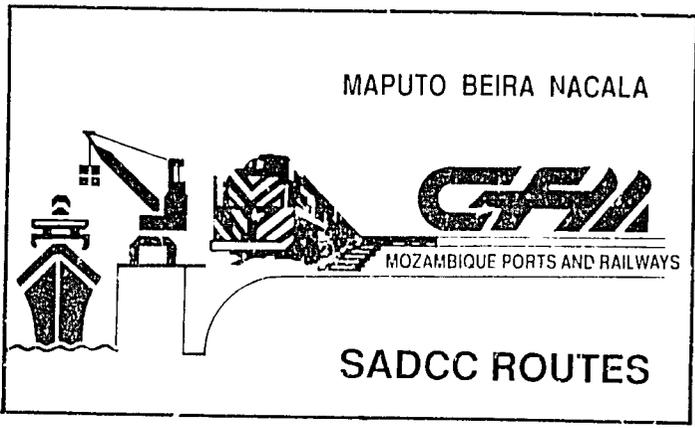
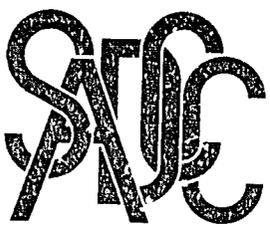


PMAR 6-711

# HUMAN RESOURCES

## SOUTHERN AFRICAN DEVELOPMENT COORDINATION CONFERENCE



Maputo, Republic of Mozambique  
29th — 31st January 1992

# **HUMAN RESOURCES DEVELOPMENT**

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## PROJECT NUMBERING SYSTEM

Projects are identified using an alphanumeric numbering system:

The first three letters indicate the member State:

AAA	-	Regional
ANG	-	Angola
BOT	-	Botswana
LES	-	Lesotho
MAL	-	Malawi
MOZ	-	Mozambique
NAM	-	Namibia
SWA	-	Swaziland
TAN	-	Tanzania
ZAM	-	Zambia
ZIM	-	Zimbabwe

The first digit defines the Sector:

0	-	Overall
1	-	Energy
2	-	Agricultural Research
3	-	Food Security
4	-	Fisheries, Forestry and Wildlife
5	-	Livestock Production and Animal Disease Control
6	-	Soil and Water Conservation and Land Utilization
7	-	Industry and Trade
8	-	Mining
9	-	Tourism
10	-	Transport and Communications
11	-	Others

The second digit is a serial number.

## ABBREVIATIONS

ADB	= African Development Bank
AGIP Spa	= AGIP Spa
AIDAB	= Australian International Development Aid Bureau
ANG	= Angola
AUS	= Australia
AUSt	= Austria
BADEA	= Arab Bank for Economic Development in Africa
BEL	= Belgium
BOT	= Botswana
BRA	= Brazil
CAN	= Canada
CBI	= Confederation of British Industries
CFTC	= Commonwealth Fund for Technical Cooperation
CHI	= Peoples Republic of China
CITES	= Convention on International Trade in Endangered Species
DEN	= Denmark
EEC	= Commission of the European Communities
FAO	= Food and Agriculture Organisation of the United Nations
FIN	= Finland
FRA	= France
FRG	= Federal Republic of Germany
IBRD	= International Bank for Reconstruction and Development
ICAO	= International Civil Aviation Organisation
ICE	= Iceland
IDA	= International Development Association
IDRC	= International Development Research Centre
IDU	= Industrial Development Unit of the Commonwealth Secretariat
IFAD	= International Fund for Agricultural Development
ILO	= International Labour Organisation
IMPOD	= Import Promotion Office for Products From Developing Countries
IRE	= Ireland
ISNAR	= International Service for National Agricultural Research
ITA	= Italy
ITB	= International Tourism Board
ITU	= International Telecommunications Union
JAP	= Japan
KUW	= Kuwait Fund
LES	= Lesotho
MAL	= Malawi
MOZ	= Mozambique
NAM	= Namibia
NET	= Netherlands
NOR	= Norway
NORDICS	= Nordic Countries
OPEC	= Organisation of Petroleum Exporting Countries
POR	= Portugal
PTA	= Preferential Trade Area for Eastern and Southern Africa
SADCC	= Southern African Development Coordination Conference
SAFTTA	= Southern African Federation of Travel and Tour Associations
SAREC	= Swedish Agency for Research Cooperation With Developing Countries
SATEP	= ILO Southern African Team for Employment Promotion
SPA	= Spain
SWA	= Swaziland
SWE	= Sweden
SWI	= Switzerland
TAN	= Tanzania
TAZARA	= Tanzania Zambia Railway Authority
UAPTA	= Unit of Account of the Preferential Trade Area
UK	= United Kingdom
UNDF	= United Nations Development Programme
UNIDG	= United Nations Industrial Development Organisation
USA	= United States of America

**USSR** = Union of Soviet Socialist Republics  
**WB** = World Bank  
**ZAM** = Zambia  
**ZIM** = Zimbabwe

## 1. EXECUTIVE SUMMARY

- 1.1 The SADCC Human Resources Development Programme aims at identifying and coordinating programmes which address the needs of:
- a) the various Organs of SADCC, particularly the Sector Coordinating Units and the Secretariat, which are the backbone of the Organisation;
  - b) the sectors of the SADCC Programme of Action; and
  - c) the member States and the regional economy generally.
- 1.2 Based on a needs assessment, appropriate measures will be undertaken to address the training and management improvement needs in the various organisations involved in the coordination of the implementation of the SADCC Programme of Action.
- 1.3 The following are the main highlights of the HRD Sector's activities during 1990/91:
- a) five hundred and twenty-eight persons were trained in 1991;
  - b) one hundred and four scholarships were awarded by ODA, largely in fields directly related to SADCC's priority sectors;
  - c) English language training for Portuguese-speaking SADCC nationals commenced in 1990, with 270 participants trained since the programme began. A feasibility study on Portuguese language training for Anglophone SADCC countries has been completed and is under review by the RTC;
  - d) two planning workshops were held by the Management Resource Unit in management and public administration;
  - e) Phase II of the SADCC Inventory of Regional Training Institutions in SADCC was completed. The Inventory provides an up-dated data base and a handbook for consultancies on scholarship administration.
  - f) an interim Coordinator has been appointed by the Swaziland Government, and is developing a proposal for implementing the SADCC science and mathematics programme initiative. Proposals have also been developed for a Distance Education Programme, and the Centre to be located in Swaziland;

