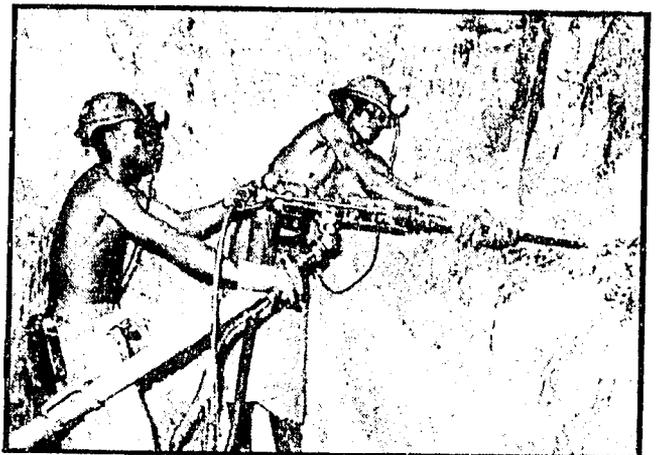


MANPOWER

SOUTHERN AFRICAN DEVELOPMENT COORDINATION CONFERENCE



Lusaka, Republic of Zambia
31st January – 2nd February 1990

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MANPOWER DEVELOPMENT

Projects are numbered in a 3 digit system:

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	-	Manpower Development
9	-	Mining
10	-	Tourism
11	-	Transport and Communications

The second digit indicates the member State:

0	-	Regional
1	-	Angola
2	-	Botswana
3	-	Lesotho
4	-	Malawi
5	-	Mozambique
6	-	Swaziland
7	-	Tanzania
8	-	Zambia
9	-	Zimbabwe

The third digit is a serial number.

L E G E N D

ADB	= African Development Bank
AGIP Spa	= AGIP Spa
AIDAB	= Australian International Development Aid Bureau
ANG	= Angola
AUS	= Australia
AUST	= Austria
EADEA	= 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 (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
GDR	= German Democratic Republic
IBRD	= International Bank for Reconstruction and Development
ICAO	= International Civil Aviation Organisation
ICE	= Iceland
IDA	= International Development Agency
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
NET	= Netherlands
NOR	= Norway
NORDICs	= Nordic Countries
OPEC	= Organisation of Petroleum Exporting Countries
POR	= Portugal
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
UNDP	= United Nations Development Programme
UNIDO	= United Nations Industrial Development Organisation
UNSPEC'd	= Unspecified
USA	= United States of America
USSR	= Union of the Soviet Socialist Republics
WB	= World Bank
ZAM	= Zambia
ZIM	= Zimbabwe

1. EXECUTIVE SUMMARY

1.1 Projects in the Sectoral Programme fall into three broad categories. The first category aims at providing information on the manpower needs of, and the manpower available, in the region through surveys, or at developing the mechanisms for providing such data. Manpower surveys currently under implementation are examples of this type of projects.

1.2 The following are the main highlights of the Sector's activities:

- a) The first edition of the Inventory of Post Secondary Training Institutions in the region, together with the recommendations of technical experts that a second edition of the inventory be developed, was approved by the Ministers of Manpower in September, 1988;
- b) The consultancy report on Local Government Training was discussed by Technical Experts in February, 1989 and found wanting in many respects. It was, therefore, decided that another consultancy be commissioned to carry out this task and come up with specific recommendations;
- c) The sector continues to face difficulties in the utilisation of scholarships either due to protracted delays in the signing of formal agreements with some Cooperating Partners to facilitate utilisation of such scholarships or inadequate information received from contact points to enable the RTC to proceed with the submission of candidates to Cooperating Partners for awards of scholarships to candidates;
- d) A Senior Project Manager, funded by the Federal Republic of Germany, has been appointed and has taken-up his position in the RTC;
- e) A report on the location of a Distance Education Programme was submitted and discussed by the RTC and the Manpower Ministers in July, 1989. The Ministers directed that the report be discussed by Technical Experts who should submit appropriate recommendations.

