form to all users of the inventory. The Regional Training Council will therefore compile a data bank of training information within the SADCC region and will take on the role disseminator of training information to interested organisations and agencies. It is envisaged that the Inventory will be updated annually. This will involve institutions completing new questionnaires for their programmes or for themselves wherever changes have occurred as well as requesting SADCC manpower contact points to review their list of nominated institutions and nominated programmes every twelve months.

MEETINGS OF SADCC TRAINERS

10. In order to achieve the objective of presenting the most useful information in the most economical way, it is essential that regular feedback be obtained from data users on their requirements from the SADCC Inventory. Furthermore, as a major objective of the Regional Training Council is to maximise the use of regional training facilities it is extremely important to monitor regional student exchange. To obtain this feedback and to undertake this monitoring it is proposed to convene meetings of the region's trainers at six-monthly intervals. The purpose of these meetings will be to review the use made by Training Departments, training agencies, and training organisations of the Inventory; to receive a report from the Regional Training Council on the operation of the Inventory; to obtain follow-up information on numbers of students who have placed on programmes included in the SADCC Inventory; to review the overseas training position of each member country and to explore ways in which areas where training is being undertaken overseas can be efficiently and economically conducted

within the region. It is proposed to hold the first of these trainers meetings two months after the publication of the first edition of the Inventory Handbook.

EVALUATION

11. Relatively little attention has been given so far to the evaluation of training outcomes within the SADCC region. Clearly this is a complex and highly specialised activity. However, it is felt that the implementation of the Training Inventory and the active promotion of a policy of regional student exchange cannot be properly undertaken without a serious attempt to assess the outcomes of regional training programmes. As discussed in Paragraph 2, above, the rationale behind training students locally within the SADCC region rather than sending them to the industrialised countries overseas is that the training that they obtain within SADCC is more appropriate and more relevant to the needs of their employing organisations than is the case for training obtained outside the SADCC region. The Regional Training Council is deeply concerned to ensure that sufficient evaluation is undertaken of regional training activities to assess whether in fact the needs of students and their employing organisations are being effectively met. This evaluation will provide the data for planning future programmes and for modifying existing ones where necessary. The Regional Training Council wishes therefore to propose a tracer study of students trained on programmes contained in the Training Inventory. The Training Council may wish to recommend that a project be designed and presented to donors for financing to undertake this task. It is our understanding that the Eastern and Southern African Universities Research Project has a substantial pool of expertise in the evaluation of training. The Council may wish to recommend that this project be implementing agency for our programme of evaluation.

COMPARABILITY OF EDUCATIONAL LEVELS

12. One of the areas that will need to be considered by trainers at their six-monthly meetings is the question of the comparability of levels of educational certification within the region. Although a number of the SADCC countries share aspects of a common history, the evolution of their training and education systems has followed different paths. The key, therefore, to an effective programme of student exchange may well prove to be the question of the eligibility of certification obtained under one system for entry into programmes run by another. Furthermore, the key to the usefulness of programmes of student exchange within the SADCC region may well be the acceptability of certification obtained under one system for entry into employment geared to another system of certification. Members will recall that SADCC Manpower Study Number 5 (SMS 5) which is being funded jointly by USAID and the Government of Portugal deals directly with this issue. At the present moment field work in the seven Anglophone member countries

has been completed and we are awaiting the draft report from the USAID team. Inevitably, however, the scope of this report will be limited in relation to the very large number of areas where SADCC member countries may wish to exchange students. Given the brief time available for field work, it was decided that the consultants should concentrate on a limited number of areas only and should make recommendations about processes, i.e. about continuing mechanisms for the appraisal and evaluation of the comparability of levels of educational certification, that must become one of the on-going functions of the SADCC Regional Training Council. It is hoped that the draft final report of this study will be available by the end of this year and it is proposed to present the recommendations of this report before the first meeting of SADCC's trainers in 1984.

WORKING PAPER NO. 4

FOCUS PAPER

The attached schedule shows two of the major programme objectives in the manpower field with a preliminary check list of activities necessary for the achievement of these objectives. It is intended to help focus discussions in the group and it is not a comprehensive list and should not limit the range of discussion in the groups.

In the final analysis the manpower programme will be successful to the extent that it implements projects for the development of the region's institutions and enhances and enlarges the body of skills and experience relevant to the needs of the economies of the region. It is in that light that the Symposium is invited to review the programme and to make specific recommendations for additions and improvements.

SCHEDULE

<u>Programme Activity</u>	<u>Activities</u>	<u>Comment</u>
A. Maximise utilisation of existing facilities within the region.	1. Compilation of Inventory of Training Facilities.	Under way.
	2. Meetings of Training Officers.	To review the Inventory and identify gaps and deficiencies and recommend remedial action.
	3. Monitoring and evaluation of regional training.	An ongoing responsibility of the RTC. Will require coordination with national manpower units.
	4. Rationalisation of national training programmes with a regional impact or potential.	
	5. Training of trainers.	
	6. Scholarships programme and administration.	
B. Manpower support from SADCC sectors and programmes.	1. Overall assessment of manpower implications of all SADCC programmes.	
	2. Assess the region's capacity to meet these needs from its own institutional and financial resources.	
	3. Design projects to supplement capacity where necessary.	
	4. Monitor and evaluate sectoral training programmes.	

WORKING PAPER NO. 5

PROGRESS REPORT ON REGIONAL MANPOWER DEVELOPMENT

1. INTRODUCTION

- 1.1 This Progress Report summarises the status of the activities of the Regional Training Council as of April 1984. It updates the previous report submitted to the SADC Council of Ministers meeting in Lusaka in January 1984.

2. MANPOWER STUDIES

2.1 SMS 1: Training for the Sugar Industry

Fieldwork for this study started on schedule in December 1983. Initial questionnaires were circulated through the SADC manpower contact points to sugar industry officials and to relevant Government and public sector agencies. An initial reconnaissance mission was undertaken by the Consultant's Team Leader in order to discuss the questionnaire responses and, where needed, to assist organisations in providing the necessary information. This preliminary information is now being analysed and preparations are in hand for the major fieldwork exercise to be undertaken within the next few months. No problems are anticipated with the conduct of this study.

2.2 SMS 2: Technical Training for the Mining Sector

As described in the previous Progress Report, a proposal has been under discussion with the EEC for the study to be implemented by ILO/SATEP using EEC funds. A detailed project proposal has been prepared and after discussions with the EEC Commission, the Mining Sector Coordinating Sub-Committee, and with ILO/SATEP, this proposal has been formally submitted to the Commission in Brussels. However, subsequent to the Lusaka Donors Conference, the Commission proposed that the project be put to tender. The Regional Training Council is now waiting for a shortlist of possible consultants together with their proposals for implementing the study. It has been agreed that the ILO/SATEP proposal will be included on this short-list. No firm date for implementation is yet envisaged.

2.3 **SMS 3: Health Manpower Training**

Study now complete. For a further report on progress in implementing health manpower training projects, see paragraph 3, below.

2.4 **SMS 4: The Training of Teacher Educators**

Study now complete. For a further report on progress in implementing the projects identified by this study, see paragraph 3, below.

2.5 **SMS 5: Comparability of Educational Levels**

This study is being funded and implemented by USAID and the Government of Portugal. Fieldwork for the anglophone member countries was completed in July 1983. Fieldwork for the lusophone countries was due to be completed in December 1983. To date, the Regional Training Council has received a draft report of the anglophone fieldwork and we understand that there was a meeting of the full consultancy team in Washington during February 1984 to compile a full draft final report. This final report has not yet been received.

2.6 **SMS 6: Regional Employment and Manpower Information Systems**

Study complete. For a further report on progress in implementing the project identified by this study, see under paragraph 3, below.

2.7 **SMS 7: Training for Management and Public Administration**

Funding for this study has been agreed in principle with USAID. Detailed terms of reference and a workplan for this study have been prepared. Consultants have been tentatively identified. However, scheduled reconnaissance missions to discuss the implementation of this study have not materialised, and no firm date for implementation is available.

2.8 **SMS 8: Criteria for Success of Regional Training Programmes**

Study complete. A technical experts meeting to appraise the draft final report was held on April 9 and 10, 1984. For the record of this meeting, see Agenda Item 9.

2.9 **SMS 9: Study of Regional Correspondence Education**

The terms of reference for this study were submitted to donors at the Lusaka Conference in February 1984. Interest in the study has been expressed by ODA and by CFTC. CFTC have made a specific proposal to fund a consultancy mission

to prepare a background paper for the first of the two workshops. Negotiations with donors on the study are continuing.

3. PROJECTS

3.1 Zambian Air Services Training Institute

As stated in previous Progress Reports, this project will be reviewed in the context of a regional study on civil aviation training due to be undertaken by SATCC.

3.2 Mananga Agricultural Management Centre

The first of the three management development programmes for senior agricultural managers in the SADCC region has just been completed. A report on this programme is tabled for the information of the Regional Training Council under Agenda Item 6.

3.3 Health Manpower Training Projects

As a result of contacts made at the Lusaka Donors Conference in February, a formal request to consider funding the five health manpower projects in Zimbabwe has been submitted to NORAD. The total amount requested is \$7 251 500. The Training Council secretariat has proposed that a tripartite meeting between the donor, the host country and the Council secretariat be held to plan project implementation.

3.4 Teacher Educators Projects

Nine projects identified in the SMS 4 study were presented to donors at the Lusaka conference. Considerable interest was shown in these projects at the technical meeting prior to the donors conference itself. Contacts with donors are currently being pursued.

3.5 Employment of Manpower Information Systems Projects

Ten projects identified by the SMS 6 studies were presented to donors at Lusaka conference. Contacts with donors are currently being pursued.

4. TRAINING INVENTORY

Completed questionnaires have been received from Malawi, Swaziland and Zambia. A list of institutions nominated for inclusion in the inventory has been received from Mozambique. A short mission was undertaken by the Regional Training Council secretariat to

Botswana to discuss the administration of the questionnaires. It is envisaged that the first meeting of SADCC trainers to plan the exchange of students using the training inventory will take place on the 13 - 15 August, 1984. A possible strategy for preparing for this meeting is presented for the consideration of the Training Council under Agenda Item 12.

5. SUMMARY OF THE LUSAKA PROJECT PROPOSALS

5.1 Teacher Educator Projects

- SMS/4/P/1 Regional training of Senior Secondary School teachers in Agricultural Education (B.Sc. in Agric. Ed.) at the Faculty of Agriculture, UNISWA, Luyengo. Swaziland.
- SMS/4/P/2 Extension of the Science Pre-Entry Program in Botswana (PESC), Lesotho (LESPEC) and Swaziland (SPEC), run by The Free University in Amsterdam, to SADCC countries not presently served by the programme
- SMS/4/P/3 Expansion of the B.Ed. (Technical Teaching) programme at the University of Malawi Polytechnic to facilitate participation of students from SADCC member countries.
- SMS/4/P/4 Extension of the Lesotho/Ireland Technical Education Support Project LNTTC, presently producing Secondary School Technical Teachers in Basic Handcrafts in Lesotho.
- SMS/4/P/5 Strengthening of the Institute of Industrial Pedagogy in Nampula Province, Mozambique, in order for this institution to better serve the needs of Mozambique in producing Technical Teachers, and also to function as a scholarship institution for training of Technical Teachers in other SADCC member states, in particular Angola.
- SMS/4/P/6 Regional training of Teacher Educators in a combined project between the Belvedere Teachers' College and the Faculty of Education at the University of Zimbabwe.
- SMS/4/P/7 Development, on a regional basis, of text-books, teaching manuals and other teaching materials in Mathematics, Science, Agricultural Education,

Basic Crafts and Home Economics for use at Teacher Training Institutions in the SADCC region.

- SMS/4/P/8 Development of an Educational Network and Resource Centre for Teacher Education in the SADCC region.
- SMS/4/P/9 In-service training and Personnel Development of School Leaders, Teacher Educators, Supervisory and Inspectorate personnel in the field of management and leadership (suggested location Lusaka, Zambia)

5.2 Health Manpower Projects

- SMS/3/P/2 Regional Training of Nurse Tutors at the Department of Post- basic Nursing, Harare.
- SMS/3/P/6 Regional Training of Medical Doctors at the University of Zimbabwe Medical School.
- SMS/3/P/9 Regional Training of Medical Specialists at the University of Zimbabwe Medical School.
- SMS/3/P/17 Regional Training of Laboratory Technologists at the Public Health Laboratory, Harare.
- SMS/3/P/18 Establishment of a Regional Resource Centre for the Training of Medical Laboratory Technician Staff to be associated with the Public Health Laboratory, Harare.

5.3 Employment and Manpower Information Systems Projects

- SMS/6/P/1 A series of conferences and workshops of regional EMI experts to harmonize and standardize concepts, definitions, terminology and measures of regional labour force and manpower phenomena. This should be a five-year project with a standing committee that will be responsible for carrying on the work between meetings.
- SMS/6/P/2 A series of national manpower surveys that have a common design and methodological approach.

- SMS/6/P/3 A series of national surveys to assess labour utilisation in the rural subsistence sector. These surveys should be fully donor financed, and use common designs and methodologies.
- SMS/6/P/4 A series of national surveys to assess unemployment and underemployment. These surveys should be fully donor financed and use common designs and methodologies.
- SMS/6/P/5 A series of national surveys to assess the relevance of education and training to available job opportunities. These surveys should be donor financed and use common designs and methodologies.
- SMS/6/P/6 The establishment of a regional data-processing, analysis and storage department. This facility should be based upon an existing computer centre (possibly in Zimbabwe or Zambia) that has adequate potential to accommodate it with only a modest increase in resources and manpower.
- SMS/6/P/7 The financing of technical assistance of 1 to 3 months from the more advanced systems within the region for example, (Zimbabwe or Zambia) to the less advanced systems (for example, Lesotho or Angola).
- SMS/6/P/8 The financing of short-term attachments of professional and sub-professional staff to gain further experience or on-the-job training by working with other or more advanced systems than their own.
- SMS/6/P/9 The establishment of a Department of Manpower Studies at a university within the region (possibly Zambia) to train professional and middle-level manpower personnel. This department could operate as a regional learning resources centre to assist other institutions or agencies run training programmes. The project would involve the funding of technical assistance, fellowships for training lecturers from the SADCC states, teaching materials, books and other equipment. Donor financing should be requested for six years.
- SMS/6/P/10 The financing of a series of workshops for heads and sub-heads of regional EMI agencies on the management of employment and manpower information systems.

CHAIRMAN'S OPENING SPEECH AND
KEYNOTE PRESENTATION

CHAIRMAN'S OPENING SPEECH

Ladies and Gentlemen,

On behalf of the SADCC Regional Training Council, I should like to add my welcome to that which the Minister without Portfolio, the Honourable Mhambi Mnisi, has already given you this morning.

I should also, on behalf of the Regional Training Council, and of you, the participants of this Symposium, thank the Honourable Minister for addressing us this morning and, in so doing, setting the tone for our deliberations over the next three days.

Ladies and Gentlemen, I have already circulated the full text of my presentation which provides a background and a setting for our discussions. I shall not take up time in reading that in full. I hope some of you will already have read it and that for all, it will provide useful background to the SADCC Manpower Programmes we meet here to discuss.