- g) a training needs assessment of SADCC Organs has been completed, course modules for induction and generic training programmes have been developed and project-funding is being sought from SADCC's cooperating partners. Implementation of the training programme is scheduled to start soon;
- h) for sectoral training activities, the following progress was made during the year under review:
- \* a new project has been jointly prepared by the Energy and Human Resources Development Sectors in Specialist Petroleum Training;
  - \* studies on manpower development and management training have been completed for the Beira Corridor and Road Transport sub-sector, respectively, and two railway training projects are being implemented as scheduled;
  - \* four outreach courses in Agricultural Management were held in four SADCC countries in 1991;
  - \* a consultancy to determine the training needs of the Wildlife Sub-Sector was carried out, and funding secured from the EEC to strengthen regional wildlife training programmes;
  - \* a Needs Assessment Study on Tourism Training in SADCC was completed in 1991. It recommends development of six training programmes;
  - \* a long-term regional Human Resources Development Strategy is being prepared with the assistance of regional experts, as a basis for implementing the recommendations in the 1991 Theme Document on *Human Resources: Primary Factor in Development*;
- i) seven new projects have been approved:
- i) Road Transport Training for Managers;
  - ii) Postal Training Needs Survey;
  - iii) In-Service Training for Agricultural College Personnel;
  - iv) International Baccalaureate Studies Programme;
  - v) Survey of Statistical Training Needs;
  - vi) Woodfuel/Environmental Protection Training; and
  - vii) Training for the SADCC Organs.

## 2. REVIEW OF THE REGIONAL SITUATION

- 2.1 The human resources situation in the region is characterized by high unemployment and under-employment, coupled with the shortage of skills which are critical to the development of the economies of the region. This situation is a major constraint to implementing SADCC's programmes and policies and addressing the challenges facing a rapidly changing Southern African.
- 2.2 Although SADCC Governments continue to make commendable efforts to tackle their HRD problems, shortages of skilled personnel continue. This, coupled with the slow growth in their economies and lack of adequate financial and non-monetary incentives, have exacerbated the brain-drain of skilled personnel from the region, and adversely affected productivity in both the public and enterprise sectors. For this reason, HRD is accorded a high priority in SADCC, focusing on those areas where there is the greatest demand for skills.
- 2.3 SADCC member States need to place greater emphasis on practical technical education and to improving the quality of foundation training. School leavers frequently are unable to take advantage of these opportunities, mainly due to the insufficient knowledge acquired in mathematics and science, and the absence of practical orientation. Remedial training is necessary to prepare students for university level education.
- 2.4 To counteract these trends and to meet the growing demands for improved productivity, the HRD Sector will continue to implement more effectively its ongoing HRD Programme of Action, and seek to identify the high priority areas where regional cooperation can have a major impact. Regional cooperation in the teaching of science and mathematics will strengthen the teaching of those subjects in primary and secondary schools, and the Management Resource Unit's project will strengthen regional training institutions in management and public administration. This is being supported by the development and implementation of a long-term strategy for the Sector, including strengthening the institutional arrangements for improved regional cooperation.
- 2.5 Similar initiatives have been undertaken in agriculture, in collaboration with SACCAR. The following institutions have been strengthened in order to provide two year Master of Science programmes in the key areas of:
- a) Bunda College, Malawi - Animal Production
  - b) University of Zambia - Crop Production
  - c) University of Zimbabwe - Agricultural Economics

- d) Sokoine University of Agriculture, Tanzania - Agricultural Engineering/Irrigation Management.

Mweka Wildlife Management College in Moshi, Tanzania will also be strengthened through the Wildlife Training Project.

The changing situation in Southern Africa will also bring new challenges which the Sector must respond to. These issues will be taken up in the context of the development of the overall strategy for the Sector.

### 3. REVIEW OF THE PROGRAMME

3.1 The HRD Programme Strategy identifies the following priority activities for the Sector:

- a) training in support of the activities of other SADCC sectors, specifically in the execution, operation and maintenance of projects;
- b) training in management and public administration;
- c) training of sub-professional cadres, especially agricultural and engineering craftsmen, technicians and trainers;
- d) foundation training in scientific, technical and mathematical subjects at both the elementary and secondary school levels;
- e) language training to ensure that personnel from all SADCC member States participate fully in all training programmes; and
- f) project formulation and design, and mobilisation of technical resources in support of the above activities.

3.2 Consonant with these priorities, the HRD Programme aims to serve three purposes, namely, to:

- a) provide or train the skilled manpower needed for the SADCC Programme of Action including staff of SADCC institutions, e.g. Sector Coordinating Units, Sectoral Contact Points and the Secretariat;
- b) offer training in fields where economies of scale suggest regional rather than pursuit of individual country initiatives; and
- c) reduce member States' dependence on foreign training facilities and advisors by strengthening local institutions and capacities so that they serve regional training and development needs.

- 3.3 The Sector aims at developing training programmes, or facilitating access to existing training opportunities, through provision of scholarships and training awards.
- 3.4 The Sector now has 16 sectoral, and 24 cross-sectoral projects. The cost and funding status of the sectoral programme is contained in Annex III.
- 3.5 Significant progress in the implementation of the sectoral programme has been as follows:
  - 3.5.1 Five hundred and twenty-eight persons were trained in 1991.
  - 3.5.2 One hundred and four scholarships were awarded by the ODA, largely in SADCC's priority sectors. To date, around 180 SADCC citizens have been trained through ODA scholarship programme. However, the overall level of utilisation of scholarship awards continues to be unacceptably low (around 25%) due to persistent administrative and other (placement, etc.) problems. A consultancy has been commissioned to analyse and redress the problems.
  - 3.5.3 An English language training course implemented by Instituto de Linguas, Maputo, Mozambique, for Portuguese-speaking people started in April, 1990. Altogether, 270 participants have been trained in Maputo and Luanda. A mid-term evaluation has been carried out. The project will be continued in 1992. A study to establish programmes for Portuguese language training needs has been completed. Implementation will start this year.
  - 3.5.4 Two workshops, one on Agricultural Project Planning and Management, for 17 participants; and the other on Identification of Special Needs of Lusophone SADCC member States, for 13 participants, were held in Mozambique in June 1990. Four outreach courses in Agriculture Management were held in 1991, together with a Needs Assessment Workshop.
  - 3.5.5 Collection of data for the production of a Phase II Handbook on Inventory of Post-Secondary Training Institutions in the SADCC Region has been completed and a computerized inventory system has been developed.