2. REVIEW OF THE REGIONAL SITUATION

2.1 The close relationship between education and training on the one hand and economic development on the other, is generally recognised. It is a truism that the realization of the benefits of investment in infrastructure and productive

activities depends critically on the availability of the right mix of skills. Only when there is a critical mass of essential skills can the transformation of the economic and social structure and technological progress take place. Thus, education, training and manpower development are vital to the achievement of SADCC's development objectives.

- 2.2 Shortages of manpower in most skilled categories constitute a major constraint to the implementation of SADCC programmes. Paradoxically, all member States are faced with problems of unemployment or underemployment which, in turn, constitute a waste of human resources and a barrier to the task of raising living standards.

At the national level, member States have made commendable efforts to formulate and implement education and training programmes. This is evidenced by the large percentages of national budgets devoted to education and training. Despite all these efforts, shortages of skilled manpower persist. For this reason, manpower development is accorded high priority in the SADCC Programme of Action. The projects included in the regional Manpower Development Programme are designed to alleviate current and future shortages of skilled manpower.

3. REVIEW OF THE PROGRAMME

- 3.1. The Manpower Development Strategy identifies the following priority activities for the Sector:

- a) training to support the activities of other SADCC sectors, specifically with regard to 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 mobilization of technical resources in support of the above activities.

- 3.2 Consonant with these priorities, the Manpower Development Programme aims to serve three purposes, namely, to:
- a) provide or train the skilled manpower needed by other sectors of the SADCC Programme of Action;
 - b) offer training in fields where economies of scale suggest regional initiatives rather than pursuit of individual country initiatives; and
 - c) reduce member States' dependence on foreign training facilities by strengthening local institutions so that they serve regional training needs.
- 3.3 The Sector also 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 17 sector-specific projects, and 22 manpower general projects. The General Manpower Projects fall into three broad categories:
- a) The first category, aims at providing information on the Manpower needs of, and the Manpower availability, in the region, through surveys; or at developing the mechanisms for providing such data.
 - b) The second category, aims at developing training programmes, or facilitating access to existing training opportunities, through provision of scholarships and training awards.
 - c) The third category, aims at the coordination of existing training programmes in the region.
- 3.5 Notable progress in the implementation of the Manpower programme has been as follows:
- 3.5.1 The first edition of the Inventory of Post-Secondary Training Institutions in the Region, together with the recommendation of Technical Experts, that a second edition of the Inventory be developed, were approved. This edition has been distributed to all the institutions which participated in the survey, and to other interested parties, mainly from among the donor community. The proposal, and a contract for the second edition have been drafted by the RTC Secretariat, and project implementation is expected to start as soon as the contract with the University of Swaziland has been signed.

- 3.5.2 The consultancy report on Local Government Training was discussed by Technical Experts at a meeting held in Mbabane, in February 1989. The meeting concluded that the report did not give adequate information to enable the experts to make specific recommendations. The Technical Experts, therefore, recommended to the RTC that another consultancy be commissioned.
- 3.5.3 The development of the SADCC Scholarship and Training Awards Programme has not matched expectations for a rapid growth. Currently the scheme is supported by the Netherlands and United Kingdom. There are twelve UK scholarships per country for 1988/89 tenable in any SADCC country or the U.K. Austria, Brazil, India, Portugal and the Soviet Union have also shown interest in the project, and discussions are in progress with each one of them to establish the magnitude of the support and procedures for utilisation.
- 3.5.4 The Management Resource Unit (MRU) is currently being supported mainly by GTZ. A Senior Project Manager has been appointed and is in post. GTZ has pledged to second another expatriate expert to the project.
- 3.5.5 There are three major projects in the Manpower programme the implementation of which is expected to start in the near future:
- a) The Accountancy Training project, the implementation of which has been delayed due to the failure of SADCC Federation of Accountants to make a decision on the modules which should be pursued in the development of the profession. Furthermore, the Federation has been unable to make a quorum at several meetings convened to discuss the issue. The Irish Government has pledged to finance the preparation of one of the modules, namely, the Common Examinations System. Concurrence of the SADCC Federation of Accountant to the preparation of a common examinations system is being sought.
 - b) The other project is the establishment of a Distance Education Programme in the SADCC Region. The RTC commissioned two regional consultants to identify institutions that are suitable for hosting the programme. The consultants undertook field visits to all the member States in April, 1989, and submitted a report which was discussed at the Manpower Ministers' meeting in July, 1989.