In the interests of brevity I shall confine myself now to underlining the essentials of the framework in my written presentation.

First the Regional Training Council - the sponsor of this symposium. The Honourable Minister has already mentioned the essential facts. It is a formal SADCC institution and fully representative; based here in Swaziland. It is serviced by a small secretariat located in the Department of Economic Planning and Statistics. Like other SADCC functional sectors, we have an established network of contact points, linking us directly with all member countries. A list of these contact points will be circulated for your information during this meeting. The Regional Training Council submits its programmes and reports on progress to the Council of Ministers through the Standing Committee of Officials.

Secondly, as the Honourable Minister has said, over the past three years the Council has devoted much of its time to basic preparatory work. As I have explained in my written presentation, much of that concerns the preparation of a data base on which to plan priorities. This task will go on but already we are in a much stronger position to plan our priorities for regional actions to develop needed institutions and skills within the region.

We have also established a basic principle that, wherever practicable, training should take place within the SADCC region and our programmes should be aimed at developing regional institutions for this purpose.

Thirdly, as the preliminary phase comes to an end, there is one important lesson we have learned and which will be a factor in planning the next phase. That is the need to create more opportunities for direct consultation with our international cooperating partners on the specifics of project preparation, implementation, monitoring and evaluation. We need to know more about each other's essential procedural and policy requirements, if we are to optimise our cooperation. I hope this symposium will point the way to doing this as the next phase develops.

Fourthly, I should like to underline for your consideration during the next few days, a few of the basic strategies which will guide the SADCC manpower development programmes.

These are:-

- Training should take place within the region wherever possible;
- Existing institutions should be used and if necessary expanded to meet needs;
- A programme of training nationals, as instructors in all priority areas, is a matter of urgency and should take place without disrupting essential training which may have to be undertaken for the time being in some fields, using expatriate instructors;
- Training facilities should be spread as widely as possible throughout all member countries;
- Some important training will continue to be national rather than SADCC. The criteria for inclusion in the SADCC programme will be clearly defined;
- Where international financing of SADCC training projects is necessary, we would prefer it to be from a regional budget rather than from national indicative programmes;
- We wish to encourage our international cooperators to name contacts within their organisations who will be our points of contact on all SADCC training projects;
- We wish to emphasise that the Regional Training Council is the focal point for all SADCC training programmes and it would add to the effectiveness and flexibility of our operations if the RTC had a small training fund under its direct administration.

Before I close I wish to make some remarks about the arrangements for the Symposium. You will have seen from the programme that later this afternoon we will break into smaller discussion groups which will meet in four suites set aside in the Royal Swazi Sun. These are completely informal groups to facilitate professional discussions on different aspects of the broad programme of manpower development. The groups will select their own chairman and appoint rapporteurs. You may consider that each group should have a rapporteur from a SADCC country and another from a non-SADCC country - but that is for each group to decide.

A number of papers have been circulated to help focus discussions; but it is a matter for each group to decide for itself how best it can use the time available. The objective should be to increase an understanding of each other's roles and policies and to come up with ideas which will help to make our cooperation more fruitful.

The rapporteurs will be expected to report back to the plenary sessions on Thursday afternoon where there will be an opportunity for some exchange of views between the different groups.

Finally, I wish to encourage all of you - SADCC and non-SADCC alike - before the conclusion of our meeting, to express your own personal views on the usefulness of such meetings, on whether they should be repeated and on how they might be improved.

I am confident Mr. Chairman we shall all have interesting, constructive and helpful exchanges of views.

Thank You.

KEYNOTE PRESENTATION

Mr. Chairman, Ladies and Gentlemen,

1. On behalf of the Regional Training Council I should like to say how pleased I am to welcome you to this Manpower Symposium and how much we are looking forward to a fruitful and constructive three days. As the Minister pointed out in his opening remarks, this meeting represents something of an innovation for SADCC. For the first time we are asking our international co-operating partners to assist us in the exercise of structuring a SADCC programme. The outcome of this intensive series of sessions that have been planned for the next three days will determine whether or not this kind of event should become a regular part of the SADCC consultative process.
2. My intention during this first session is to provide a number of different kinds of input. The first is to outline certain features of the way in which the Regional Training Council operates and on its role within SADCC. The second is to recap on what can be considered as PHASE 1 of the Training Council's work and to highlight some of the lessons of the last three years. The third is to identify those factors which have shaped our thinking on PHASE 2 of our activities. The fourth is to define the objectives of this Symposium and to indicate the kind of outcome that we are hoping will result. The fifth is to describe the broad framework of the strategic approach to manpower development within the SADCC region that the Regional Training Council will seek to implement from 1985. I will of course be more than happy to answer any questions or to respond to any comments at the end of my presentation.
3. SADCC is based on economic co-operation between the nine majority-ruled states of Southern Africa. This co-operation takes the form of activities which are pursued by the member countries of the organisation, and also of activities that are pursued by the member countries of SADCC in collaboration with the international donor community. The starting point for this co-operation is the recognition that there are shared problems, and hence shared interests, which link together all nine countries of the region. But the basis for co-operation **IN PRACTICE** is the recognition that joint action, that is action considered from the point of view of the region rather than from the point of view of individual member states, confers significant benefits on the co-operating countries. SADCC is the means to realise these benefits in practical terms.
4. SADCC is anything if not conservative in its aims. Instead of including the whole range of possible economic activities, SADCC has selected a number of PRIORITY AREAS on which to focus its attention and on which to devote its resources. These priority areas, we shall call them SADCC SECTORS, have been chosen on the

grounds both of their vital importance to the region as a whole and on the basis of the potential returns to economic co-operation.

5. The organisational structure of SADCC makes it unique amongst international organisations. The PHILOSOPHY of its approach to organisational and administrative questions is, firstly, the maximum possible DECENTRALISATION OF RESPONSIBILITY and, secondly, an emphasis on PRACTICAL PROJECTS on the ground rather than on the development of complex administrative structures. Thus, each of the SADCC sectors is allocated to one of the nine member countries which then has the responsibility of planning, implementing and organising the sector's programme. Member governments then report, through the Standing Committee of officials to the SADCC Council of Ministers which meets three times a year. The Council of Ministers in its turn reports to an annual meeting of the SADCC Summit. It is this framework of consultative meetings, serviced by a small central Secretariat located in Gaborone, Botswana, which forms the heart of SADCC as an organisation.
6. SADCC has no large central bureaucracy. Technical and administrative support for each sector is provided by the member government with responsibility for that sector. In the case of manpower, the responsible country is Swaziland, and the organ through which this responsibility is exercised is a sub-committee of the Standing Committee of Officials known as the REGIONAL TRAINING COUNCIL. The Regional Training Council normally meets twice each year and is attended by representatives from all nine SADCC countries. It is serviced by a secretariat located in the Department of Economic Planning and Statistics. Day to day liaison on manpower matters is exercised through a system of MANPOWER CONTACT POINTS nominated by each country and which provides the communication link between the member countries and the Training Council. The Training Council is able to call upon the services of experts in specific areas of manpower and training as and when necessary. Thus a number of ad-hoc technical experts meetings are normally held each year to consider specific issues. These meetings submit their recommendations to the Regional Training Council.
7. The Regional Training Council was formally constituted in March 1981. The basic outline of the activities undertaken by the Manpower Sector between March 1981 and the present was established by a meeting in August 1980 of manpower experts from the nine SADCC countries. These experts were asked to identify the major skilled manpower deficiencies within the region and to propose a series of measures to meet these skill needs as quickly and as effectively as possible. The result was the programme of projects and consultancy studies that was presented to the international donor community at the conference in Blantyre in November 1981. This programme consisted of two projects, one for the training of senior agricultural managers, the other for civil aviation training. The consultancy studies were in the areas of training for the sugar industry, training for the mining industry, health manpower training, the training of teacher educators, the

comparability of educational levels and regional employment manpower information systems. A status report on this programme has been made available to the meeting.

8. This Phase 1 programme focused on skill areas which are of the utmost importance to the development of the human resources of the SADCC region. However, inevitably, at this stage in the growth of SADCC as a regional entity, the development of each of the sectors took place in isolation from developments within the other sectors. Thus, the experts who studied the region's manpower development were not in a position to consider activities and projects being formulated in the areas of transport and communications, food security, animal health and all the other SADCC Sectors. The experts also encountered a further difficulty. Manpower planning requires an extensive data-base if it is to be undertaken with any attempt at accuracy. Inevitably, the manpower data-base in each of the nine SADCC member countries differs substantially in its level of comprehensiveness and sophistication. Furthermore, the way in which data has been compiled makes it difficult to integrate the various data sources so as to produce a coherent regional picture of SADCC's human resource endowment. Also, it must be admitted, that in general relatively little CURRENT data is available from most of the SADCC member countries on their skilled manpower resources and on their most pressing training needs. Inevitably, therefore, the FIRST PHASE of the Regional Training Council's activities reflects the paucity of information that was available to the designers of the initial programme and also the early stage of development of SADCC itself as a regional institution.
9. Over the past three years, three additional consultancy studies have been added to the initial Blantyre list. One of these is in the area of public administration and management. Another is in the area of distance education. A third deals with criteria for appraising regional and potential regional programmes. This entire programme has been under implementation over the two and a half years since November 1981. We anticipate that the bulk of this programme will either have been completed, or will be well on the way to being completed, by the next SADCC donors conference which will be held in January 1985. The Regional Training Council, therefore, has been considering the structure and content of the next phase of its work programme.
10. With our vastly increased experience of actually running a regional organisation and the substantially increased data-base that is available for planning purposes, it is the view of the Training Council that we are now in an excellent position to plan a more systematic, a more coherent, and a more effective programme of activities than was possible in August 1980. An initial review of possible directions to be taken by the new work programme was held during the meeting of the Training Council in April. The decision to hold this Symposium, and its timing, stems from the Training Council's concern to incorporate as wide a spectrum of views and opinions as possible into its planning processes.

11. The concept of this Symposium, however, stems from one other important factor. We have now learnt from the experience of three donor conferences. Our initial work programme was presented to the donors conference in Blantyre in November 1980. A major policy paper and a progress report were presented to donors in Maseru in January 1983. Most recently, in Lusaka in February this year, we presented 25 projects covering four skill areas. On each of these occasions we have looked to our international co-operating partners for FEEDBACK on the ideas that we were presenting, and for an opportunity to engage in constructive dialogue on the focus and direction of the work of the Regional Training Council. To our surprise, it has proved extremely difficult to establish this kind of dialogue. I say, to our surprise, because it seems to us that there are indisputable advantages to be gained, both for SADCC and for the donor community, in engaging in a frank exchange of views. We believe that in the donor community there exists a unique pool of expertise on development issues which we would gladly tap. We are aware too that just as economic co-operation within the region is a new experience for SADCC it is so for our international co-operating partners. We have sought, therefore, for the chance to share experiences and to exchange viewpoints on some of the issues that have emerged during the implementation of this major development initiative. However, as I said, this kind of dialogue has proved extremely difficult to establish in the context of the annual pledging meeting. We have, therefore, sought for an alternative environment in the belief that the problem has been the milieu rather than any unwillingness to enter into the kind of dialogue I have described. Some time ago the SADCC Liaison Committee stressed the importance of briefing the international community on new policy directions within sectors as they emerge. Again, at Lusaka a number of donor organisations expressed a wish to consult with governments having specific sectoral responsibilities outside the framework of the annual conference. With this in mind we decided that what was needed was an official-level CONSULTATION which would place the emphasis firmly on the exchange of views and on the establishment of a working dialogue rather than on pledging and on financial commitment.
12. We are of course aware that the structure of SADCC does pose certain problems for our international co-operating partners. As you know, the organisation of SADCC commits us to what is essentially an ANNUAL PLANNING CYCLE. Projects are identified, developed and presented usually within the 12 months which separate one donors conference from the next. On the other hand, many of our co-operating partners plan on a longer time frame and commitments made at a previous donor conference may preclude even a commitment in principle to new developments within SADCC for some years to come. Thus, for example, the commitments by many donors to the Transport and Communications sector stem from their participation in the first donors conference in Maputo in November 1980. We feel that the mechanism of an ANNUAL donors conference has tended to work in favour of what might be called "established" Sectors and against the development of new Sectors. Similarly, it has meant that co-operation with the donor community has tended to lag behind developments with SADCC itself. One of the main

objectives of this Symposium, therefore, is to enable interested donor organisations to build a commitment to SADCC Manpower into their next planning cycle.

13. The absence of constructive dialogue actually works to the disadvantage of both the Regional Training Council and the donor community. On the one hand, we have the impression that the representatives of donor agencies arrive at conferences with very little idea about the thinking which has led us to present certain kinds of manpower projects. On the other hand, the Regional Training Council in its turn has a very poorly conceived notion of exactly where the interests of potential donors may lie and on how to interpret the apparent reaction to various of our projects and proposals. In practice this has meant that the disbursement of aid funds has been slower than was originally anticipated and that the implementation of studies and projects has taken far longer than the magnitude of the amounts involved would appear to indicate. Again, the administrative and logistical back-up needed for the sound implementation of regional manpower projects is something which has had to be learned. We feel that this absence of dialogue has meant that donor agencies have profited less by the experience of their colleagues in this respect and that the Regional Training Council has been less effective in securing appropriate standards of implementation than might otherwise have been the case. We hope, therefore, that this Symposium will make a substantial contribution to improved communications in this area.
14. Perhaps the most important reason though for constructive dialogue is to enable both SADCC and her co-operating partners to move towards some kind of common position on the issues which we all recognise as being of the utmost importance to SADCC's development. Clearly, we as SADCC members are committed to the success of regional economic cooperation. Clearly, too, those donor organisations who attend the annual SADCC conferences and who have committed funds to SADCC projects are also committed to the success of our endeavours. How far this situation applies in the other SADCC sectors, I do not know, however, it is our view that THE UNDERSTANDING AND INTERPRETATION OF THE PROBLEMS CONFRONTING SADCC IN THE MANPOWER FIELD WHICH IS HELD BY DONORS MAY NOT BE CONGRUENT WITH THE UNDERSTANDING HELD BY THE SADCC MEMBER COUNTRIES THEMSELVES. If this is true, then the formulation of a second phase of the Regional Training Council's activities provides an opportunity not to be missed of moving both sides towards a common understanding and a common appreciation of the difficulties confronting human resource development within SADCC. It is clear that Phase 1, the initial 1981 work programme, suffered from a number of deficiencies in particular it suffered from the problems of being something of a pragmatic, not to say eclectic, mixture. It is the view of the Regional Training Council that we must now embark on a systematic long term strategy for the regions' manpower development. If this is to be effective it cannot be done in abstraction from the views of those members of the international donor community who will be invited to commit resources to the implementation of this programme. The most

important goal of this Symposium, therefore, is to provide the forum where some common understanding and appreciation of the strategic needs of the region can be reached.