- 3.5.6 The RTC Technical Support Grant by USAID was extended through December 1991 and enabled the following activities to be undertaken:
- \* training of the Government of Swaziland staff at the RTC;
  - \* identification of training institutions in the region for training in management and administration;
  - \* short-term consultancies on scholarship administration, the long-term strategy, special training for Namibians, etc.;
  - \* in-service training for the Industry and Trade Sector and the up-dating of the Post-Secondary Training Institutions Inventory.
- 3.5.7 The Fund for Studies and Experts in the Human Resources Development Sector, provided by the German Government, has been used to finance a training needs study of the Tourism Sector and to develop proposals for training in the informal sector and in technical training.
- 3.5.8 The Management Resource Unit (MRU) undertook all of its planned activities in 1991 including the formation of MRU networks and regional management training and consulting institutions. It also held the Agricultural Project Planning and Management Seminar in support of the Food Security Sector as well as a workshop for the Lusophone member States in public administration and management.
- 3.5.9 Programmes for the two projects (Distance Education and Strengthening Teaching of Maths and Science) geared towards establishing regional cooperation in foundation training are being developed for funding.
- 3.6.0 A training needs assessment of the SADCC Organs has been completed. Course modules for induction and generic training programmes have been developed and funding is being sought. A project proposal for training for SADCC Organs is under preparation.
- 3.6.1 For sectoral training activities, the following progress was made during the year under review:
- \* a new project has been developed jointly by the RTC and the Energy Sector to address training needs of petroleum specialists;

- \* a pre-implementation study for the training programme for Regional Food Security, financed by the EEC, was approved by the HRD Ministers and training has commenced;
- \* a consultancy funded by the EEC to determine training needs of the Wildlife Sector was completed and funding has been secured from the EEC to strengthen regional training programmes;
- \* a consultancy financed by the GTZ to determine the training needs of the Tourism Sector was completed;
- \* a study on the training needs for the road transport sub-sector has been completed, training programmes have been formulated and funding is being sought;
- \* studies on manpower development for transport and communications have been completed (Beira Corridor, Management Training in Road Transport), and two railway training projects are underway;

3.6.2 To guide future investments in the HRD Sector, a long-term strategy for the Sector is being prepared. It will provide a framework for action by SADCC and its cooperating partners as well as recommendations on the roles, functions and institutional arrangements for implementing the strategy.

3.6.3 The Sector has during the past year formulated an annual workplan to monitor project progress and resolve problems which may arise. It has also provided training for Swazi nationals working at the RTC Secretariat and purchased additional computer equipment. The Sector has also devised guidelines and clarified its role *vis-a-vis* other Sector Coordinating Units. These guidelines were developed in a workshop with the Sector Coordinators in October 1990. The HRD Sector's role in the future will be to formulate policies and strategies for the Sector, assist the Sector Coordinating Units and the SADCC Secretariat in formulating sector-specific HRD programmes, mobilise financing and provide advice on technical assistance programmes to the Sector Coordinating Units as and when requested. The Sector Coordinating Units will have primary responsibility, for sector-specific training programmes.

3.7 The following seven new projects have been approved:

- a) Road Transport Training for Managers;
- b) Postal Training Needs Survey;
- c) In-Service Training for Agricultural College Personnel;
- d) International Baccalaureate Studies Programme;
- e) Survey of Statistical Training Needs;
- f) Woodfuel/Environmental Protection Training; and
- g) Training for the SADCC Organs.

4. CURRENT STATUS OF PROJECTS: CROSS-SECTORAL PROJECTS

**Project No. SWA.0.1: SADCC Distance Education Programme**

The consultants' report, which was discussed at a Technical Experts meeting in April, 1987, recommended the establishment of an Institute of Distance Education for Southern Africa; and suggested modes of operation, organisation, structure, staffing, administrative arrangements, etc., for the Institute. The proposal was approved in principle, pending further work to develop an annotated list of institutions in the region that would be suitable for location of the Institute.

The Commonwealth Fund for Technical Cooperation financed a survey of all the then nine member States by two regional consultants in April, 1989. The consultants' report was discussed by experts who recommended, and Ministers approved, the establishment of such a centre in Swaziland in an institution to be confirmed. A pre-feasibility implementation study was completed in July 1991. Funding is being sought.

**Project No. SWA.0.2: SADCC Accountancy Training Programme**

The objectives of this project are to:

- \* assess the demand for different categories of accountants in the various sectors of the economies (private enterprise, government, parastatals, accountancy education, etc.) of SADCC member States;
- \* examine the nature, level, and quality of accountancy training in each of the member States, both as regards formal education and on-the-job training;

- \* identify measures needed to meet the requirements not catered for by existing facilities.

Following the approval of the project in 1988, based on a needs assessment study, the SADCC Federation of Accountants was requested to act as implementing agency. At its meeting held in Mbabane, Swaziland, in January, 1990, the Federation accepted the appointment. Ireland has agreed to finance an expert to coordinate the implementation of the project and, in particular, the Module on Common Examination System, Production of Training Materials, and Technical Assistance to the SADCC Federation of Accountants. The coordinator was posted to Swaziland in March 1991.

**Project No. AAA.0.3: Management Training at the Institute of Development Management**

The objective of the project is to strengthen the Institute of Development Management to permit the training of key managers in the region. A project agreement between Canada, Botswana, Lesotho, Swaziland and SADCC was signed in February 1987, and the Institute's Botswana and Swaziland campuses hosted regional workshops. The project is under implementation and the current financing programme ends in 1991. It will be reviewed at that time to determine the future direction.

**Project No. AAA.0.4: SADCC Inventory of Regional Training Programmes**

The objective of the project is to establish and maintain a computerised data base of existing post secondary training institutions and programmes in the SADCC region.

The first edition of the handbook was published in 1988. Implementation of Phase Two of the project, leading to an up-dated and revised version of the Handbook started in July, 1989. The updated edition of the Handbook has been completed and will be issued shortly.

**Project No. AAA.0.5: SADCC Scholarship and Training Awards Programme**

The project supports the training of SADCC nationals at institutions inside and outside the region, by providing scholarships administered by the RTC Secretariat. The main cooperating partners are the British Government, the Soviet Union, and Canada.

RTC is negotiating with potential cooperating partners to expand the programme. To expedite utilisation of scholarships, meetings with cooperating partners and Sector Coordinators have been held, and a study is underway to identify and resolve administrative and other bottlenecks.

**Project No. AAA.0.6: Fund for Studies and Experts in the Manpower Sector**

The project, which is fully funded by the German Government, finances studies and short-term specialists for regional cooperation projects in the Manpower Sector. The Fund, which is at the disposal of SADCC institutions and member States, has been used to Assess the Relevance of Education to Available Job Opportunities, hire a Manpower Training Expert for SATCC commission, a consultancy for SACCAR has been commissioned and two workshops for the Forestry and Wildlife Sector have taken place. Other requests for funding are under review by RTC and GTZ. The GTZ has agreed to finance feasibility studies in the informal sector and in tourism.

**Project No. AAA.0.7: RTC Technical Support Grant**

The aim of the project, which is funded by USAID and the Government of Swaziland, is to support the RTC Secretariat's on-going activities and extension of the range of its activities in promoting regional manpower development. The major categories of expenditure include short-term technical studies; support for hosting technical experts meetings; data processing and other equipment to assure efficient compilation and retrieval of information for the inventory; and general functioning of the RTC Secretariat. The second phase of the project was extended to May, 1990. A mid-term review of the project is completed and the project was further extended to 31st December, 1991. Funds have been used to complete Phase II of the Inventory of Post-Secondary Training Institutions, for studies on scholarship administration, identifying training institutions in the region for management and administration and a long term strategy statement for HRD Sector; and for special training of Namibians.