The Ministers directed that the report should be discussed by technical experts, who should submit specific recommendations for implementation.

c) The third project is the English language Training for Portuguese speaking SADCC nationals. It is hoped that implementation of the project will commence in late 1989, subject to securing funding.

3.5.6 A shortlist of consultants for the feasibility study on Portuguese Language Training for Anglophone SADCC member States is being reviewed by the RTC.

3.5.7 Two programmes on railway training are in progress. A training programme for the Mining Sector is being discussed with prospective donors. A training needs assessment for Hotel and Tourism is expected to be carried out in late 1989. In the Agricultural and related Sectors, a consultancy for a Food Security Training Programme is awaiting the outcome of tendering procedures; a training project for Soil and Water conservation, funded by EEC, is under implementation. A project for Wildlife Training is under discussion with the Sector, and an RTC involvement in a similar project for Fisheries training is expected. There are plans for cooperation between the Manpower Sector and Energy, Forestry, and Soil and Water Conservation sectors, in the development of a regional project to create awareness woodfuel in matters.

3.5.8 Although cooperation with other Sectors is still in its infancy, efforts are being made to intensify it. This cooperation will now be reinforced by the posting at the RTC Secretariat, of Sectoral Manpower Experts, one for Food, Agriculture and Natural Resources; the other for Energy, Mining and Transport and Communications. A seminar for Manpower Contact Points and Sector Coordinators will be held during the last quarter of 1989, to discuss issues of mutual interest.

4. CURRENT STATUS OF PROJECTS

Project 2.0.1: Manpower Training in the Energy Sector

The proposal lists 16 specific courses to be implemented in order to meet manpower the requirements of the sector.

The RTC Secretariat has proposed to the Energy Sector that a short term consultancy be commissioned to specify needs, identify institutions and draft syllabi for the courses. A response to this proposal is awaited.

The consultancy is estimated to cost US\$0.42 million.

Project 2.0.2: Manpower Training, Advice and Information in Support of Woodfuel Programmes

The project comprises a number of different activities aimed at promoting effective policy formulation and action in the woodfuel and biomass energy sectors, through manpower training, advice and information in support of woodfuel sector programmes in the SADCC countries.

The project is being revised by the Energy and Forestry Sectors, who will submit a joint proposal later this year.

Project 3.0.1: Regional Food Security Training Programme-Study

After approval by the SADCC Council of Ministers, of the Regional Food Reserve Project, the above project was submitted to the RTC by the Sector, in December 1987.

The objective of this Study is to prepare an implementation programme for food security training for a period of three years. This study is to be based on the SADCC Regional Food Reserve Project. Prospective consultants have been short-listed, and the study is expected to commence in early 1990.

US\$1 million has been secured from the EEC.

Project 6.0.1: Manpower Development in Trade Promotion

The objective of this project is to increase knowledge and skills among key target groups in the SADCC member States, in trade development and management.

On the basis of an analysis of training needs and capacities in the region, carried out by the International Trade Centre, a strategy for manpower development for trade was formulated.

The aim is to train 3 500 persons, drawn from both public and business sectors, in international trade planning and operations.

It is further planned to train 150 persons from selected training institutions, in order to strengthen the individual and institutional training capabilities.