15. Having said that you must appreciate, ladies and gentlemen, that we are realistic about what we can hope to achieve in a meeting of this nature and of this duration. In most organisations technical matters and policy matters are separated. We have specified that this is a meeting of technicians, but yet we are hoping to achieve an agreement on policy issues. The issue therefore does not end with the ending of this Symposium. I have talked about the need that we feel to establish a continuing productive dialogue between SADCC and her international co-operating partners. In our view, therefore, this Symposium is merely the first stage in an on-going and iterative process. Not only do we hope to benefit from the technical expertise which you will bring to the discussion of the technical issues to be raised over the next three days, we also hope to establish channels of communication which can be used to exchange views, ideas, opinions and reactions in a way which has not been possible hitherto. I said in my opening remarks that SADCC as an international institution was unique. The essence of its uniqueness lies in the degree of consultation which is built into the structure of SADCC's own organisation. It is our hope that this Symposium will extend the scope of this consultation outside the nine SADCC member countries to include all those organisations and agencies who are committed to the goals and objectives of SADCC.

16. As I mentioned earlier, the content of our November 1981 programme was the outcome of an analysis by SADCC Manpower Experts of major skills shortages within the region. The methodology of the approach adopted by the Training Council, however, has been something that has emerged during our experience of implementing this programme. As a result of this experience the Training Council has developed a policy position which we have subjected to continual appraisal and scrutiny and which we believe will continue to provide the basis for implementing our proposed Phase 2 programme.

17. To reiterate, the basis of cooperation within SADCC in the field of manpower and training rests on the recognition that there are benefits to be obtained through such cooperation which would not accrue to training activities undertaken by individual member countries. The most basic of these benefits is ECONOMIES OF SCALE. The countries within the SADCC region are at varying stages of development. In the main, the technological level of a substantial part of our economic activities is low and where high technology activities exist their scope is necessarily limited. This means, in practice, that there are limitations on the number of highly qualified professional and technical personnel that can be absorbed productively in our economies. This limitation applies more strongly to some economies than to others. But, for most SADCC countries, the demand for many categories of skills is extremely limited and is quite insufficient to warrant the mounting of complex, specialised training programmes within the

country concerned. Under these circumstances regional training programmes which allow each of the SADCC countries to send a small number of students each year, offer enormous advantages to participating countries. Instead of each of the Member Countries having to bear the cost of establishing the necessary programmes, costs are shared within the region and the viability of the training programmes are guaranteed for a considerable period.

18. As our economies grow and diversify, the demand for regional training programmes can be expected to expand rapidly. The RANGE of skilled personnel required to run a modern developing economy is very substantial even if the number of each individual skill required are small. We can expect, therefore, that this kind of cooperative activity will be an on-going feature of SADCC.
19. However, this kind of benefit tends to be applicable only to the upper skill levels within particular cadres. This means that in the main we are talking about professional-level training and the training of senior technicians. This is not a universal rule. There will be cases where the training of certain kinds of middle or lower-level technicians can be economically undertaken on a regional basis. But, in the main, the economies of scale apply only where the volume of skilled personnel required for each individual member country is limited. For lower levels of skills the numbers concerned are usually very much larger, thus warranting the costs of establishing a national programme. Training for this kind of personnel is often much more closely related to the specific conditions of an individual country's working environment than in the case for professional and senior level personnel, plus the fact that the cost of sending large numbers of people out of the country makes this kind of training prohibitive. It is the view of the Regional Training Council, therefore, that the training of junior technicians and artisans will continue to be undertaken nationally by each of the individual member countries. The Training Council has, however, considered the kinds of regional cooperation that can be used to support and strengthen national level training. The Council's current thinking on this issue involves the concept of what we have called REGIONAL LEARNING RESOURCE CENTRES. These Resource Centres are institutions which, we envisage, would be attached to a regional training programme for high-level manpower. The Centres' task would be to develop teaching materials of all kinds, and to support and strengthen national level training programmes by means of workshops and seminars for instructors, by distributing teaching materials, by providing a focal point for people seeking information for the establishment of new programmes, and by the provision of certain expert services to national programmes.
20. The projects which we have developed, therefore, in the areas identified by the original experts meeting, have been basically of two kinds. First we have regional training projects of the kind outlined above for the production of certain categories of scarce skilled manpower. The majority of these projects concern high-level skills or the training of instructors. The second kind of

project are of the kind that I have described under the heading of Regional Learning Resource Centres and are schemes designed to strengthen and support the training of other levels of skilled personnel which it is felt would be inappropriate if undertaken on a regional basis.

21. A second strand of Regional Training Council policy has focussed on the kind of training projects that the Council seeks to promote and on the relationship of regional projects to existing national training programmes. As I said at the beginning of this paper the basis of SADCC cooperation is the recognition both of the existence of shared problems and of the viability of shared solutions. The region's skilled manpower shortages affect most of our member countries in varying degrees. There are thus a huge range of training programmes and institutions of one kind or another already extant within the region working in a large number of fields. The purpose of SADCC in this context is to compliment existing training endeavours insofar as these have proved to be inadequate in scope to meet the region's manpower needs. I must stress that we perceive our regional training programmes as being COMPLEMENTARY AND INCLUSIVE rather than as SUBSTITUTING AND EXCLUSIVE of national training programmes.
22. However, a major concern of the Regional Training Council is to optimise the use of SADCC's scarcest resource in the training field: that is EXPERTISE. In identifying regional manpower projects, therefore, the Council has sought a focal point on which to base the project where there is already a stock of experience and expertise in undertaking a particular kind of training. This means that our preferred kind of project is BASED ON AN EXISTING NATIONAL PROGRAMME at an institution of recognised excellence, which, by the addition of certain resources in the form of buildings, equipment, staff etc., can be expanded and enlarged so as to cater for the needs of other countries within the region. In the Training Council's hierarchy of preferred projects the most favoured option is to strengthen and expand an existing successful national training programme so as to allow it to take on a regional dimension.
23. Where such national programmes do not exist, either because of an absence of the relevant kind of training within the region, or, because the existing training is not of the requisite quality, the next most favoured alternative is to draft a new regional programme onto an existing national institution. Again, the aim of this exercise is to maximise the use of existing training expertise. In addition we believe that projects of these two kinds can be implemented more quickly and at less cost than other kinds of projects. Only where projects of these two kinds are not available will the Training Council consider the establishment of a new regional institution. We believe that the academic and managerial problems involved with the establishment and running of regional training institutions are much more complex than those generated by regional programmes within existing national institutions. This means also that the cost per student in regional institutions will tend to be higher than the cost per

student on regional programmes in national institutions. As training is a major item of expenditure by all SADCC member countries, the optimum use of the training budget is a major consideration when assessing the design of regional projects.

24. The available cost figures indicate at present that the average cost per student/year on regional training programmes as a whole is of the order of US\$6 000. This compares with an average cost per student/year for training in Europe and North America of US\$20 000. Clearly the SADCC region is unlikely to become self sufficient in the production of skilled manpower in the short and medium terms. However, cost differentials of this magnitude indicate the scale of the incentive to substitute training within the region for training outside the region and indicate too the scale of the incentive to ensure that costs per student/year within the region remain as low as possible.
25. This hierarchy of preferred Training Council projects has two other important implications. The first concerns the depreciation of investment in training. Such investment is made to meet a particular manpower need. In a region developing as quickly and in such diverse directions as SADCC, changes in skilled manpower requirements are likely also to be rapid. This means that the usefulness of a particular training investment will be finite. Once the region's demand for a particular kind of skilled personnel has been met, the investment in equipment, buildings and staff will need to be diverted to other kinds of training. It is the view of the Training Council that investment which is attached to existing institutions will be more flexible than investment which takes the form of an entire new institution.
26. The second implication concerns the scale and location of new projects. Hosting a regional programme in a particular discipline carries with it certain advantages in terms of the flow of finance and what might be termed "academic spin-off effects" which can be extremely important in terms of future development in teaching and research. We feel that these kinds of benefits should be disseminated as widely as possible throughout the SADCC region. Hence the Council's tendency to favour the establishment of a larger number of small projects rather than fewer larger scale projects. There are two other reasons for this. Firstly, one of our major areas of skill shortage is in educational management and administration. Our concern, therefore, is to minimise the administrative and managerial problems of regional projects and we believe that this can best be done by establishing small projects attached to institutions which have already proven themselves to be managerially viable. By this means too that more of our training managers will become exposed to regional programmes. Secondly, a larger number of small scale projects tends to favour the flexibility of regional training investment that I alluded to a moment ago.

27. However, there is some feeling within the Training Council that the methodology of our approach differs from that employed by the coordinating countries in other SADCC sectors. In a sense the issue confronting all SADCC's activities is the relationship of regional to national activities in the same field. As regards manpower we have moved to a position whereby the training of regional personnel is being undertaken by national staff in national institutions which the national governments have agreed to make available to the region to meet common needs. This means that the permanent benefits associated with new building, new equipment and instructor training will stay with the national member government concerned. In our view this kind of organisational structure for regional projects is entirely appropriate. Firstly, it is in accordance with the basic philosophy of SADCC itself which implies the decentralisation of responsibility. Secondly, it economises on the scarce resource which I referred to above, namely managerial skills. At this moment we do not have a regional structure capable of managing and administering a large number of regional programmes. To allow national member governments and their institutions to do this for us therefore makes excellent sense. Thirdly, the region's existing resources of expertise in particular skill areas are to be found already in national institutions. Again, as I mentioned earlier, our concern in selecting projects has been to use these existing resources to their maximum potential. Typically, therefore, our training projects constitute an agreement between an individual member government and the rest of SADCC. This agreement says essentially that specified resources are put into a particular training programme on the understanding that a certain number of places are then made available to students from the other SADCC member countries.
28. The issue of the relation between regional and national manpower training has one other dimension. The output of educational investment is skilled manpower. Skilled manpower is a highly flexible resource. Thus, training which has been undertaken for one purpose, say, for a regional project, can, in fact, benefit a whole range of other activities for which the training was not originally designed. This is particularly so of those skills which qualify people for entry into professions with a clearly defined career structure. As the skilled person's career develops so his function in his work situation changes. Thus manpower trained on a regional project for a regional purpose will, in the long run, benefit the individual country in the implementation of its national development priorities. This kind of flexibility is less true, for example, of major capital projects. It is of the utmost importance, therefore, for the Regional Training Council to ensure that regional training activities are complementary to national development priorities.
29. To move away from the methodology of the Regional Training Council's approach towards the specifics of our Phase 2 proposal. The Training Council's Phase 1 programme identified a number of areas where there was general consensus that major skill shortages existed. For the reasons that I outlined earlier, the integration hitherto of the manpower programme with the other areas of

activity of SADCC has been limited. In the design of our Phase 2 programme we have tried to ensure that, on the one hand, the progress made during Phase 1 should be strengthened and used as the basis of further advance and, on the other, that the relationship between programmes mounted by the Regional Training Council and the other SADCC priority areas should be more sharply defined. The Phase 1 programme consisted essentially of certain defined skill areas. The structure of the programme envisaged that a consultancy study would review the regional situation both from a supply and demand point of view for the skill in question and that the outcome would be a number of projects designed to meet the manpower shortages which the consultants had identified. Essentially, therefore, the Phase 1 programme consisted of a series of discrete activities with the following structure: firstly, a demand and supply study; secondly, project identification; thirdly, project financing; fourthly, project implementation. We envisage that the Phase 2 programme will have a much more iterative character. As I mentioned earlier, the structure of the skilled manpower requirements of the SADCC region is continually changing. The Training Council, therefore, recognises the need to keep the supply situation under constant review with the objective of ensuring that major manpower gaps do not emerge as a significant constraint on the development of SADCC member countries. Furthermore, with our objective of integrating the manpower component of SADCC more closely with the other SADCC sectors the Training Council will now aim at keeping both the supply and demand situation for manpower under a closer review so as to ensure that MAJOR MANPOWER SHORTAGES DO NOT BECOME A SIGNIFICANT CONSTRAINT ON THE DEVELOPMENT OF SADCC ITSELF. With these factors in mind we are proposing that the focus of the Phase 2 programme should be training to meet the manpower needs of the other SADCC sectors. This objective reflects a major reorientation of policy and a major restructuring of the relationship between the Training Council and the other SADCC coordinating bodies. In particular it is designed to deal with the anomalous situation that SADCC manpower and training projects have been originating, on the one hand, from the Regional Training Council as the body responsible for the development of the manpower programme, but also from the sectoral bodies responsible for the other SADCC sectors.

30. Until recently this question of manpower projects originating both from the Regional Training Council and from the sectoral coordinating units had not been presented to the SADCC Council of Ministers. In effect this meant that the relationship between the manpower sector and between the other SADCC sectors was not clearly defined. It was accepted that manpower development is a key element in the evolution of SADCC as a regional entity. It was accepted, too, that skilled manpower is a major factor in the development of all the other SADCC priority areas. However, the role of the Regional Training Council in identifying and meeting the manpower needs of the region had not been formally established.

31. The Council of Ministers' meeting in Lusaka in February this year addressed itself to the issue of the relationship of the Regional Training Council to the activities of the other SADCC sectors. As a result there is now a commitment on behalf of the SADCC sectoral units to consult with the Training Council on the design of manpower projects and studies. We feel that this represents a major step forward in that it obliges sectoral coordinating units to draw on the expertise of the Training Council, and on the specialist services that it commands, when drawing up proposals for manpower development and training in particular skill areas. However, the question of INITIATIVES on questions of manpower development remains to be clarified.

32. It is clear that a vital role to be played by the Training Council during Phase 2 of its activities will be that of consultancy service to the other SADCC sectors. However, we believe that it is important for the Training Council to adopt a more dynamic approach to its SADCC role and that the expertise of the Council SHOULD BE USED IN AN ACTIVE SENSE TO IDENTIFY AND TO INITIATE PROGRAMMES WHICH ARE OF RELEVANCE TO THE OTHER SADCC SECTORS. This means, of course, that liaison within SADCC between the Regional Training Council and the other sectoral coordinating bodies will need to be of the closest. Clearly too, this is a complex and difficult area one on which we would welcome the views of the Symposium participants.

33. To recap. The keynotes of the Training Council's approach to its Phase 2 programme will continue to be a concern with the cost-effectiveness of investment in manpower development and training, the attempt to secure an optimal utilisation of existing training expertise, and a continuing concern with the constraints imposed on manpower development by the shortage of managerial skills within the SADCC region. However, one issue which we have hitherto dealt with in a piecemeal fashion has been the question of priorities. As I mentioned earlier, our initial Blantyre programme, identified various areas where there was a CONSENSUS that skilled manpower was in short supply within the region. Until now it has been difficult to assign priorities to these areas for the simple reason that the overall goals and objectives of the Regional Training Council's programme have been defined only in the broadest terms. In consequence, we feel that our contribution to SADCC has been less than might otherwise have been the case. In consequence too, we feel that there has been a danger of developing in directions which concerned manpower development alone and ignored the needs and requirements of the other sectors within SADCC. We have now reached a stage where this omission can be remedied. It is, therefore, proposed to adopt a STRATEGIC APPROACH to the region's manpower development covering in the first instance, the five years 1985 - 1990. In doing so it is proposed to adopt a number of clearly defined objectives, which will enable programmes to be structured in such a way as to make the maximum effective contribution that the available resources permit to the development of SADCC as a region. The development of clearly

defined objectives will also enable us to evaluate the progress that the Regional Training Council is able to make in the achievement of this aim, and will further enable us to integrate the region's manpower development into some sort of coherent whole. Above all the development of an integrated strategy for regional manpower development will enable us to assign priorities to the range of possible cooperation activities, and to review and modify our programme in the light of progress which has been made.