**Project No. AAA.0.8: Development of Textbooks, Manuals and Other Teaching Materials**

The general objective of the project is to strengthen teacher training, with special reference to mathematics, science, agricultural education, basic crafts and home economics. The immediate objective is to utilise the experience gained in the production of teacher training textbooks in some member States, and to author and eventually print textbooks and manuals for teacher training in the region. A team of UNESCO experts undertook a feasibility study in 1988. The project has been completed and a workshop held in 1991 to consider and approve the report which has been submitted to the RTC for approval.

**Project No. AAA.0.9: Educational Network and Resource Centre for Teacher Education**

The objective of the project is to provide an organizational framework within which teacher and educators in the SADCC Region can participate in courses, seminars, workshops etc., which reflect current issues and needs in the field of teacher training. The project is being reappraised.

**Project No. AAA.0.10: In-Service Training and Personnel Development in the Field of Management and Leadership**

The objective of the project is to initiate a SADCC in-service training and personnel development programme for school-leaders, administrators, teacher educators, supervisory and inspectorate personnel. A project report with recommendations was not approved by the RTC meeting in July 1989. The project is being reappraised.

**Project No. AAA.0.11: Assessment of the Relevance of Education and Training for Available Job Opportunities**

The objective of the project is to assess the relevance of the education/training system of SADCC member countries to the job market of the region and to adjust existing programmes or to propose new projects. A team of consultants from the region and Germany, funded by the latter, is conducting a field study. Field missions took place in 1988 and an in depth study within the Tourism Sector has been completed. Studies in the Industry Sector are under preparation.

**Project No. AAA.0.12: The Establishment of a Department of Manpower Studies**

The project involves the establishment of a Department of Manpower Studies at a university within the Region to train professional and middle-level manpower personnel. This Department would operate as a Regional learning resource centre. The project is being reappraised.

**Project No. AAA.0.13A: SADCC English Language Training Programme in the SADCC Region**

An EEC funded consultancy was commissioned in May 1988 to establish the needs for an English language training programme, to identify institutions in the Region and to develop a detailed project proposal for the programme. The final report was approved by the RTC and Manpower Ministers in September, 1988.

Implementation of the English language training programme in Maputo commenced in March 1990, and in Luanda in January 1991. Altogether 270 people have been trained.

**Project No. AAA.0.13B: SADCC Portuguese Language Training Programme**

A proposal for funding of an assessment study for a Portuguese language training programme was submitted to EEC in October 1988.

The consultants undertook field visits in July/August 1990, and submitted their report in October 1990. The project proposal is being reviewed by the RTC.

**Project No. SWA.0.14: SADCC Science and Mathematics Programme**

A proposal for the continuation of the activities related to the workshop was approved in July 1989. Consultants from the region and the Free University in Amsterdam undertook a field mission in 1989, and their recommendation for the project to strengthen Science and Mathematics teaching was approved. A pre-implementation consultancy has been recently completed and a project funding proposal is being developed.

**Project No. AAA.0.15: Local Government Training**

A team of consultants undertook a study in 1988 and submitted a report which did not provide sufficient information for the purposes of making decisions, and it was decided that a new consultancy be undertaken. NORAD has agreed to fund the consultancy.

A Seminar funded by SADCC's member States, to identify training needs and to develop a training programme, is to be held in September 1991.

**Project No. AAA.0.16: SADCC Statistical Training Programme**

Terms of Reference have been developed for a consultancy to identify a common statistical training programme in SADCC. The project was approved by Manpower Ministers in May 1991 and two consultants have been identified to carry out the consultancy. The project has been submitted to EEC for funding.

**Project No. LES.0.17: Extension of the Lesotho/Ireland  
Technical Education Support  
Project**

The objective of this project is the provision of skilled teachers/instructors in Basic Crafts (an integrated subject, including metal work, wood work and technical drawing) for high school graduates, by strengthening and expanding the Secondary Technical Teacher Certificate Program in Maseru, Lesotho to serve as a scholarship institution for students from other SADCC member States. Furthermore, the project aims at utilizing the pool of experience gained in Lesotho to replicate the Secondary Teacher Certificate Programme in at least one additional SADCC country, eg. Tanzania. The project is being reappraised.

**Project No. MAL.0.18: Establishment of a Regional  
Ophthalmic Assistants Training  
Programme in Malawi**

The purpose of the study, which was funded by ODA and the Royal Commonwealth Society for the Blind, was to expand the Ophthalmic Medical Assistants training at the Lilongwe School for Health Sciences in Malawi to enable it to enrol students from other SADCC member States.

The first intake of SADCC students took place in September 1982. The project is ongoing.

**Project No. MAL.0.19: Expansion of the B.Ed. (Technical  
Teaching) at University of Malawi  
Polytechnic**

The objective of the project is to improve the quality of technical teaching in Secondary Schools in the SADCC Region, through the training of Degree level teachers and teacher educators in technical subjects in SADCC countries. The first intake of Regional students to the course took place in October 1988. The project is ongoing.

**Project No. MOZ.0.20: Strengthening of the Institute of  
Industrial Pedagogy in Mozambique**

The objective of the project is to improve the existing facilities, supplies and teaching materials at the Institute of Industrial Pedagogy in Nampula Province in order to strengthen the ongoing Technical Teacher Training programmes. The project is being reappraised.

**Project No. SWA.0.21: Management Resource Unit (MRU)**

The project aims at strengthening the Management training institutions in the region, e.g. networking and technical assistance, and arranges workshops for management training.

An agreement with the German Government to continue and expand this project, which was originally funded by USAID, was signed in 1988. The project is ongoing.

**Project No. SWA.0.22: SADCC Programme of International Baccalaureate at Waterford Kamhlaba College, Swaziland**

The consultancy report, based on an EEC funded study, recommends the creation of a programme for 6 students from Angola and 6 students from Mozambique for studies for the International Baccalaureate Diploma. The course is for two years, but another year will be offered for students to upgrade their English skills and to compensate for differences between national curricula.

The programme was approved by Ministers of Manpower in May 1991, and the project proposal submitted for funding to the EEC. The first intake is planned for 1992.

**Project No. AAA.0.23: Training for the SADCC Organs**

Training and institution-building in the various organisations of SADCC, particularly the Sector Coordinating Units and the Secretariat, are among the highest priority areas in the HRD Sector. The objectives of the project are to:

- \* upgrade the technical, planning, management and analytical skills of SADCC personnel through induction, generic and specialised training courses;
- \* address the institutional and policy issues which adversely affect performance;
- \* improve the work environment so that it is conducive to the optimum utilisation of the skills; and
- \* provide for an exchange/attachment programme for graduate students and SADCC personnel to facilitate inter-disciplinary team work on high priority policy and programme issues affecting the SADCC Programme of Action.

Based on a training needs assessment, the content, objectives and course modules were identified for induction and generic training programmes. The 1991 Meeting of Ministers responsible for HRD Sector, approved the needs assessment report. A project proposal is under

preparation. Funding is being sought from the cooperating partners. The EEC has expressed interest.

5. CURRENT STATUS OF PROJECTS: SECTORAL PROJECTS

ENERGY

**Project No. AAA.1.4: Management Development and Specialists Training for the SADCC Petroleum Sector**

The objective of this project is to produce a core of professional and management staff, to enhance regional cooperation, and coordination with non SADCC oil companies in order to reduce costs and losses. The project will be implemented by RTC/TAU through provision of a Training Programme. The project has been approved by both the RTC and TAU and requests for funding submitted to NORAD.

**Project No. AAA.1.5: Strengthening the Coverage of Woodfuel/Environmental Protection**

This project is based on the recommendations made at the SADCC Energy Sector Seminar on Woodfuel/NRSE, held in September, 1989. Its main objective is to train and equip people in the field so they can advise rural communities on fuelwood use and conservation. It includes in-service training of teaching staff in the relevant institutions and the development and distribution of course materials and teaching aids. An initial phase of the project will be to determine the kind of support needed by the various institutions in the SADCC region to integrate woodfuel issues in their curricula. A study, estimated to cost US\$0.2 million, is being carried out to develop a project proposal.

FOOD, AGRICULTURE AND NATURAL RESOURCES

**Project No. AAA.1.14: Regional Food Security Training Programme Study**

The objective of this project is to train personnel of institutions of member states associated with Food Security in policy formulation and management of food security issues.

A Pre-implementation Study, commissioned in 1989, was completed, and a report was submitted to and approved by the technical committee on Food Security and Ministers of Agriculture at their meeting in June 1991. Implementation of the three-year training programme is underway with support from the EEC.

**Project No. AAA.2.3: Land and Water Management Research Programme**

This multi-disciplinary programme addresses, in particular, the problems posed for rainfed agriculture, in the 400 - 600 mm rainfall zone of the region, by the low and erratic rainfall and poor utilisation of the available rainfall.

Phase I of the project is aimed at identifying components of research on water harvesting techniques, movements of water in the soil profile - soil physics; identification of crops, which will make use of captured water without requiring supplementation, and tillage method to minimise water loss. A team leader, a hydrologist, a soil physicist and agronomist are in place.

Phase II of the project, which will run parallel with the first phase, got underway in January, 1989 when the Coordinator for the programme reported for work. Work on formulation of research projects, which will address issues which have been identified jointly with national scientists in SADCC member states is in progress. In April, 1990, a one week Workshop on Planning and Development of Land and Water Management Research Programme took place in Gaborone, Botswana. The Workshop identified researchable topics which will be developed in 1990/91 into regional projects.

Phase I of the Project will finance a Training Officer, Training activities, and construction of Training Laboratories and Offices. A Training Officer was selected and he reported for duty in October 1990. The construction for the Training Laboratories is in progress. The project is being coordinated by SACCAR and preparation workshops are under implementation.

**Project No. AAA.2.4: Strengthening Faculties of Agriculture, Forestry and Veterinary Medicine in SADCC**

Initially, the project will involve strengthening the following two-year Master of Science programmes, so that they can admit students from the whole of SADCC:

Animal Production	Bunda College, Malawi
Crop Production	University of Zambia
Agricultural Economics	University of Zimbabwe
Agricultural Engineering/] Irrigation Management ]	Sokoine University of Agriculture, Tanzania.

This strengthening will involve staffing, training, supply of equipment, vehicles, journals, scholarships and rehabilitation of laboratories.

The Federal Republic of Germany has agreed to fund the initial four programmes above, and US\$1.2 million has been secured for 40 scholarships per year over the next several years.

During the year 1988, the regional programmes were launched at the Universities of Zambia and Zimbabwe, respectively. The regional programmes at Bunda College, at the Sokoine University of Agriculture, were launched during the second half of 1989, and during 1990, respectively, and some students were enrolled under the M.A. programme in agricultural economics at the University of Zimbabwe.

**Project No. SWA.3.1: Mananga Agricultural Management Centre**

The aim of this project is to provide management training in agriculture to nationals of SADCC member states by organising specialised training programmes at the Mananga Agricultural Management Centre in Swaziland. The capacity of any given course is thirty-five students. All SADCC member States have sent participants to the courses.

An evaluation of the programme has been completed. The programme was considered to be generally good, except for the bias of teaching material towards countries where the teachers came from. It was also recommended that the Centre should have an out-reach programme, involving the mounting of courses in member states. Consultants to develop appropriate syllabi and prescriptions for future courses and out-reach activities submitted a report in January, 1988.

On the basis of the consultant's recommendations, and in cooperation with the Centre, a regional project dossier addressing the development of syllabi, detailed proposals for future courses and out-reach activities was approved in September, 1988. This second phase of the project was approved and the Financial Agreement signed by Swaziland and the EEC in September, 1989.

Four out-reach courses were conducted in four member States in 1991 as follows: three training of trainers sub-regional workshops, and one regional workshop as well as nine national workshops have been carried out, and a needs assessment workshop carried out.

**Project No. SWA.3.2: Training of Senior Secondary School Teachers in Agricultural Education - University of Swaziland**

The objective of this project is to produce skilled manpower in agricultural education, and to supply staff for agricultural programmes in teacher training institutions and senior secondary schools. The project seeks to develop, strengthen and extend the B.Sc. programme in agricultural education at the Faculty of Agriculture, University of Swaziland, Luyengo. The proposal was updated in January, 1989, in cooperation with SACCAR and UNISWA, in a report funded by the World Bank. Funding is being sought.

**Project No. AAA.4.3: Regional Wildlife Training Programme**

The objective of the project is to strengthen and improve the performance of regional training facilities for medium and senior level wildlife personnel. Based on consultancy report which was approved in May, 1989, several projects were merged into one project.

The project aims at improving management and utilisation of wildlife resources by promoting the most appropriate and effective training programmes for personnel working in protected areas.

A new study, which started in May 1990, was completed in July 1990. The report was reviewed by the RTC in November 1990. Funding for the training programme is being provided by the EEC.

**MINING**

**Project No. ZAM.8.1: Appointment of a Mining Sector Human Resources Development Officer**

The objective of the project is to support the SADCC Mining Sector Coordinating Unit by the secondment of a Human Resources Development (HRD) specialist and the appointment of a SADCC manpower planning and liaison officer. The latter will be appointed by the Government of Zambia to the Coordinating Unit, while the HRD specialist will be appointed for a two-year period to work with his SADCC counterpart.