34. At this stage the development of an integrated strategy involves the identification of a number of broad FIELDS in which we believe the Regional Training Council should be active over the the five years of our Phase 2 plan. At this stage, we have not attempted to assign priorities to the fields. Nor have we systematically disaggregated the fields to identify possible ACTIVITIES that the Training Council could undertake. Furthermore, the crystallisation of these activities into concrete project proposals is yet to be undertaken. The identification of Activities and Projects plus the general ranking of priorities between Fields and between Activities within Fields is something we would like to tackle within the context of this present Symposium.

35. Naturally, in view of my preceding comments on the relationship of the Training Council to the other SADCC sectors, one of the fields that we have identified for Phase 2 is TRAINING TO SUPPORT THE OTHER SADCC SECTORS. Without exception the other sectors have all identified the supply of various kinds and levels of skilled manpower as being a major constraint on the development of sectoral programmes. In consequence each sector has proposed training projects of one kind or another in order to meet the identified needs. We believe that the Training Council should devote a significant proportion of its time to assessing the manpower implications of all proposals for cooperative activities by the other SADCC sectors, to evaluating how far the existing manpower resources of the region enabled these needs to be met, and in assessing the extent to which existing training facilities within the region are able to plug any manpower gaps that this analysis reveals. Where it is clear that the region's training resources are inadequate to plug such gaps the Regional Training Council should, on its own initiative, identify and design appropriate projects to augment the stock of relevant skills. Clearly this is a task of considerable complexity and clearly, too, we shall become more sophisticated in identifying the manpower needs of SADCC's own programmes as time goes on. However, we believe that hitherto the manpower implications of SADCC's own activities have not been properly assessed and that there is a danger that, with SADCC's very rapid rate of expansion, the supply of the necessary skilled manpower could become a major bottleneck on the growth and development of the region.

36. A second field in which we believe that the Regional Training Council should be involved is OTHER PRIORITY AREAS OF TRAINING. Both the realisation of SADCC's regional objectives and the realisation of national development objectives require a range of skilled personnel not all of whom are covered by activities

subsumed under the existing SADCC sectors. There is thus a case for the Regional Training Council to engage in other areas of training. A number of such areas have already been identified amongst which are those skills included in the Phase 1 work programme. However, we hope that the Group Sessions today and tomorrow will enable participants to suggest areas for inclusion in this general Field and will assign priorities between the various areas. Two areas which will be included in this Field are accountancy training and training in human settlement skills. There is also some feeling on the part of the Regional Training Council that the whole area of private and public sector management should be assigned high priority. However, at this stage we wish to consult Symposium participants and will review this matter when the groups make their reports.

37. A third Field is the OPTIMISATION OF THE USE OF THE EXISTING TRAINING RESOURCES WITHIN THE REGION. This is in fact an ongoing activity of the Training Council and a mechanism has been established to undertake this role. This consists of the compilation of a detailed training inventory, to be accompanied by regular meetings of SADCC trainers. These meetings will review national training situations and will plan the exchange of students between member countries. It is proposed to develop and extend this activity during Phase 2 and it is envisaged that the first preliminary edition of the Inventory will be completed towards the end of this year. A discussion paper on the working of the Training Inventory has been made available to participants and views on how this process can be best operationalised are sought from the discussion groups.
38. A fourth Field which we believe should be included in Phase 2 is the broad area of EMPLOYMENT AND MANPOWER INFORMATION SYSTEMS. We accept that this Field is fraught with difficulty and that the question of data collection will undoubtedly constitute a major problem throughout Phase 2. However, while it is clear that the Regional Training Council will not engage in extensive regional manpower planning the paucity of the existing data base is such as to require SOME efforts to clarify the demand and supply situation for at least some categories of skilled manpower. In particular, we feel that inexpensive and cost-effective data collection exercises, such as TRACER STUDIES OF HIGH LEVEL PROFESSIONAL MANPOWER, can be undertaken and that the results of national data collection exercises can be harmonised so as to provide a coherent regional picture of the situation for certain kinds of skills. Again, we hope that the symposium will review the desirability of measures in this particular area and will assign priorities to the very large range of possible activities open to the Regional Training Council.
39. There is one final issue. This is the question of the FINANCING of regional training. If we accept that SADCC is increasing the demand for scarce skilled manpower within the region, and if, in consequence, we propose that SADCC should engage in substantial training in order to plug the manpower gaps that its own activities have created; then, clearly, there is a case for

proposing that such regional training should be financed not from the bilateral funds available to individual member governments but from a regional source. The thinking behind this argument is more fully spelt out in Discussion Paper Number 2 which has been distributed to participants. Our proposal, therefore, is to establish a SADCC Scholarship and Training Programme. This Programme will provide finance for trainees studying disciplines related to the manpower needs of SADCC's own activities and studying at institutions within the SADCC region. We hope to present this proposal in a more fully articulated form to the annual donors conference in January 1985. We hope that this issue will be discussed during group sessions and would welcome any views you might have on the implementation of the scheme.

40. This, Ladies and Gentlemen, is the extent of our current thinking on the structure of the approach for Phase 2. We are aware that this is merely a skeleton of the activities that we eventually hope will be implemented. In effect we are using this Symposium to put some flesh onto these bones. I have attempted during this presentation to provide a number of different kinds of inputs to the discussion sessions later today and tomorrow. Our overriding goal is to make the Regional Training Council as effective as possible in meeting the manpower needs of the SADCC Region. We believe that this involves defining as closely as possible the objectives of the Council's Activities as well as ensuring that resources are used in as cost-effective a manner as possible. The purpose of this Symposium is to assist the Council to realise this goal. I will be happy to answer any questions or to comment on any views that you might care to express in this plenary session. Otherwise, I look forward to learning the outcome of your group discussions tomorrow afternoon.

Thank you.

REPORTS ON THE MANPOWER COMPONENT OF OTHER SADCC SECTORS

An invitation was extended to the Coordinating Governments of the other SADCC Sectors with a major interest in manpower development to present a report on their manpower programmes to the Symposium. In this Section the following papers are reproduced:

1. Report on the Development of Training in the SADCC Energy Sector.
2. Review of SATCC Training Projects.

REPORT ON THE DEVELOPMENT OF TRAINING IN THE SADCC ENERGY SECTOR

presented by

The Technical and Administrative Unit of the SADCC Energy Sector

INTRODUCTION

The Heads of State and Government of the SADCC countries allocated the responsibilities for drafting a development, maintenance and supply plan for the energy sector to the People's Republic of Angola. The primary task involved was the collection and analysis of energy data supplies by each country of the region. On the basis of this data, and in close cooperation with the Member States, a regional energy policy is being defined.

To allow the above work to be carried out the SADCC Council of Ministers, in its meeting of 26/27 June 1982, held in Luanda, established the Technical and Administrative Unit for the Energy Sector, its main purpose being to carry out the following tasks:

1. To promote a rational and integrated utilisation of the energy resources of the region;
2. To promote the development and the use of new energy sources;
3. To ensure the participation of the Member States in defining an energy policy for the region.

The development of training in the priority areas of SADCC action programmes was considered by the Regional Training Council a priority task in its action programme presented to the Council of Ministers' Meeting held in Blantyre in May 1984.

Both at a regional and at a national level, the development of Southern Africa is hampered by the limited number of citizens with a medium or high educational level, and with specialised qualifications. For some states the institution of specialised training is practically impossible and for some others, projects of this nature are very expensive. However, at a regional level we may observe that there are wider opportunities and institutions already exist in several fields for specialised training.

The first steps in the area of regional coordination of manpower development have therefore to be phased, in the inventory of existing national institutions and the interstate utilisation of these existing facilities. Often the rapid implementation of projects is directly or indirectly connected with the existence of qualified staff able to achieve good results. Therefore, we would like to express to our international cooperation partners our belief in the importance of the training of staff to our region.

The main purpose of this report is to inform the SADCC Regional Training Council about the progress made in the implementation of the projects of the Energy Sector regarding training, which is consistent with the guidelines given by the Energy Ministers' Meeting held in Maputo on 7 July 1983.

The report describes the steps made by the Energy Sector to implement the two energy projects related to training (Projects 1.0.2 and 3.0.2).

STATUS OF PROJECTS

Project 1.0.2 - Regional Petroleum Development Centre

This project was approved by SADCC Energy Ministers at their meeting in Luanda on 28 September 1982 and is one of the first projects identified by the Energy Sector which was presented to the Maseru Conference.

The immediate objectives of the project are:

1. To assist the Central School of Petroleum (CSP) in the training of specialised personnel, at the level of operators and technicians, for all the SADCC Member States;
2. To supply management and direction assistance to the CSP in the areas of organisation and training;
3. To assist the CSP in the maintenance of the locally installed technical systems;
4. To establish new inventories and research programmes with regional perspectives;
5. To assist the CSP in the planning and implementation of new training activities for the SADCC region;
6. To assist the CSP in the selection of subjects for seminars of regional interest and in the organisation of such seminars;
7. To supply the CSP with the materials and equipment necessary to the development of its functions.

This project is being jointly financed by the Norwegian Agency for Development (NORAD), the UNDP and the Government of Angola, respectively with the following contributions:

- NORAD	US\$	4 240 000	
- UNDP	US\$	930 000	
- Angola	Kzs	83 100 000	(US\$1,00 = 30,00 Kzs)

This grant commitment was agreed at the Maseru Conference in January 1983.

The consultant appointed for the implementation of the project is COMERINT (a subsidiary of the Italian Group ENI) and its implementation is dependant on the signature of a contract between the donor agencies and the consultant, which is now to be signed in mid-June. We should point out that the financial management, as well as the signature of the contract and its control is to be made by the United Nations Organisation for Industrial Development (UNIDO), since the UNDP is only the financing agency. After the signature of the contract Angola will travel to the Member States to effect inventories and research on the different types of education and their respective equivalences for the courses to be given by the CSP, using as a basis a work plan drafted and approved by the Coordination Unit of the Energy Sector.

Project 3.0.2. - Specialised Training in the Field of Electrical Power - An Evaluation Study

The objectives of the study are the following:

1. To identify the present and future needs for specialised personnel within the electrical enterprises of SADCC Member States, both in the technical and in the administration and finance fields;
2. To study the possibilities of regional cooperation between the electricity enterprises in the field of specialised training;
3. To identify the national and regional steps to be taken so that this cooperation may be achieved.

The cost of the project is US\$ 190 000 with an estimated duration of six months.

This project was adopted in its final form at the SADCC Council of Ministers' meeting at Lusaka in January 1984; the guidelines for the TOR were approved by Energy Ministers in Maputo in July 1983.

During the Lusaka Conference the EEC confirmed its intention of financing this project, through the EDF. Following the initial contacts EDF/International have developed the existing terms of reference and prepared a more detailed provisional budget which was sent to the EEC in March 1984. Further contacts were held on 16 April 1984 with the Industry, Mining and Energy Division of the EEC and in May views were exchanged with EDF/International.

A financing agreement still has to be finalised with the EEC.

REVIEW OF SATCC TRAINING PROJECTS

Presented by

The Southern Africa Transport and Communications Commission

LIST OF CONTENTS

1. Introduction
2. Training in the SATCC Regional Programme of Projects
 - 2.1. Study on Transport Management and Transport Planning Training
 - 2.2. Study on Road Traffic and Transport Training.
 - 2.3. Study on Railway Training Programmes
 - 2.4 Study on Port Staff Training Programme
 - 2.5 Updating of the Various ICAO/UNDP Manpower and Training Studies Related to the SADCC Region
 - 2.6 Training Course in National Telecommunication Network Planning
3. Future Work and Co-ordination of Training Programmes

REVIEW OF SATCC TRAINING PROJECTS

1. INTRODUCTION

The training projects of SATCC are a part of the overall manpower development programme of SADCC.

The Regional Training Council has formulated the following objectives for manpower development:

- "i) To provide the skilled manpower needed to initiate and maintain SADCC's own programme of cooperation activities.
- ii) To strengthen SADCC's own training capability so as to allow students and trainees who could otherwise be trained overseas acquire the necessary skills within the region.
- iii) To enable national manpower targets to be met and alleviate national skills shortages through a programme of appropriate regional cooperation activities."

The SATCC training projects have the same objectives.

2. TRAINING IN THE SATCC REGIONAL PROGRAMME OF PROJECTS

There are significant shortages of trained manpower in the transport and communication sectors.

Training has therefore high priority in the SATCC Regional Programme of Projects.

But before actual training activities can be initiated it is necessary to analyse the training needs and capacities in the different sectors of manpower. Several studies on training have therefore been included in the regional programme on projects, including also a training course on network planning in the telecommunications sector.

2.1 Study on Transport Management and Transport Planning Training (Project U.O.3(1))

The present shortfall of skilled transport managers and planners is a serious bottleneck in the development of the transport sector in all countries in the region.

There is a shortage of skilled manpower at various levels in administration, transport enterprises and related organisations.

To assist the Member States in the organisation of necessary training activities, a regional study is envisaged to review the problems involved and to recommend appropriate measures for their solution.

The objectives of the study will be:

- a. identification and assessment of
 - existing institutional conditions in the transport sector
 - availability of qualified transport managers and transport planners in the relevant organisations
 - existing training facilities and their capacity
- b. Identification and quantification of the needs for skilled transport managers and transport planners.
- c. Definition of a policy outlining ways and means to secure the necessary education and training of such personnel.
- d. Recommendations on measures to be employed to implement the proposed policy.
- e. Implementation programme.

In the study attention shall be paid to the existing or planned training opportunities in the region, particularly to those provided by the Eastern and Southern African Management Institute (ESAMI) in Arusha.

Contacts with ESAMI have been established and preliminary discussions indicate that ESAMI will be able to carry out this study probably in cooperation with other consultants.

Norwegian or Canadian funds might become available for the Study.

2.2 Study on Road Traffic and Transport Training (Project 0.0.3(2))

Training facilities for personnel, particularly functional and general managers of road undertakings, are few. Only two institutions are known in the region today, namely the Mimosa Training School outside Lusaka and the National Institute of Transport (NIT) in Dar es Salaam.

Advanced training of workshop managers and mechanics is highly needed in the region and there might be a need for regional cooperation in this respect.

The planned study shall review the problems involved and recommend appropriate measures for their solution.

The main objectives of the study should correspond in broad terms with those of the Study on Transport Management and Transport Planning Training described above.

Because of the numerous skills to be covered by the Study it should be divided in meaningful parts. Originally drafted terms of reference are being revised in this respect. Financing of the Study is expected from Canada.

2.3 Study on Railway Training Programmes (Project 2.0.2)

The main objectives of the study included in the Programme are the following:

- a. For each railway administration, identification of positions which are vacant due to lack of qualified local candidates.
- b. Identifications of positions which are manned and where support by an external counterpart is needed for a certain period.
- c. Inventory of existing training facilities and assessment of their quality and capacity together with proposals for extensions and/or improvements.
- d. Determination of requirements for additional local and regional training facilities.
- e. Proposals for training abroad, if necessary.
- f. Other recommendable actions such as for example proposals for simplification of procedures and regulations which would reduce staff requirements and facilitate training.
- g. Time schedules for the implementation of the proposed training programme.

The Federal Republic of Germany has made 3.0 million German Marks available for the study. A financing agreement with the Government of Botswana and an administrative agreement with SATCC have been signed.

A consultant for the study is expected to be selected soon.

The progress of the study is planned to be reviewed in accordance with the Terms of Reference by means of symposiums to be organized at regular intervals. Participants will include all relevant heads of departments and representatives of railway training institutes.

2.4 **Study on Port Staff Training Programme**
(Project 3.0.2)

Of the nine SADCC States, Angola, Mozambique and Tanzania are maritime countries with ports serving also transit traffic from the six other Member States of SATCC.

In all ports of the region, there is a shortage of skilled manpower at all levels.

To assist the Port Authorities in the region in the planning and organisation of the necessary personnel training, a study is being undertaken to review the problems involved and to recommend measures for their solution.

Consultants Draft Interim Report concerning the first phase of the study has already been received.

The study deals with the following items:

- a. Inventory and assessment of
existing institutions in the field such as organisation, duties and powers of Port Authorities on national and local levels

availability of qualified staff in the different levels and positions

existing training facilities and their capacity, quality of training offered etc.
- b. Identification and quantification of the needs for qualified personnel on the different levels and positions.
- c. Definition of ways and means to secure necessary education and training for this personnel.
- d. Recommendation on measures to be employed.

The study is divided into two parts, namely identification of required measures to be implemented within short term perspective, and identification of training needs and requirements for training facilities in order to achieve self-sufficiency in the long term perspective. The Study is financed by Norway.

2.5 Updating of the Various ICAO/UNDP Manpower and Training Studies Related to the SADCC Region (Project 4.0.6).

There is a considerable shortage of trained and experienced staff both in the civil aviation administrations and in the airlines' organisations in the region.

In 1974-75 a "Civil Aviation Manpower and Training Requirements Survey, Africa" was carried out under ICAO/UNDP.

The objectives of the Study, which covered 36 African States including six in the SADCC region were:

- Long range objectives: to meet the manning and training requirements in various fields of civil aviation.
- Immediate objectives:
 - a. To determine the immediate manning and training needs of each country and establish programmes to meet these needs;
 - b. to establish an integrated training programme covering all countries;
 - c. to determine the number of additional training facilities which would be required yearly in each field of specialisation and develop a programme of action for the provision of these facilities.

The recommendations of this survey were accepted at a Plenary Session of the African Civil Aviation Commission in August 1975 but the recommended Programme was never implemented.

The Programme is in urgent need of reconsideration since it is now realized that it contains a considerable amount of inaccuracies because a number of important factors since 1975 influence the programme, such as:

- a lower rate of growth in air traffic in recent years;
- the effect of the world-wide economic recession of the amount of aid made available by donor States;
- the need for reassessment of the number of personnel to be trained and also the time required for various courses

Updating has to be made with regard to the SADCC States with the following objectives:

- (i) To make a survey and analysis of the existing staff establishments of the civil aviation authorities and national air lines;
- (ii) To consider, in the light of the expected civil aviation activities, the adequacy of these staff establishments to meet the long range and immediate objectives as laid down in the original 1974/75 survey;
- (iii) To prepare a Training Programme geared to filling the manpower shortages in the establishments necessary to meet both the long range and immediate objectives for all categories of staff.

Terms of Reference have been prepared for the study.

Another project in the pipeline is the expansion and development plans for the ZASTI institute in Lusaka which offers already several courses in civil aviation. Finalisation of these plans should be made in the near future.

2.6 Training Course in National Telecommunications Network Planning (Project 0.0.3(4))

On the national level training facilities are operating practically in every country. The effort of Mozambique in this field must be emphasized. A comprehensive study, originally promoted by SATCC (Project No. 0.0.3(3)), on the manpower and training needs has been completed in 1983 and the first phase of the training programme, covering the period up to 1985, immediately initiated.

On the regional level, Malawi has a training school, running intermediate level courses for Botswana, Lesotho, Malawi and Swaziland.

At present with the growing complexity of the national telecommunication networks it has become an urgent necessity to provide for the training of local staff in sufficient numbers for national network planning.

Since the availability of advanced level training in the SADCC region in telecommunication network planning is virtually non-existing, a short term course will have to be organised while awaiting for more permanent arrangements.

The course is to cover the master planning process and the updating and development of such plans to meet changing requirements.

The organizer of the course shall be responsible for all practical arrangements. Terms of reference for the course have been prepared.

Financing has been requested from Sweden, Canada and Italy. The project execution is to commence after financing has been secured.

3. FUTURE WORK AND CO-ORDINATION OF TRAINING PROGRAMMES

Apart from the Project on telecommunication network planning the activities of SATCC have been concentrated on studies on training programmes. Up to now it has been possible to secure financing only for some of these studies. Financing of the remaining studies is urgently needed. In addition training activities based on the findings of the above studies should be initiated as soon as possible. It is the aim of SATCC to actively promote this development in order to fulfill the overall aims of manpower development in the SADCC region.

As stated earlier, the training programmes of SATCC are part of the manpower development of SADCC co-ordinated by the Regional Training Council under the chairmanship of the Government of the Kingdom of Swaziland. This relationship calls for a close coordination between SATCC and the Regional Training Council. The representatives of these two bodies have to meet prior to the meetings of the Coordinating Committee of SATCC and the Regional Training Council in order to co-ordinate these programmes and activities.

Existing contacts between the Regional Training Council and SATCC should be developed further. This should include exchange of information on programmes, coordination of data collection and other related activities.

The objectives of these coordinating activities should be that the training programme of the Regional Training Council reflects the needs of the transport and communication sector and correspondingly that the training programmes of SATCC are based on the main objectives for manpower development and training formulated by the Regional Training Council.

PROCEEDINGS OF THE GROUP SESSIONS

During Days 1 and 2 of the Symposium participants divided into 4 Discussion Groups for an in-depth examination of the Regional Training Council's future work programme. For this examination the Groups used the various inputs and other material reproduced in the preceding Sections of this volume together with a Background Paper which offered a number of suggestions on the organisation and structuring of the Group Sessions.

The Groups were asked to report formally on their conclusions to the Plenary Sessions on Day 2. These reports are reproduced below together with the Background Paper referred to above and a list giving the membership of each of the 4 Groups.

BACKGROUND PAPER

THE ROLE OF DISCUSSION IN THE MANPOWER SYMPOSIUM

1. The Symposium Programme includes three sessions of Group discussion in Days 1 and 2 of the conference. Together these sessions amount to 5 hours out of a total meeting time of 16 hours. Thus, approximately one third of the participants' time during the Symposium will be spent in a small group situation.
2. The allocation of participants to groups will be done during the lunch break on Day 1. Each group will draw its membership from both SADCC and non-SADCC participants. Lists of group membership will be posted outside the Conference Secretariat at 14h00 on Wednesday 13th June and delegates are asked to check which groups they have been assigned to before proceeding to their meeting rooms in the Royal Swazi Sun. All groups will meet in suites in the Royal Swazi Sun. The number of the suite allocated to each group can be found on the VENUE LIST distributed by the Conference Secretariat.
3. The structuring of the group sessions, the way in which tasks are undertaken and the exact duration of each session is the responsibility of each individual group. It is suggested that the groups elect a chairman and either one or two rapporteurs before commencing work. It is further suggested that the rapporteurs should be chosen from the non-SADCC group members and not from the SADCC participants.
4. The outcome of the group sessions should be a written report which will be presented and discussed during Plenary sessions 3 and 4 on Day 2. Rapporteurs should limit their presentations to 30 minutes duration. The Conference Secretariat will type and circulate copies of the group reports as and when these become available. Groups may wish to consider using Group Session 3 for preparing and discussing their presentations which can then be typed during the Thursday lunch break. Reports delivered later than Thursday 12h30 to the Secretariat will be typed and distributed during the afternoon.
5. The tasks to be addressed by all the groups are as follows:
 - to review the working of the Regional Training Council during its first Phase, to study its relationship to other SADCC bodies and to define the role of the manpower sector within SADCC.
 - to consider the objectives of a possible strategic approach to manpower development within the region.

- to examine the broad outline of the proposed strategic approach for Phase Two of the Council's operations and to assess how best the Council can perform the role assigned to it within SADCC.
 - to prioritise the proposed broad areas of activity of the Training Council for Phase Two.
 - to consider what concrete activities and projects should be included in the work programme of the Training Council under the heading of each broad area of activity; to rank these activities and projects in order of importance and to assess the way in which the role of the Training Council within SADCC can best be implemented in practice.
 - to consider means of financing SADCC's regional training and the relation of regional training programmes to national training activities.
 - to consider ways of facilitating the relations of the Regional Training Council with the international donor community and of strengthening communications between SADCC and its international co-operating partners.
 - to look at the development of donor policy towards the SADCC Manpower Sector and to assess its implications for the strategy and approach to be adopted by the Training Council over the coming five years.
6. The above objectives are designed to provide a framework for the conduct of the Group sessions and should not be taken to be exhaustive.
7. The formal inputs available to the groups during their discussions are the presentation by the Chairman of the Regional Training Council and those of the other SADCC sectoral coordinators during the plenary sessions in Day 1; Working Papers 1 and 2; the additional material on the proposed workplan of the Training Council which has been distributed to participants and the material on Phase 1 of the Council's activities which has also been distributed to participants. In addition, the Chairman of the Regional Training Council and his staff will be pleased to provide any further information that may be required during the course of the meeting.
8. The overall goal of the Symposium is to commence a dialogue between concerned parties on the subject of regional manpower development. It is hoped that the outcome of the group sessions will lay the foundation for a continuing interchange between SADCC and interested donors. The group sessions have been designed to provide an appropriate forum for this kind of activity. In a sense, consultative meetings are always something of an experiment. We believe that the success of this meeting and its

lasting value will be determined by what happens in the group discussions. We look forward to participating with you in this exciting task.

COMPOSITION OF DISCUSSION GROUPS

GROUP A

D.H. Mavimbela (Swaziland)
M.A. Bentil (Swaziland)
Maria Rosario (Mozambique)
T.J. Makhele (Lesotho)
D. Pfeiffer (USAID)
P. Koekeritz (SIDA)
E. Kashambuzi (UNDP)
C.B. van den Bosch (NUFFIC)
J.A. Bukhala (ECA)

GROUP C

M.J. Ziyane (Swaziland)
H. de Sousa (Angola)
N.A. Simbi (Angola)
J.M. Nyakirang'ani (Tanzania)
J.-M. Urbain (Belgium)
C. Lusthaus (Canada)
J.B. Allie (CFTC)
B.R. Dlamini (IDM)
J. Hintikka (SATCC)

GROUP B

S. Mdluli (Swaziland)
L.B. Lukhele (Swaziland)
H.A. Gany (Mozambique)
F.A. Mawela (Botswana)
Michele Wera (Belgium)
R. Shortlidge Jr (US)
M.J. Boodhoo (ILO)
R. Haas (Germany)

GROUP D

E.M. Hlope (Swaziland)
O. Goncalves (Angola)
R.A.M. Viera (Angola)
L. Mmualefe (Botswana)
M.J.K. Mughogho (Malawi)
D. Wood (United Kingdom)
S. Gibbons (Canada)
G.M. Hamid (ILO/SATEP)
K.J. O'Cuneen (EEC)

REPORT FROM WORKING GROUP A

The discussion disclosed that there was a general perception that to date the role and function of the Regional Training Council have been ill-defined. Symptomatic of this was a general lack of knowledge of the composition of the RTC. It was felt in fact that the use of the word "Training" in RTC was a misnomer and misleading since the mandate is that of manpower development.

To carry out its responsibilities for manpower development, the RTC must begin from the premise that it is to be pursued in the first instance through SADCC's national entities. The RTC should concentrate its energies on facilitating development and use of the existing national and regional training institutions by students and trainees from throughout the region. This involves removal of the barriers that currently inhibit such interchange of trainees. In pursuing this goal, the Group fully endorsed the RTC's emphasis on shifting training increasingly to institutions within the region as opposed to sending students to schools and institutions abroad and encouraged donors to adjust their policies and programmes to support this shift.

The RTC should rely upon SADCC's various sectoral bodies to develop their own plans and programmes for meeting their manpower training needs and only get directly involved in this process by providing guidelines for development of such regional training efforts and by reviewing the resultant programme proposals prior to forwarding them to the Council of Ministers with its endorsement. An area where the RTC needs to take an active and direct role in planning and developing programmes is where training is cross-sectoral such as in the case of management or accounting. In terms of non-SADCC priorities, the RTC has a role as facilitator of regional cooperation if there are obvious cost efficiencies or other advantages to be gained through coordinated efforts. These would include such areas as teacher training and science education.

In conjunction with the RTC's information and data collection roles, it should take the lead in promoting efforts aimed at removing the existing barriers to sharing of educational and training facilities and programmes. This would include such things as establishment of standardization of entrance criteria, accreditation of schools and recognition of degrees throughout all SADCC countries.

To carry out its role better in serving the RTC, the Secretariat needs to be strengthened, perhaps through the addition of more full-time personnel either to be provided by a donor or preferably by SADCC. An immediate step would be more utilization of the services of other personnel in the Swazi government who are involved in manpower development (although the Group recognized some of the difficulties posed by this suggestion). It was felt also that the individual RTC members in each SADCC country needed to have their roles more specifically defined and understanding reached that some of their time would be devoted purely to RTC responsibilities.

Other suggestions for improving the performance of the RTC were to encourage the use of local consultants who are already familiar with the region, to establish clear procedures by which other sectors will report their proposed training activities; and the preparation of a long term strategy plan for SADCC's manpower development goals and to lay out how SADCC proposes to achieve them.

It was the opinion of the Group that RTC's main role should be to facilitate regional cooperation. In this respect the inventories that are being carried out are useful instruments. However, it was pointed out that inventories have been undertaken by many organisations, like ECA, UNESCO, ILO, Commonwealth Secretariat, etc. The results of their inventories should be used. The fact that the response from member countries has been slow probably shows that for the countries it is not easy to fill all requirements.

Better results could probably be achieved by concentration on the priority Sectors of SADCC to start with. Basically, such inventories would be part of the responsibility of the sectors and in any case be carried out in cooperation.

The really crucial issue is how to utilise the conclusions from the inventory. RTC has an important role to facilitate regional cooperation.

The first area would be the use of regional institutions and such national institutions which have a potential for regional programmes. Generally RTC should endeavour to remove barriers that exist. Examples of problems mentioned are:

- entry qualifications
- diploma equivalence
- accommodation of students
- foreign exchange
- travel restrictions
- incentives for institutions to accept foreign students.

About scholarships and training award programme it was the view of the group that RTC should not embark on such a programme. That should be the responsibility of each country and each sector. However, the RTC could be active also in this field to facilitate regional cooperation in vetting standards for scholarships.