The expert and his counterpart will be responsible for the coordination and developing of HRD activities in the Sector, starting with a workshop to stimulate co-operation between Government, Industry and Training Institutions.

Selection of the candidate is in process.

**Project No. ZAM.8.2:           Setting up of a Mining Sector  
Industrial Training and  
Development Advisory Unit**

The purpose of this project is to set up a Mining Sector Training and Development Advisory Unit, responsible for helping the industry improve in-company training systems, methods, and materials in managerial, technical and administrative fields; and to generalise their use throughout the Sector.

The project is being reviewed and reformulated in order to enhance its regional relevance.

**Project No. AAA.8.1:        Redesign and Development of  
Mining Technician Courses and  
Facilities**

The purpose of the project is to design technical courses in mining subjects, and to strengthen facilities at the Bulawayo School of Mines and the Zambian Institute of Technology; in order to meet the forecast requirements of skilled personnel in mining operations, such as Section and Shift Bosses, Mining and Ventilation Technicians and Junior Engineers, Mine Captains and Underground Managers. The project is under review.

**Project No. AAA.8.2:        Strengthening of the Mining  
Sector Educational Units**

The purpose of the project is to identify, advise on and assist in the procurement of additional requirements of specific regional Mining Sector education institutions, in terms of equipment and teaching staff, in order to expand the intake of students to meet the future needs of the Mining Sector. The project is under review.

## TRANSPORT AND COMMUNICATIONS

### **Project No. AAA.10.2: Training for Portuguese-Speaking Railway Personnel**

The objective of the project is to train Portuguese-speaking personnel at management/supervisory level in general education (Maths, Physics, Chemistry, English, Drawing) and railway technical education in particular. This training will provide personnel with basic and vocational knowledge which is needed for the performance of their tasks.

Phase I of the project was completed in 1987. Phase II of the project, as prepared by SOFRERAIL/SEDES/NORMA, is under implementation.

### **Project No. AAA.10.5: Senior Managers Training in Road Traffic and Transportation for the SADCC Region**

The primary objectives of this project are to:

- \* strengthen the professional core of senior managers in Transport Carrier Operations in the road transport industry;
- \* strengthen the region's training capability at a regional training institution;
- \* improve the efficiency of the road transport industry.

On the basis of the needs assessment study, a regional training programme for senior managers to be conducted at ESAMI is being developed. The first intake is expected during the first half of 1992.

### **Project No. AAA.10.6: Development of a Regional Plan for Management, Supervisory and Clerical Personnel for SADCC Postal Sector**

A preliminary survey was made by in 1986 on training needs but it did not provide adequate material for further detailed planning. The objective of the project is to define the specific training needs of senior management and operations personnel in the postal sub-sector and to develop viable programmes and relevant curricula which will satisfy those needs.

Terms of Reference for the study have been drafted.

## Project Descriptions

**AAA.0.23 TRAINING FOR SADCC ORGANS**

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<u>Estimated Costs</u> (US\$ Million)	<u>Financing Gap</u> 4.80
Total: -	<u>Executing Agency</u>
Foreign: 4.80	RTC and SADCC Secretariat
Local: -	
<u>Funding Secured</u>	<u>Start</u> mid-1991
Foreign: -	
Local: ..	<u>Duration</u> 5 years

---

- Objectives:**
- To identify and implement induction generic and sector-specific training programme for the SADCC organs.
  - To identify and implement a management improvement programme to enhance the institutional and productive capacities of the SADCC organs.
  - To introduce a SADCC exchange/attachment programme for promising graduate students and SADCC operatives.

**Description:** A training needs assessment has been completed and modules for an induction and generic training programme have been identified. Course syllabus, training materials, etc. are being developed. The induction and generic courses are expected to commence in 1992/93. The management improvement needs will be identified in 1992 and an action programme formulated for implementation.

**Status:** Funding is being sought for the project.

**SWA.0.21 MANAGEMENT RESOURCE UNIT**

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<u>Estimated Costs</u> (US\$ Million)	<u>Financing Gap</u> 2.00
Total: 4.36	<u>Executing Agency</u>
Foreign: -	Management Resource Unit
Local: -	
<u>Funding Secured</u>	<u>Start</u> 1987
Foreign: 0.80 (USAID)	
: 0.0€ (CFTC)	
: 1.50 (GTZ)	
Local: -	<u>Duration</u> 1987 - 1991

---

**Objective:** The major objective of the project is to improve the management performance of key organisations in the public, enterprises and parastatal sectors by strengthening those institutions that are providing education, skills training and consulting services in public administration and management. Additionally, the project directly supports the training of senior administrations and managers in the region, as found necessary in support of the SADC Priority Sectors.

**Description:** The Project will assist existing national and regional training institutions to provide education, training and consulting services that are relevant to the demands of the work environment.

**Status:** Project implementation underway. Additional funding is being sought.

**AAA.1.4 MANAGEMENT DEVELOPMENT AND SPECIALISTS TRAINING FOR THE SADCC PETROLEUM SECTOR**

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Estimated Costs (US\$ Million)                      Financing Gap 2.50

Total: 2.50

Foreign: 2.50

Local: -

Executing Agency

TAU/RTC

Funding Secured

Start 1991

Foreign: 2.50

Local: -

Duration 2 years

---

**Objectives:** - To produce a core of professional and management staff for the SADCC Oil Companies and Government Ministries to fulfill the objectives of an integrated Regional Energy Programme.

- To enhance regional cooperation through standardisation of exploration agreements, safety procedures, oil supply contracts, product handling and product specification procedures.

- To enhance cooperation with non-SADCC oil companies, and to reduce costs and losses.

**Description:** The project will be implemented by the TAU in collaboration with the RTC. It will consist of two phases:

Phase I: Training in SADCC countries (including special workshops).

Phase II: Award of scholarships to a few staff members for overseas specialised training.

**Status:** Funding is being sought for the project.

**SWA.3.2 REGIONAL TRAINING OF SENIOR SECONDARY SCHOOL TEACHERS  
IN AGRICULTURAL EDUCATION, UNIVERSITY OF SWAZILAND,  
LUYENGO**

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<u>Estimated Costs</u> (US\$ Million)	<u>Financing Gap</u> 4.70
Total: 4.70	<u>Executing Agency</u>
Foreign: 4.70	University of Swaziland
Local: -	
<u>Funding Secured</u>	<u>Start</u>
Foreign: 4.70	
Local: -	<u>Duration</u>

---

**Objectives:** The major objective of the project is to provide skilled manpower in the field of Agricultural Education to staff agricultural programmes in Teacher Training Institutions and Senior Secondary Schools in SADC member states, through strengthening and expanding the B.Sc. programme in Agricultural Education at the Faculty of Agriculture, University of Swaziland.