For an effective implementation of regional programmes the national machinery for management of training must be reinforced, which also would lead to an increase of the activities of the RTC.

REPORT FROM WORKING GROUP B

In their discussion Group B adopted the format suggested in the paper Role of Discussion in the Manpower Symposium.

1. Review of the Working of the Regional Training Council during first phase

The group noted that there was no regional policy that formed the basis of activities of the Regional Training Council. Formulation of such a policy can be developed after and using results of manpower studies which identified manpower problems, established priorities and then a strategy could be developed later. Use of manpower information could ensure a balance in manpower projects.

Need for manpower surveys basic to any strategy for manpower development was underlined. This would enable the RTC to then identify regional needs, focusing on areas of known critical shortages, technical and professional. Surveys are however expensive and time consuming and before mounting full surveys it could be more useful to undertake surveys in critical areas, though in the long term the answer is a full scale survey that would enable better manpower planning at both national and regional levels.

Studies so far undertaken do not include some important sectors like private and parastatals and field of management in general and specifically industrial management. Plans for industrialization exist in almost all SADCC countries but there is inadequate provision for training of industrial managers. Though Agriculture forms an economic base for most of the people and increased food production is a preoccupation of Governments within SADCC countries, minimal emphasis is given to training in this sector.

To ensure a systematic approach to manpower planning and development all manpower components of capital projects under the SADCC sectors must be handed over to the RTC and the Manpower Secretariat. The group felt the success of the Secretariat was crucial to that of other sectors and considering the volume of work to be handled recommended its strengthening.

Crucial to success in manpower planning and development is the establishment and strengthening of institutional framework to facilitate planning, consultation, coordination and evaluation of training activities at national level.

2. Objectives of a possible strategic approach to Manpower Development within the Region

- to establish a data base on which to formulate regional policy on manpower.
- to promote localization-oriented training in the medium and long term
- to promote development of centres of excellence and professional schools e.g. in Accountancy Training, Management Development etc.
- foster development of existing institutions through mutual support where training programmes are similar.
- create sectoral balance in manpower development to ensure that no sector is given undue priority
- to identify opportunities for training of small entrepreneurs and youth
- to encourage national Governments to review and strengthen institutional frameworks for planning, consultation, coordination and evaluation of training activities to make them more systematic.

3. Broad outline of proposed Strategic Approach for Phase 2

The group noted that in absence of a data base it was a difficult task to prioritise the RTC programmes for the future but agreed that advanced planning even with limited information, was necessary. Specifically lacking is information on manpower requirements for the other SADCC sectors. Proposed broad areas of activity for Phase 2:

- RTC to work with other sectors.
- Agriculture to be given priority - because of lack of sufficient food supplies in the region.
- The training in other sectors remains important, but there is need to identify critical shortages by categories and levels of jobs.
- Training in functional areas like, Financial Management, Accountancy and General Management should be given priority. Identification of needs in different sectors should be followed by development of programmes for training in general skills in management and specific skills targeted to technical areas.
- Comparability of Educational levels to be given priority consideration to clear the way for access of students into institutions within the region and therefore facilitate

student exchanges and use of these institutions. An accreditation board under the RTC could be considered to facilitate smooth and better organised evaluation and comparability of educational levels.

Manpower projects should be intended to solve operational problems of shortages in different SADCC sectors and should not be theoretical and academic exercises.

4. Financial Support

For the RTC to succeed, financial support is necessary. It is obvious however that there is a problem of raising required financial inputs as donors mostly support bilateral aid schemes and most are not enthusiastic on regional projects. Donors should be encouraged to re-think their approach considering that SADCC composes of poorer countries which cannot build and support viable institutions singly. The legal status of SADCC and therefore its Secretariats needs to be clarified if it is to facilitate smooth transfer of aid funds from donors. It is strongly suggested that SADCC member countries must themselves make financial contributions to support the activities of the RTC and not to depend entirely on donor aid, a tendency by most third world countries. At national level, SADCC member countries must coordinate and maximise use of ongoing bilateral aid so that RTC activities may be financed at lower cost.

5. Annual Meeting with Donors

Suggestion to have annual meetings with donors to focus on specific projects or manpower issues to make meetings profitable. Certainly from opinion of RTC a closer focus on major activities of RTC with major donors would facilitate communication and bring outside influence. It is expensive for donors to send reps from overseas as observed now. Maybe reps of organizations already in the region could be invited, and funds saved for Ministerial officials to attend. Dissemination of ideas - information at such meetings will make these more productive. Agencies will also become aware of what each other is doing as to synthesise their efforts in assisting the region and avoid unnecessary competition and overlap.

It is suggested that not only should we invite organizations but find out expertise in the region on manpower for consultancies and similar exercises. Such people should be known and a Register of Consultants/experts kept. This register should show a brief resume of the qualifications, experiences, skills etc of experts and their specialised capabilities in respect of teaching, research and consultancy.

REPORT FROM WORKING GROUP C

INTRODUCTION

Group C selected a chairperson and one rapporteur. It decided that it would approach its work by focussing on the tasks outlined in point 5 "The Role of Discussion in the Manpower Symposium". It must be emphasised that these notes represent the frank personal views of group members.

GROUP TASKS

Task 1

To review the working of the Regional Training Council during its First Phase, to study its relationship to other SADCC bodies and to define the role of the manpower sector within SADCC.

- (1) There was some confusion about when Phase 1 ends and Phase 2 begins.
- (2) There was an extended conversation regarding the relationship between RTC and other SADCC regional bodies. It was the opinion of the group that RTC should develop an appropriate modality for participating in sectoral manpower projects so that RTC can exercise its role of manpower coordinator.
- (3) The modality should in no way add a level of bureaucratisation which would slow down sectoral manpower training programmes.
- (4) There was a short discussion on the relationship between RTC and the SADCC member countries. It is essential for RTC to use the contact points for coordination regional manpower development.
- (5) The following is a list of ideas vis a vis the role of RTC:
 - (a) RTC is expected to provide member states and donors with information regarding training institutions;
 - (b) RTC is expected to provide information about regional non-formal training programmes;
 - (c) RTC is expected to coordinate sectoral manpower development;
 - (d) RTC is expected to facilitate sectoral manpower development;
 - (e) RTC is expected to coopt and utilise expertise in the region in order to promote manpower planning in priority sectors;
 - (f) RTC is expected as a result of these deliberations to communicate these Phase 2 Terms of Reference to the donor community;

- (g) RTC is expected to coordinate regional information by collecting information from national governments, collating the information and making it available to SADCC members and donors.

Task 2

To consider the objectives of a possible strategic approach to manpower development within the region.

- (1) The deliberation on this issue is found in notes throughout this report.

Task 3

To examine the broad outline of the proposed strategic approach for Phase 2 of the Council's operations and to assess how best the Council can perform the role assigned to it within SADCC.

- (1) There was general agreement with the approach as outlined by Working Paper 1 and the Keynote statement.

Task 4

To prioritise the proposed broad areas of activity of the Training Council for Phase 2.

- (1) With regard to Field 1 identified in Working Paper 1 section 8.1, the group indicated that RTC needs to develop a modality for coordinating sectoral training which on the one hand will allow it to exercise its role in the field of manpower yet on the other hand not add to the bureaucracy of development projects.
- (2) With regard to 8.3 Training Facilities Inventory and 8.4 Manpower and Employment Data the Group indicated that these fields are necessary for a regional manpower approach. Furthermore these should be given a high priority by RTC.

Task 5

To consider what concrete activities and projects should be included in the work programme of the Training Council under the heading of each broad area of activity; to rank these activities and projects in order of importance and to assess the way in which the role of the Training Council within SADCC can best be implemented in practice.

- (1) This is the operational role of RTC. It needs to be developed once it has clear Terms of Reference for Phase 2.

Task 6

To consider means of financing SADCC's regional training and the relation of regional training programmes to national training activities.

- (1) Financing of RTC will be able to be obtained more easily as RTC develops its phase 2 programme. It was suggested that although the donor community often differ, RTC is taking the correct course by attempting to develop an overall strategy for manpower from which projects will be developed.
- (2) It was further agreed by the group that:

"While we recognise and appreciate the substantial financing of training in SADCC and SADCC countries by donors, nevertheless it is emphasised that SADCC needs additional financing for regional training programmes."

Task 7

To consider ways of facilitating the relations of the Regional Training Council with the international donor community and of strengthening communications between SADCC and its international cooperation partners.

- (1) This issue generated a great deal of discussion. It was felt that there is a need for more communication and dialogue between RTC and donors. In particular this dialogue needs to start off informally between RTC and donors.
- (2) After informal communication both RTC and donors must have an appreciation for the time it takes for projects to work through channels. These channels should be known and understood by both RTC and donors.
- (3) The group believed that RTC needs to be more aggressive in implementing their terms of reference. This might imply a larger staffing contingent.

Task 8

To look at the development of donor policy towards the SADCC manpower sector and to assess its implications for the strategy and approach to be adopted by the Training Council over the coming five years.

- (1) It was pointed out that it would be helpful to RTC if it knew donor attitudes towards:
 - (a) Technical Assistance from inside the region;
 - (b) Availability of Technical Assistance to staff the RTC;
 - (c) Availability of funds for Third Country Training;
 - (d) Availability of funds for the development of existing regional training institutions.

- (2) Once again the group discussed the need for RTC to be able to talk informally with donors. Each donor has its own priorities and attitudes toward manpower development which need to be explored by RTC.
- (3) After RTC has its fields activities and projects identified it is felt that the donor community could respond to its requests more coherently.

CONCLUDING REMARKS

As the discussion was coming to a close the group became aware of two projects, important to SADCC, which were not clearly covered by existing mandates, namely Language Training and Training for Project Appraisal. These projects were discussed by the group with particular reference to the role of RTC.

REPORT FROM WORKING GROUP D

On the work of the RTC in its First Phase the Group highlighted some problems.

1. Lack of information provided to donors on detailed project findings in particular health and education manpower training. Copies of the complete reports on SADCC studies should be available.
2. Lack of information provided in projects proposals in particular on the level of participation sought by each SADCC member state in a particular project. It was not possible from project documents presented at the Lusaka conference to determine what amount of support individual member states gave to each project.
3. There are some areas of duplication between projects or studies proposed by SADCC and existing bilateral projects with individual member states. It was agreed that, in cases when expansion of existing institutions is being considered so that they may assume regional responsibilities, there should be more consultations between existing donors, the country concerned, and the RTC.
4. More information should be provided to the donor community on the progress made with respect to funding SADCC proposals.

SADCC member states reactions to Phase 1 activities:

1. Some member states felt that there should be greater consultation within member states themselves before proposals are discussed at RTC meetings.
2. SADCC member states expressed concern about the frequency of SADCC meetings concerned with the manpower sector in view of the costs involved in attending these meetings.

In terms of donor reactions to projects proposed in Phase 1, the following points were made and in general refer to the policies of a particular donor.

1. A regional project is one in which the administration and management of the project concerned involved all the participating countries. Few existing SADCC proposals meet this criterion.
2. Some priority areas, such as agriculture manpower development, had not yet featured in SADCC manpower project proposals.

3. Institutional - link type projects are favoured.
4. Projects which favour all SADCC Member States are given priority.
5. Projects with the SADCC Member State which has relevant sector responsibility receive priority. Some confusion existed as to the respective roles of the RTC and the country with sector responsibility.
6. It is the responsibility of the RTC, in full consultation with member states, to identify areas of priority in terms of manpower development.
7. There should be an equitable balance in the distribution of manpower projects between member states.
8. On-going bilateral commitments tend to take preference over SADCC proposals in some areas, and the RTC should take this more into consideration.

GROUP REACTIONS TO DISCUSSION PAPER 2

SADCC Manpower and Scholarship Fund.

Donor reactions were as follows:

- (1) The proposal was welcomed, though not all the agencies present in the group would be able to participate in the Fund.
- (2) Participation would depend on the control and allocation mechanisms which would eventually be established. Participation would also depend on the degree of priority given to the proposal by SADCC member states, and the relationship between this proposal and other sector training activities already proposed.
- (3) It is recommended that the Chairman RTC seeks the official reaction of donor agencies to the proposal, and to agree how it should be implemented.

RECOMMENDATIONS

- (a) The group supports the need for manpower contact in donor agencies.

- (b) There should be greater consultation within SADCC member states on SADCC manpower projects.
- (c) There should be greater identification of training priorities both within and between member states.
- (d) The group supports the need identified in the keynote speech to improve the consultation between the RTC and sectoral units on the design of manpower projects and studies. The group suggest that the allocation of responsibilities for each stage of project initiation, feasibility design and implementation between RTC and sectoral units be discussed at one of the Plenary sessions of this Symposium.
- (e) Donors should make a special point of informing the RTC Secretariat of areas of particular sector interest and policies which are relevant to funding SADCC projects. The Chairman of the RTC should officially request this information from donors.
- (f) It is recommended that Council of Ministers gives priority to manpower and training projects and actively assist in securing donor funding.

STATEMENTS BY INVITED GUESTS

The final part of the Symposium was organised to provide participants from SADCC's international co-operating partners with an opportunity to make a formal input to the conference during a Plenary Session. Comments were invited on any aspect of the work of the Symposium, on the Regional Training Council's programme and on the relationship of the Training Council to the international donor community. A Background Paper was circulated to participants outlining the objectives of the part of the meeting and this is reproduced below together with Statements made on behalf of the following delegations:

1. The Federal Republic of Germany
2. ILO/Southern African Team for Employment Promotion
3. The Government of India
4. United Nations Economic Commission for Africa
5. United States of America.

BACKGROUND PAPER

ORGANISATION OF DAY 3 PROCEEDINGS

1. Delegates will note that the Programme for Day 3 of the Symposium, Friday 15th June, provides time for statements by invited guests. The first two days of the Symposium have provided a forum for inputs from the Regional Training Council and from other SADCC co-ordinators and for the exchange of views between our international co-operating partners and the SADCC representatives on the Training Council strategy. These exchanges will be synthesised in the reports of the group sessions. Representatives of donor organisations, however, will not have had an opportunity to comment on the relationship of donor community to SADCC or on their own organisation's approach to the SADCC Manpower Sector.
2. One objective of this meeting is to open a channel of communication between the interested donor organisations and SADCC. We feel that we have been largely unsuccessful to date in making donors aware of the conditions under which the Regional Training Council works and in sensitising them to the Regional Training Council's major concerns. The first part of the Symposium is an attempt to remedy this situation by allowing both donors and the Training Council to collaborate in the design of a regional manpower strategy.
3. However, if we have been unsuccessful in communicating our concerns to the donor community then the donor community have also been unsuccessful in making us aware of the kinds of considerations that determine how Regional Training Council initiatives are responded to and of the main factors determining the evolution of donor policy towards SADCC.
4. As has been mentioned elsewhere, this communications gap has costs. It is clear that, in respect of the manpower sector at least, there have been significant delays in the matching of donor interests to SADCC concerns. Even when this match has been achieved there have been significant delays in arranging for the commitment and disbursement of funds. The net effect is to extend the lead time required to implement projects and to introduce new uncertainties into the SADCC planning process. We believe, therefore, that it is in the general interest to facilitate the exchange of views and information and to maintain an on-going dialogue as far as possible. Only if this is done can we be sure that aid resources are being used effectively.
5. We hope that the proceedings of Days 1 and 2 will have gone some way to filling in the background needed for a fuller understanding of the working of the Regional Training Council. However, for this to be fully useful the Regional Training Council needs to increase

its understanding of the workings of the donor community. The proceedings of the final day, therefore, are designed to generate this kind of input. This Symposium has brought together the representatives of some dozen or so of SADCC's international co-operating partners. Our invited guests, therefore, comprise a unique source of information and expertise which we are anxious to tap.