**Description:** The project provides for the construction of two hostels for 48 students each (one for men and one for women), 1 new classroom, 4 additional staff offices, 3 staff houses, 3 senior staff, and teaching materials. Funding for this part of the project is now estimated at US\$2.07 million. Project proposals for a M.Sc. Degree and B.Sc. Degree in Agricultural Education have been developed and submitted to the RTC for possible funding by CIDA and the EEC.

**Status:** Funding is being sought.

**AAA.8.1 REDESIGN AND DEVELOPMENT OF SADCC MINING TECHNICIAN COURSES AND FACILITIES**

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<u>Estimated Costs</u> (US\$ Million)	<u>Financing Gap</u> 0.18
Total: 0.18	<u>Executing Agency</u>
Foreign: 0.18	Mining Sector
Local: -	Coordinating Unit
<u>Funding Secured</u>	<u>Start</u> 1992
Foreign: 0.18	
Local: -	<u>Duration</u> 3 years

---

**Objectives:** The project is to design mining technician courses to strengthen facilities at the Bulawayo School of Mines and the Zambia Institute of Technology to meet the manpower requirements in the mining sector.

**Description:** The project will be implemented by the Mining Sector in 2 phases:

Phase I: course and facilities design.

Phase 2: recruitment and training of instructors, preparation of instructional materials, procurement of equipment and testing of new courses.

**Status:** Funding is being sought.

**AAA.8.2                    STRENGTHENING OF REGIONAL MINING SECTOR  
EDUCATIONAL UNITS**

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Estimated Costs    (US\$ Million)                    Financing Gap    0.11

Total:            0.11

Foreign:          0.11

Local:            -

Executing Agency

Mining Sector

Coordinating Unit

Funding Secured

Start

Foreign:          0.11

Local:            -

Duration        10 months

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**Objectives:**            The objective of this project is to identify, and assist in the strengthening of existing regional education facilities for the Mining Sector to meet its future manpower requirements.

**Description:**            The project will be implemented by the Mining Sector Coordinating Unit. It will:

- review existing university courses in Mining Engineer, Mineral Processing, and Geology in Harare, Luanda, Lusaka and Maputo;
- define the needed improvements in existing and new courses;
- identify and cost the additional equipment, teaching and other resources required to implement an expanded programme.

**Status:**                    Funding is being sought.

**ZAM.8.2 SETTING UP OF A MINING SECTOR INDUSTRIAL TRAINING AND DEVELOPMENT ADVISORY UNIT**

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Estimated Costs (US\$ Million)                      Financing Gap 1.68

Total: 1.68

Foreign: 1.68

Executing Agency

Funding Secured

Foreign: 1.68

Local: -

Duration

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**Objectives:** The objective of the project is to set up a Mining Sector Training and Development Advisory Unit, responsible for helping the industry improve in-company training courses, systems, and materials in the field of management administration and technical skills and to encourage their use throughout the Sector.

**Description:** The project is being reformulated in order to enhance its regional relevance.

**Status:** Funding will be sought.

**AAA.10.5 SENIOR MANAGERS TRAINING IN ROAD TRAFFIC AND TRANSPORT**

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<u>Estimated Costs</u> (US\$ Million)	<u>Financing Gap</u> 2.20
Total: 2.20	<u>Executing Agency</u>
Foreign: 2.20	RTC in collaboration with SATCC and ESAMI

Funding Secured

Foreign: 2.20 (EEC approached)	<u>Duration</u> 4 Years
Local: -	

---

**Objectives:** The objectives of the project are to:

- strengthen the professional core of senior managers in transport carrier operations in the private, parastatal and public sector;
- strengthen SADCC's indigenous training capacity involving local regional training institutions in the project;
- increase knowledge and understanding of the road transport sector and strengthen local consultancy capability to provide technical, managerial and policy advice;
- integrate the training programme in the existing regional training institutions.

**Description:** The present project forms part of the overall road traffic and transport training plan developed by a SATCC Task Group. It comprises management, operations, vehicle maintenance and regulatory training.

The project will provide technical and physical support to ESAMI to enable it to offer the courses.

**Status:** Funding is being sought.

# Annex I

SCHOLARSHIP UTILIZATION 1990/91COOPERATING PARTNERS

COUNTRY	O D A				C I D A				AUSTRIA		INDIA		SOVIET		PORTUGAL	
	OFF	APP	ADM	UT	OFF	APP	ADM	UT	OFF	APP	OFF	APP	OFF	APP	OFF	APP
Angola	15	20	16	2	30	-	-	-	-	-	-	12	-	-	6	-
Botswana	15	19	9	5	30	106	13	13	-	1	-	25	-	-	-	-
Lesotho	15	12	8	2	30	39	21	20	-	1	-	20	-	-	-	-
Malawi	15	20	13	3	30	218	15	14	-	-	-	14	-	-	-	-
Mozambique	15	21	15	14	30	4	4	4	-	1	-	18	-	-	6	10
Namibia	-	-	-	-	12	3	3	2	-	-	-	-	-	-	-	-
Swaziland	15	11	8	5	30	20	20	20	-	-	-	6	-	-	-	-
Tanzania	15	21	12	7	30	265	11	11	-	-	-	6	-	2	-	-
Zambia	15	18	8	3	30	46	15	15	-	1	-	20	-	-	-	14
Zimbabwe	15	20	15	3	30	72	9	9	-	-	-	9	-	-	-	-
TOTAL	135	162	104	44	282	800	111	108	70*	4	100*	130	30*	2	20*	24

KEY

OFF	-	NO. OF OFFERS	TOTAL NO. OF OFFERS	=	637
APP	-	NO. OF APPLICATIONS	TOTAL NO. OF APPLICATIONS	=	1122
ADM	-	NO. OF ADMISSIONS	TOTAL NO. OF ADMISSIONS	=	215
UT	-	NO. UTILIZED	TOTAL NO. UTILIZED	=	150

$$\text{UTILIZATION RATE} = \frac{\text{TOTAL UTILIZED} \times 100}{\text{TOTAL NO. OF OFFERS}} = 24\%$$

\* UNSPECIFIED. CAN BE APPLIED FOR BY ANY COUNTRY

NOTE THAT FOR THE AUSTRIAN, INDIAN, SOVIET AND PORTUGUESE SCHOLARSHIPS, THERE WERE NO ADMISSIONS. HENCE THOSE SCHOLARSHIPS WERE NOT UTILIZED.