6. Clearly, there are divergences of approach between members of the donor community in their attitude to SADCC Manpower. But, just as we wish to facilitate co-operation amongst the countries of the Southern African region, so we are keen to encourage co-operation amongst those members of the international community who share our aims and objectives and who are interested in working with us towards our agreed goals. We feel, therefore, that this Manpower Symposium has a role to play in fostering understanding and a communality of approach between members of the international donor community and we hope that the final day of the conference will provide an appropriate context in which to explore this theme.
7. However, we recognise that our guests arrive here with a mandate from their organisations. We recognise too that while agency policy is a political decision in the broadest sense of the term, this present conference is a TECHNICAL meeting to examine technical matters. However, you, our guests, are the interface as it were between the donor community and SADCC. We believe that your views and the results of your experience can assist us in the important area of donor relations. We hope, therefore, that the opportunity to address the Symposium is one that as many of our guests as possible will take advantage of.
8. As mentioned in the previous paragraph, we are aware that on the formal level our guests will have come to this meeting with a specific mandate. We are aware too that it would be quite wrong to expect any kind of OFFICIAL reaction to the proceedings of the first two days. Clearly the outcome of the first two days will need to be transmitted to your headquarters and assessed and evaluated before we can expect any official reaction. However, some of our guests may have been mandated to make some kind of statement to the Symposium. We should be glad to hear and to discuss these statements. For those of you who have no such mandate we feel that your personal response to the issues raised in this paper and to the events of the Symposium would be of enormous interest to other participants. We invite you, therefore, to make a purely personal statement to the meeting. Naturally no personal statements will be quoted or included in the Record of the Symposium nor will they be treated in any way other than as a personal contribution to the continuing process of dialogue that we are trying to establish.
9. The conference Chairman and members of the Conference Secretariat will be happy to discuss the form and content of any statement that you might care to make. It is further proposed to hold a

small caucus meeting at the end of Day 2 to discuss the agenda for Day 3. Any questions concerning possible statements can be raised at that meeting.

STATEMENT ON BEHALF OF THE DELEGATION OF
THE FEDERAL REPUBLIC OF GERMANY

Mr. Chairman, distinguished guests and colleagues,

This has been the first SADCC-conference with donors on manpower policies. Having frequently been responsible for the preparation of conferences myself and knowing about the risks that are involved I cannot but congratulate the Regional Training Council for the success it achieved with this meeting.

Especially the discussion in the working groups and the presentation of the results in the plenary brought a lot of new aspects which will help to strengthen the work on the manpower sector in the time to come. I shall send a report on this back home. My government is fully aware of the bottlenecks which are caused in nearly all sectors of development by restraints on the manpower side. This was also the reason why at the recent Lusaka Summit the German Minister for Economic Cooperation, Dr. Warnke, indicated that a considerable portion of his pledge on a 2,5 million German Marks fund for SADCC might be used for the manpower sector.

I personally have been particularly interested in the discussion on managerial training that took place in the group which I attended. The need of improving managerial efficiency in nearly all sectors seems to be recognized by everybody, but as far as I can see, there is neither a concept on this issue nor a data basis for a strategy to be developed.

I am not the one to make decisions on the use of the beforementioned German fund. But if I would get interesting Terms of Reference, I would on request be very willing proposing to my Government to finance a study on the management field.

Thank you, Mr. Chairman

STATEMENT ON BEHALF OF THE DELEGATION OF ILO/SATEP

Mr. Chairman,

Distinguished delegates, ladies and gentlemen,

On behalf of the ILO and the ILO/Southern African Team Employment Promotion (SATEP) and my colleague Dr. Boodhoo the ILO Regional Adviser on Management, I would like to assure you that the ILO is very keen to contribute to the efforts of the countries of the subregion and their subregional organisations, SADCC Regional Training Council and the Southern African Labour Commission (SALC) in the planning, development and utilisation of their human resources. That is why the ILO has recently stepped up its activities and technical assistance in the subregion. It has strengthened its ILO office in Lusaka by making available five regional advisers for Southern Africa. Two of these deal with management training and vocational training.

These two advisers are ready to give technical assistance and advisory services to the RTC, SADCC sectoral committees and Member States in the following areas (a) management training, (b) training of technical personnel, (c) trainers, vocational training and related matters.

The regional advisers are ready to help in the identification of projects, preparation of projects and execution of projects in above mentioned areas.

(2) The ILO in collaboration with the Swedish International Development Agency (SIDA) has established the ILO/Southern Africa Team for Employment Promotion (SATEP) to contribute to the efforts of the countries of the subregion and their subregional organisations SALC and SADCC in the following areas:

- (i) Designing of employment oriented development plans and projects.
- (ii) To help in the creation of remunerative employment opportunities particularly for the migrant workers, women and youth in the rural and informal sectors including small scale industries.
- (iii) To help in the development of human resources, by giving technical advisory services and consultations for manpower planning, and development.

SATEP is very keen to strengthen its technical assistance to RTC, and to the SADCC sectoral committees, in the development of employment and manpower information systems, in examining employment implications of skilled manpower in SADCC countries.

SATEP is also ready to identify, prepare and execute projects in the areas of its competence for RTC and SADCC sectoral committees. Finally SATEP is ready to consider making a modest financial contribution to the execution of some of RTC's projects.

Thank you, Mr. Chairman

STATEMENT ON BEHALF OF THE DELEGATION OF THE
GOVERNMENT OF INDIA

Mr. Chairman,

Distinguished delegates and Honoured Guests,

First of all, I would like to thank you for the opportunity to take part in the SAOCC Manpower Symposium. India has been actively involved in developing cooperative links with the SADCC and we do recognise the pivotal role of manpower development in any regional developmental programme.

India is not a donor country in the conventional sense since our capabilities for extending finance per se are rather limited but we are capable and interested in extending technical skills and assistance to SADCC also in the context of our firm commitment to Technical Cooperation among Developing Countries (TCDC) particularly in the field of agricultural training. The Indian Agricultural Research Institute conducts post-graduate courses in all disciplines of agricultural sciences. There are a number of agricultural universities which conduct courses in agricultural engineering, farm machinery technology. In these institutions graduate courses are also held with the minimum qualification being secondary school level. There are also training institutions which impart courses in fisheries and animal husbandry. More relevant to SADCC region are the institutes we have to teach soil and water conservation and food storage techniques.

In the sphere of communications India has been training foreign students in both civil aviation and road transport. In the latter, the research courses that are increasingly being attended by participants from developing countries. The curriculum includes managerial upgrading, maintenance materials management and oil and fuel economy of vehicles. In the field of railway, the Railway Staff College conducts programmes at the managerial level, specialised courses are run by Staff Training Centres in track laying, signalling, operations, telecommunications and other commercial aspects of railways.

In the field of water transport, on the job training can be given by the Port Trust Authority of India. In the energy sector, India has an efficient infrastructure in electricity, coal and oil. We shall be informing the SADCC Secretariat in due course of the areas in the energy sector where India has the capacity to impart training to SADCC Member Countries. In the field of small scale industries, the National Small Industries Corporation conducts courses specifically relevant to developing countries. Managerial skills are imparted at programmes conducted by the Small Industries Extension Training Institute. Most Indian institutes in

this sector can cater effectively to the small industries organisations of SADC countries as the technology and skills acquired can be conveniently and profitably adapted for SADC region.

The Government of India has allotted 20 annual scholarships for trainees of the SADC region, and details of the training disciplines to be utilised are in the process of being finalised by the SADC Secretariat in Gaborone. I hope these scholarships would assist the SADC countries in their laudable objective of achieving regional self-sufficiency in manpower development.

STATEMENT ON BEHALF OF THE DELEGATION OF
THE UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA

1. On behalf of the Economic Commission for Africa through its Secretariat and its Executive Secretary, I wish to express the Commission's appreciation of the invitation to participate and the subsequent opportunity to associate and identify ourselves with the work of SADCC and in particular, the Regional Training Council. In this respect, I am delighted to express the Commission's continued interest and involvement to the Council's work and wish to reiterate the Commission's readiness for collaboration whenever called on, either by the Council or by the individual member states of SADCC.

2. Mr. Chairman, permit me to recognise the fact that the task of the Council is by no means a simple one for the fact that human resources management and its critical aspects of planning, development and productive utilisation is as varied as it is complex. It involves a multitude of agencies, and programmes besides attracting a variety of conflicting interests. These notwithstanding, the sector also constitutes development efforts, major critical factor input, not only as a major beneficiary but also as a critical agent, without which development would have no meaning or purpose besides failing to take place at all.

3. The Commission is gratified that SADCC has identified it as one of the resources sectors of priority emphasis. Mr. Chairman, it is because of the central and critical nature of human resources in retarding or accelerating socio-economic development that the Regional Council's task is even more formidable and challenging in light of the following problems which also constitute ECA's central pre-occupations:
 - 3.1 Mankind, even though the central means and principal beneficiary of development has tended to take the "human resources" factor inputs into the development process for granted; such that while other national resource inputs into development are often judiciously explored their development and use meticulously planned, and utilisation prudently undertaken and audited, the approach to human resources remains unplanned, its potential unexplored fully; and its use not prudent. This mismanagement and under-utilisation of the entire resource is fact rather than fiction.

Thus, Mr. Chairman, much as we have continued to invest heavily in the sector, we do not seem to accrue comparable returns from the investment; instead we continue to be plagued by

- i) the inability to establish and operate appropriate institutional machineries and facilities to anticipate and provide an early warning, and subsequently manage disasters such as food shortages and malnutrition, natural phenomena such as drought and floods, etc.
- ii) stagnating if not declining productivity in major sectors of our economy such as in food and industrial productivity; and rendering of essential services such as health, education to mention but a few.
- iii) inability to conduct negotiations and secure favourable terms in trade, mobilisation of financial resources or in investment activities.
- iv) increased unemployment with the subsequent diminished capacity to purchase the vital social services that leaves our human resource subjected to poverty.

3.2 Weak management and administrative capacity that when applied to the human resource sector is manifest in

- (a) the lack of co-ordination linkages between:
 - i) manpower planning on the one hand, and training as well as employment on the other.
 - ii) human resources planning, development and utilisation on the one side, and overall socio-economic development planning on the other.
 - iii) the various activities and programmes that add to the value added factor of human resources of education and training on the one side, and health, food and nutrition, environmental pollution control, maternal health care programmes on the other.
- (b) lack of appropriate data and information systems base, be they related to demographic aspects, or institutions for training, or employment aspects.
- (c) lack of qualified manpower planners, trainers, or indeed those to plan for and monitor the productive utilization of available human resources.
- (d) weak institutional machineries for managing the planning, development and productive utilization of human resources; the weakness of which is aggravated by undefined responsibilities and linkage relationships between all those working in the sector.

3.3 Lack of coherence, and coordination and common focus between all programmes in the planning, development and utilization of human resources such that:

- i) quite often there is a surplus of manpower qualified in arts with deficits in those with a scientific or technological background.
- ii) more often one country experiences deficits in qualified middle or high level, and some times sheer muscle power, while next door there is a surplus; and there is no formal mechanism for working out a balanced or co-operative use.
- iii) there is a surplus of training institutions and programmes in one country while one next door experiences a deficit.

3.4 The inextricability of manpower planning, and training, productive utilization or employment are not often recognised, with the result that

- i) manpower planning institutions are often operated in isolation from those for training and employment
- ii) training machineries are often operated in isolation of those for manpower planning and employment.
- iii) a multiplicity of machineries involved in human resource planning, development and utilization resulting in the difficulties of identifying one agency to represent a country at regional forums.

3.5 The inextricability of education and training programmes from those of food and nutrition, employment, health, environmental pollution control etc. are not recognised such that:

- i) as the crises of hunger and malnutrition continues to affect an entire generation, its effect to reducing the automatic immune capacity of individuals, increases mortality and lethargy diminishing productivity, the subsequent incapacity to reinvest and generate employment opportunities are often lost sight of: worse still, the effect hunger has on the overall result of the increased social services costs are often lost.

3.6 The tendency for continued pre-occupation with manpower for the public service with no commensurate attention to those for the parastatal, private and rural sector.

- (a) those seeking or in employment for which ministries of labour exist with no concern for those that do not fit in these categories.

Mr. Chairman, could this not be the time for:

- (a) Government to regard as they do with other national resources, human resource as a national resource: not only to be planned, developed and utilized for not only national but also sub-regional development.
- (b) Attention to be given to human resources for the private, parastatal and rural sector to be accorded such priority as with those for the public service.

One is tempted Mr. Chairman to believe that the same national machinery that services and provides for initiatives and stimulates action for manpower planning development and monitoring the productive use in (a) national level for the public service should also pay attention to those for other sectors; (b) national level for national manpower requirements could also service and support those for sub-regional efforts.

Let me Mr. Chairman, against the background of the proceeding problems, complexities and considerations, welcome the initiative of Southern African countries in their decision to establish a regional focal point for considering human resource management questions that have an impact on regional co-operation. We trust that in such a forum the above mentioned problems, that are of major concern to ECA, will receive due attention and a regional approach developed to reinforce and supplement national efforts.

In the light of the foregoing, it is believed that the Council's scope may need to be widened, with its terms of reference redefined to incorporate attention to questions relative to manpower planning and employment in addition to training. To effectively cover the widened scope and pay attention to various problems in human resources management, the Council may consider the notion of transforming itself into a Manpower Council with two Technical Committees, one for Training and the other for Employment and Productivity Enhancement.

Mr. Chairman, based on ECA's experience in setting up the Conference of Minister's responsible for Human Resources Planning, Development and Utilization; the Ministers felt that the operation of the conference could be strengthened in terms of

- (i) ease of choice of one agency for nominating a representative,
- (ii) a single central national agency to serve as its national focal point as opposed to the present multiplicity of organisations, the need was for a priority action in consolidating the multiple efforts in one organisation; and I am glad that this sub-region - Seychelles, Tanzania, Zimbabwe, Lesotho have taken the lead by consolidating labour and manpower development in one organ, and

- (iii) strengthening the agency to provide a firm foundation for the regional organ as with the efforts in the countries mentioned. Similarly, it is believed that the worth of the Sub-regional Manpower Council could be made easier if:
- (a) national efforts in consolidating manpower planning, training and employment to provide one focal point of contact
 - (b) the machinery consolidating the manpower planning, training and employment programmes could be strengthened by
 - appropriate re-deployment of staff and retraining them in areas of manpower planning, training programme management, employment and productivity enhancement skills
 - establishment and operation of appropriate manpower planning, training and employment data information collection, storage and use.

Mr. Chairman, the view and action of the Conference of Ministers in according high priority to consolidating and strengthening one national agency for human resources planning, development and utilization was fully collaborated this week in the course of your deliberation. It was again and again said that most of the proposed activities of the Regional Council were better undertaken primarily through national machineries.

In shifting priority action to developing, consolidating and strengthening national machineries, ECA was requested to assist member states to that end. In this regard, the Commission is engaged in the following project activities for which the Council's attention is drawn and involvement as well as participation is welcome.

- (1) National consultation workshops for the review of existing human resources management systems with a view to making necessary adjustments to ensure that manpower planning, training, and employment are co-ordinated by one agency, if need be, a Ministry of Manpower as the envisaged outcome.
- (2) National/sub-regional training of trainers workshop at I.D.M. and training of manpower and employment planners workshops for developing the skills of those to man the three functions in the central manpower agency.
- (3) Sub-regional/regional course at IDM through funding arrangements with USAID for training of those graduating from national manpower planners workshops.

- (4) Regional/sub-regional workshops in collaboration with the German Foundation for International Development for improvement of teaching and learning at universities.
- (5) Consultative conference - scheduled in Addis Ababa for November 1984 - on localization of institutions for certification and accreditation of individuals for professional practice.
- (6) The Conference of Ministers responsible for Human Resource Planning, Development and Utilization scheduled to take place in Cairo from 8 through 16 October 1984.
- (7) Directory of Training Institutions which arises out of a request from the Conference of Ministers responsible for Human Resources Planning, Development and Utilization.
- (8) Directory of African Experts and Consultants.
- (9) Establishment of regional institutions, such as -
 - the African Institute for Higher Technical Training and Research in Nairobi.
 - the Graduate School of Management (Business and International Finance) the consultative meeting of which is scheduled to take place in Kampala in July 1984. The idea became operational in 1978 and the fellowship component was and is operated at the University of Nairobi.
- (10) The operation by ECA of an African Fellowship and Training Programme.
- (11) The operation in collaboration with UNIDO and the Egyptian Government of a project for placement of technical - professional and managerial personnel in industry for acquisition of industrial experience.
- (12) The project in collaboration with the International Committee on Migration for the return of highly qualified manpower of African origin for redeployment in Africa.

Mr. Chairman, these are listed in order not only to demonstrate ECA's common interests with those of the Council, but to provide a basis for collaboration and mutual re-enforcement of efforts towards a common goal - human resources development within the sub-region.

In conclusion, it is the Commission's considered view that the outputs of national human resources management machineries and sectors is the input of the Regional Council and vice-versa; and that in the light of the mutual reciprocal relationships, adjustments in and strengthening of national machineries is a sine qua non for strengthening your Regional Council for Manpower Development.

Thank you for your indulgence.

STATEMENT ON BEHALF OF THE DELEGATION OF
THE UNITED STATES OF AMERICA

Mr. Chairman, SADCC and donor representatives,

Ladies and gentlemen,

The past few days have provided an opportunity for us all to examine and comment constructively upon the operations of the Regional Training Council and SADCC's manpower development programme. On behalf of USAID I want to express appreciation for inviting us to participate.

As a donor USAID has given its own high priority to addressing the problems of manpower development. The shortage of trained manpower is the most pervasive constraint in Southern Africa's development. The removal of the constraint requires long-term concerted action.

USAID is committed to assisting through both its bilateral and its regional programmes. On the bilateral side, for example, 75% of our assistance to Botswana and 50% to Zimbabwe is directed to strengthening internal systems of education and training. Our Southern Africa regional programme, which has just had its five year strategy approved by our headquarters, also makes manpower development one of three priorities for assistance, the others being agriculture and transport.

Particular focus in carrying forth this five year effort will be on regional projects to encourage the upgrading and expansion of Southern Africa's institutional capacity to train managers and administrators for both the public and private sectors and to educate the large number of agricultural professionals.

Ancillary to these efforts will be support to the RTC to fulfil its responsibilities better. In this regard I would like to say that USAID fully supports SADCC's emphasis on shifting the focus for training to the region and in using local consultants. The need to rely more on the region's institutions to meet the demands for trained manpower is, I believe, self evident when offshore costs are compared with in-region costs plus the fact that donor resources are not growing appreciably in real terms. Also one effective way of developing manpower is to utilise available talent in the region and other developing countries. We can attest to the success in using local consultants and encourage our fellow donors and SADCC governments to follow suit if not already doing so. USAID has done a number of feasibility and design studies for SADCC initiatives using teams of US, Southern African and sometimes personnel from developing countries elsewhere in the world with what we feel is considerable success.

Even our bilateral USAID programmes are beginning to recognise the value of regional consultation and coordination to ensure complementarity of their programmes. This process is under way in particular with regard to manpower - or as USAID terms it "human resource development". A USAID coordination meeting will take place shortly and the expectation is that whatever plans emerge for coordinating bilateral assistance to manpower development will be vetted with the RTC.

These efforts by USAID depend for success on an effective RTC. It is therefore, heartening to have learned first hand of the progress achieved so far and the plans for the future. From our perspective we hope that among the various points raised in these sessions particular consideration will be given by the RTC to laying out a long term strategy for regional manpower development and to realising its role as facilitator in promoting efforts to remove existing barriers to greater regional sharing of training and educational facilities and knowledge.

CONCLUDING ADDRESS TO THE SADCC
MANPOWER SYMPOSIUM BY THE
CONFERENCE CHAIRMAN

Ladies and Gentlemen,

When we decided to respond to the suggestions of our international partners for technical discussions separate from the SADCC Annual Conference, we were conscious that we were breaking new ground - and like all pioneers we did not know what fruit it would bear. But it is in the spirit of the SADCC partnership, that if our relationship cannot bear the strain of close encounter, it is not worth having. So we decided to go ahead. It has been frankly an experiment, and we had to feel our way on the modalities. We decided that on this occasion we should minimize the structuring of our discussions and maximize the free exchange of ideas on issues uppermost in the minds of participants.

Perhaps next time - if it is our joint decision that there should be a next time - we will have an advance joint steering committee which would identify issues in advance. But that is for the future. I have still to hear your personal views on whether there should be a next time.

One thing that comes across loud and clear from the discussions is the felt need for more and better communications. On that there is no dispute. We need only to agree on the modalities. It could be meetings of this kind - with preparations improved from experience; off-centre meetings coinciding with the Annual Conference, or topic specific bilateral discussions. We need to hear your views on this.

We on the SADCC side do accept the need for improved communications - during the process of formulating programmes and projects and also on the status of project implementation. The latter - reporting and project status - is a matter of general SADCC concern and is being actively pursued by the Secretariat in Gaborone at the direction of the Council of Ministers.

Before I move on to review the findings of the Groups I would like to say that I take great satisfaction from the general tone of the discussions. The Honourable Minister asked you to discuss our programmes frankly, critically and constructively. In that sense the Symposium has been a success. You have provided us with new insights and different conceptions about the role of the Regional Training Council - even to the extent of proposing a new name for it. You leave us with much to think about and I want to assure you that each of the views recorded will be taken into account in our planning for the future. From our side the exercise has been well worthwhile. I hope that you who have come a long way to participate also feel that your journey was necessary.

Now let me turn to some of the specific issues that come out of our discussions. I shall cover all the major issues and comment also on a number of interesting individual comments. If I miss some points which any of you think should be fed into our future planning I would plead shortage of time to digest a great deal of ideas and invite you to raise them again when commenting on my summary.

All of the Groups commented on the need to redefine the terms of reference of the Regional Training Council. I accept unreservedly the need for this at the stage we have reached.

For those of you who may not be fully familiar with the basic philosophy of SADCC I should explain that all its institutions are organic. They are not preconceived. They grow out of functional need and are not determined by an ideological pattern. So it was that the Regional Training Council did not start off with a rigid bureaucratic formula circumscribing its activities and pre-determining its role. We started off with the conviction that people are at the heart of all development and that regional coordinated development could not be an exception to that principle. From the preparatory work we have done I believe we have proved that to be true.

But we must now move forward, as you have all said, to define more clearly our institutional relationships with the other institutions of SADCC, with our cooperating international partners, and with the programmes of our national Member States.

The comments we have received from this Symposium will be a great help in formulating proposals in this respect for the Council of Ministers. I cannot at this time be definitive about the future structure and terms of reference, but I want to indicate some possible ways in which we might respond to the concerns you have expressed about the RTC's role and relationships.

A number of Groups have asked for clarification of RTC's role in project initiation vis a vis the sectoral units, and also in a wider sense its relationship to national manpower development programmes. We must here again go back to the nature of SADCC. It is not a supra-national organisation. Nor within itself does it operate through serried ranks of hierarchical levels reporting one to the other. It is a network organisation.

I see the need at this stage in our development to clarify relationships between different institutions operating in related fields and I think this can best be done by an extension of the network principle. What I have in mind is that the representative of the RTC from each country should be also a member of the sectoral unit for which his own country is responsible. Thus the Mozambique representative on the RTC would also participate on project formulation in the SATCC and would have a particular concern for the manpower and training aspects of each of the SADCC projects on which he would report back to the RTC. In that way it would not really matter whether a training project in Transport and Communications initiated in the RTC or the SATCC. They would both be involved.

I have also taken note of the comments on the need to link the RTC into the national manpower programmes. I do not think the SADCC wishes to take responsibility for general manpower planning and utilisation. As I have said SADCC is not a supra-national organisation. But there is an

overlapping interest and I would certainly be prepared to recommend to the Council of Ministers that the national representatives on the RTC should also be a member of the national Manpower Development Board in each country and that countries who do not yet have such an institution should be encouraged to establish one.

Now as to the RTC's role vis a vis donor agencies, I sense a desire for a precise and final definition of role which I must frankly say we are unlikely to be able to deliver at this time. Donors should recognise that the RTC is the institution established by SADCC to coordinate all SADCC programmes related to training. Its role has expanded beyond SADCC sectoral training to wider issues of manpower but the boundaries have yet to be defined. That is something we will be working on over the next year.

For the time being I should like to set out some general guidelines on RTC's role vis a vis donor funding of training projects:

1. The RTC has a formative role in all sectoral training policies, priorities and projects whether or not it is the final implementing agency. In that role, interested donor agencies should maintain contact with the RTC Secretariat at the formative stage of all training related projects.
2. The RTC does not seek a role in purely national training projects.
3. The RTC is the main instrument for collating and disseminating information on regional training institutions and needs and on regional manpower policies (mobility of skilled labour, standardisation of qualifications, accreditation etc.) It is the institution responsible for initiating action to compile information on these issues and to propose policies to the Council of Ministers.
4. The RTC may take the initiative to prepare and to implement projects for training in cross-sectoral skills - e.g. accountancy, management, language.

In the light of further reflection on the role of the RTC, taking account of the views expressed in this symposium, it will be necessary to take a view on the staffing of the RTC. I agree with the view expressed of all the groups that in the next stage of SADCC's manpower programme the RTC will need more staff if it is to perform its role. We will make considered proposals on what the staff needs are over the next three to four years, based on anticipated work load, and how that can best be met.

The permanent full time staff needs to be augmented - and quickly. We would prefer to do this by drawing on talent available in our member countries. We hope it will be possible to fund this as technical

assistance until such time as SADCC can work out arrangements for funding such staffing for all sectoral units as part of the overall costs of SADCC. This is a matter I know is already engaging the attention of the SADCC Secretariat but it will take some time to work out and to reach agreement on. Meanwhile I hope we can draw on technical assistance to help us out.

There will also be a continuing need for temporary ad hoc consultants. This need will increase as the RTC's own staff capacity to use such help increases. Over the next few years I see a need for greatly increased technical assistance to give the RTC the muscle for the task it has been given.

The Groups have come up with valuable leads to future programmes and priorities. The final form of the future programme will depend to an extent on the decisions on the terms of reference and the staffing of the RTC. Over the next few months we will be preparing a comprehensive strategy paper for the Council of Ministers covering all the issues considered in this Symposium. I hope that by the time of the January conference we will have clear policy decisions looking to the future.

I should say that in the preparation of this paper I shall not hesitate to consult with the agencies who have participated in this Symposium whenever I feel the need to test out the acceptability of the particular line of action to our cooperating partners. I want you to feel that this Symposium is the beginning of a sustained effort on our part to make a reality of the consultative partnership.

Before I close there are a few individual matters of importance I want to comment on:

Information Studies

Some groups emphasised the need for further work on the general manpower situation in member countries. While I appreciate the importance of a sound data base for planning, I must emphasise that this is a national responsibility. SADCC and the RTC has an interest in urging the importance of such studies but it cannot carry them out. For the time being it should be sufficient for project planning to have an ad hoc estimation of demand and supply by skill category within particular industries and this can be, and is being, supplied by the industry itself. I don't think we are yet in danger of over-producing skills in any of the major fields where SADCC is operating

Language Training

I am sure the Council of Ministers would agree with the Group which drew attention to the need for a SADCC policy and programme on language training. This is a good example of a SADCC priority training need which has not been allocated to a sectoral unit. I intend to investigate the interest in developing a SADCC project for presentation to a donor for funding and implementation.

Accountancy

This is another cross-sectoral need of great importance. There are a number of institutions in the region offering professional training in accountancy. We will investigate the interest in a regional project using existing institutions to meet needs in member countries who do not have these facilities. This will be an RTC initiative.

Project Appraisal

There are institutions in SADCC member countries which could, with appropriate outside help, mount project appraisal courses for SADCC staff with particular reference to SADCC-type projects and the requirements of SADCC's main cooperating agencies. This would also be a RTC initiative and should help to speed the implementation of projects for which pledges have been given.

On the issue of a Scholarship Fund, it is clear that there are divergent views, and we need to give more thought to specific definition. I hope that donors will do so as well. The purpose is to achieve greater effectiveness in the utilisation of funds and also to increase the numbers of people undergoing training in identified areas of priorities. I understand the reservations which have been expressed.

- the RTC Secretariat has no record of performance in the administration of awards;
- the danger of dilution of quality because of the pressure on distribution of awards.
- selection and monitoring problems.

Let me assure you that the proposal was not initiated from any purpose of empire building. We do feel that there is a genuine need, which the RTC can fulfil, to have pledges of training awards in areas not specifically covered by sectoral projects. However, we will do some more work on this and consult as we go along in the hope that we can persuade at least some donors to our way of thinking. It is certainly not, I can assure you, our intention to impose another layer of bureaucracy on the training award projects. Our role, as you have reminded us, is to facilitate, not to bureaucratise. In this connection, someone raised the question of the legal status of the RTC in regard to receiving funds. I do not think it is under any disability but we will have this question looked into.

On the duplication of work already done by other organisations, we wish to point out that the more readily available directories have in fact been used as the basis of our own Training Inventory plans. I would only say in defence that if the other studies referred to by the meeting had been more readily available - as ours will be when completed - we would have consulted them already.

I have no doubt there are some important points which have been overlooked in this quick review. We will be looking over the group reports again and anybody who wishes may raise matters from the floor today. It is not too late to do so.

For the time being it remains for me to thank you for your valuable inputs to our policy formulation and for your continued participation in our joint programmes.