## **Annex II**

### **Funding Status of Projects**

Project Title	Estimated Cost US\$ Million			Local	Funding Secured & Source US\$ Million	Funding Under Negotiation US\$ Million	Financing Gap US\$ Million	Comments/Status
	Total	Foreign						
HUMAN RESOURCES DEVELOPMENT								
Cross-Sectoral Projects								
AAA.0.3	Management Training at the Institute of Development Management	2.18	2.18	-	2.18 (CAN)	-	-	Under implementation.
AAA.0.4	Inventory of Training Programme Phase II	0.38	0.38	-	0.38 (USA)	-	-	Project under implementation.
AAA.0.5	SADCC Scholarship and Training Awards Programme	-	-	-	- (COA, RUS CAN, IND AUS)	-	-	Ongoing.
AAA.0.6	Fund for Studies and Experts in the Manpower Sector	1.98	1.98	-	1.98 (GTZ)	-	-	Ongoing.
AAA.0.7	RTC Technical Support Grant (1990-1991)	1.00	1.00	-	1.00 (USA)	-	-	Ongoing.
AAA.0.8	Development of Teaching Materials	0.15	0.15	-	0.15 (UNESCO)	-	-	Workshop convened 1989.
AAA.0.9	Development of educational Network	0.71	0.71	-	0.71	-	-	Project under review.
AAA.0.10	In-Service Training to Teachers	-	-	-	-	-	-	Project under review.
AAA.0.11	Relevance of Training to Job Opportunities	0.06	0.06	-	0.06 (FRG)	-	-	Project under implementation.
AAA.0.12	Establishment of a Department of Manpower Studies	-	-	-	-	-	-	Project under review.
AAA.0.13A	SADCC English Language Training Programme	0.35	0.35	-	0.35 (EEC)	-	-	Project under implementation.
AAA.0.13B	SADCC Portuguese Language Training	0.07	0.07	-	0.07 (EEC)	-	-	Consultancy report under review.
AAA.0.15	SADCC Local Government Training Study	0.05	0.05	-	0.05 (NOR)	-	-	Under negotiation.

AAA.0.16	SADCC Statistical Training Programme	0.07	0.07	-	0.07 (EEC)	-	-	Implementation ready to start.
AAA.0.23	Training for the SADCC Organs	4.80	4.80	-	-	-	4.80	Project under preparation. The EEC has expressed interest in the project proposal.
LES.0.17	Extension of Lesotho/Ireland Teaching Education Project	-	-	-	-	-	-	Project under review.
MAL.0.18	Establishment of Regional Ophthalmic Assistants Training Programme in Malawi	0.04	0.04	-	0.04 (UK)	-	-	Project under implementation.
MAL.0.19	Expansion of the B.Ed (Technical Teaching) in Malawi Polytechnic	0.16	-	0.16	0.16 (MAL)	-	-	Project under implementation.
MOZ.0.20	Strengthening Institute of Pedagogy	-	-	-	-	-	-	Project under review.
SWA.0.1	Distance Education (pre-implementation)	0.03	0.03	-	0.03 (EEC)	-	-	Under implementation.
SWA.0.2	SADCC Accountancy Training Programme	-	-	-	- (IRE)	-	-	Costing being worked out.
SWA.0.14	SADCC Science and Mathematics Project	0.07	0.07	-	0.07 (EEC)	-	-	Implementation started in June, 1991.
SWA.0.21	Management Resource Unit	4.36	4.36	-	2.36 (FRG, USA CFTC)	-	2.00	Under implementation.
SWA.0.22	SADCC Programme of IB Studies at Waterford	1.90	1.90	-	1.90 (EEC)	-	-	Funding proposal submitted to EEC.
----- Sub-total		18.36	18.20	0.16	11.56	0.00	6.80	
Sectoral Projects								
Energy								
AAA.1.4	Management Development and Specialist Training for the SADCC Petroleum Sector	2.50	2.50	-	-	-	2.50	Revised proposal has been submitted to NORAD
AAA.1.5	Strengthening the coverage of woodfuel issues in relevant SADCC Training Institutes	0.20	0.20	-	0.20	-	-	Funding proposal (study) submitted to EC
----- Sub-total		2.70	2.70	0.00	0.20	0.00	2.50	

Food, Agriculture and Natural Resources

Agricultural Research

AAA.2.3	Land & Water Management Project	2.46	2.46	-	2.46 (EEC)	-	-	Construction of offices & Laboratories will start in 1991-92
AAA.2.4	Strengthening of Post Graduate Training in Faculties of Agriculture Forestry and Veterinary Medicine - Feasibility Study Centre	1.20	1.20	-	1.20 (FRG)	-	-	Follow-up activities on the consultancy are underway. 4 M.Sc degree programmes start at 4 universities in 1988-89-90. Longterm strategy for training of professional manpower has been issued.
SWA.3.1	Mananga Agricultural Management Phase II	1.60	1.60	-	1.60 (EEC)	-	-	Implementation to start in 1991. 4 outreach courses on Agricultural Management and Regional and Sub-Regional Workshops.
SWA.3.2	Training of Senior Secondary School Teachers in Agricultural Education by University of Swaziland	4.70	4.70	-	-	-	4.70	Funding is being sought.

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 Sub-total 9.96 9.96 0.00 5.26 0.00 4.70

Food Security

AAA.1.14	Regional Food Security Training	0.24	0.24	-	0.24 (EEC)	-	-	Study completed in May 1990. In July 1990, Final Report approved by RTC and Sector in October-November 1990. Submitted to Ministers of Agriculture in June 1991.
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 Sub-total 0.24 0.24 0.00 0.24 0.00 0.00

Fisheries, Forestry and Wildlife

AAA.4.3	Regional Wildlife Training Program	1.66	1.66	-	1.66 (EEC)	-	-	Study completed and project document submitted to EEC.
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 Sub-total 1.66 1.66 0.00 1.66 0.00 0.00

## Mining

AAA.8.1	Redesign and Development of Mining Technician Courses and Facilities	0.18	0.18	-	-	-	0.18	Funding being sought.	
AAA.8.2	Strengthening of Regional Mining Sector Educational Units	0.11	0.11	-	-	-	0.11	Funding being sought.	
ZAM.8.1	Appointment of a Mining Sector Human Resources Development Officer	0.50	0.43	0.07	0.43 (EEC) 0.07 (ZAM)	-	-	Recruitment underway.	
ZAM.8.2	Setting up a Mining Sector Industrial Training and Development Advisory Unit	1.68	1.68	-	-	-	1.68	Funding is being sought.	
Sub-Total		2.47	2.40	0.07	0.50	0.00	1.97		
Transport and Communications									
AAA.10.2	Training for Portuguese Speaking Railway Personnel (Phase II)	14.00	14.00	-	14.00 (FRA, PCP & EEC)	-	-	Under implementation.	
AAA.10.5	Senior Manager's Training in Road Traffic transport for the SADCC Region	2.20	2.20	-	-	-	2.20	Funding being sought.	
AAA.10.6	Development of a Regional Plan for Postal Sector	0.12	0.12	-	-	0.12 (GTZ)	-	Implementation expected beginning 1992.	
Sub-Total		16.32	16.32	0.00	14.00	0.12	2.20		
GRAND TOTAL		51.71	51.48	0.23	33.42	0.12	18.17		