At a meeting in Luanda, February 1989, between the Sector Coordinators for Industry and Trade, and Manpower Development, and representatives of the ITC, it was agreed

that the RTC will coordinate this project, and that ITC will submit a revised and updated proposal to the RTC.

The project is estimated to cost US\$3.94 million, over a four-year period.

Project 8.0.3: Distance Education for the SADCC Region

A study was carried out to assess the feasibility of establishing a distance education programme within the SADCC region. The consultants' report, which was discussed at a Technical Experts meeting and by the RTC in April, 1987, recommended the establishment of an Institute of Distance Education for Southern Africa; and suggested modes of operation, organization, 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 nine member States by two regional consultants in April, 1989. The consultants submitted a report which was referred to experts for detailed discussions and technical advice on the implementation of the findings of the consultants.

Project 8.0.4: Accountancy Training in the SADCC Region

A study was carried out to:

- * assess the demand for accountants in the various sectors (private enterprise, government, parastatals, accountancy education, etc.) of SADCC member States, distinguishing the demand for accountants with different qualifications as appropriate, in each member State;
- * examine the nature 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;

The consultants' report, which was discussed at a technical experts' meeting in April 1987 recommended that a series of separately-financed, but inter-linking, modules be carried out. Following the approval of the project in April 1988,

the SADCC Federation of Accountants has been requested to act as implementing agency. A formal acceptance of the appointment as Executing Agency is still being awaited from the SADCC Federation of Accountants.

In order not to delay the implementation of this important project, the RTC Secretariat submitted a request to the Irish Government in April, 1989, to finance a project coordinator, and implementation of one of the modules. In June, 1989, the Irish Government responded that it was willing to fund the preparation of the Module on "Common Examination System".

Project 8.0.6: Management Training at the Institute of Development Management (IDM)

The objective of the project is to strengthen the Institute of Development Management (IDM) 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 in November 1987 and May 1988.

Project 8.0.7: 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 discussed at a technical experts meeting in May 1988. The recommendations of the meeting were approved by Manpower Ministers in September 1988. Implementation of Phase Two of the project, leading to an updated edition of the Handbook started in July, 1989.

Project 8.0.8: Scholarship and Training Awards Programme

The objective of the project is to support the training of SADCC nationals at institutions inside or outside the region, by providing scholarships administered by the RTC Secretariat.

- * The most successful of the programmes, so far, has been the SADCC/UK programme, which has provided 15 scholarships for each country per year.
- * The first applications for scholarships funded by India have been submitted to the Indian authorities, but the RTC Secretariat has not been able to obtain adequate

information from the Sectoral Contact Points to facilitate an assessment of the utilisation of these scholarships. The RTC is awaiting confirmation from the Indian Authorities of the number of candidates who have been accepted.

- * There have been delays in the signing of a formal agreement with the Soviet Union.
- * Negotiations with CFTC, are at an advanced stage.
- * Negotiations with Canada and Austria are underway.
- * Pledges from Brazil and Portugal have not yet materialised, and communications with them have been slow.

Progress in the utilisation of scholarships under the various schemes is at Annex 1.

Project 8.0.9: Fund for Studies and Experts in the Manpower Sector

The aim of the project, which is fully funded by the Federal Republic of Germany, is to provide funding for studies and the secondment of specialists for regional projects in the Manpower Sector. This Fund is at the disposal of SADCC institutions and member States for short-term studies. The study to Assess the Relevance of Education to Available Job Opportunities, a Training Expert for SATCC, and two workshops for the Fisheries, Forestry and Wildlife Sector, are funded from this Project. Other requests for funding are under review by RTC and GTZ.

Project 8.0.10: RTC Technical Support Grant

The aim of the project 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, at a cost of US\$4 million. A review of the project is to be undertaken in October, 1989.

Project 8.0.11: 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 utilize 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, and a workshop to discuss the outcome of the consultancy will be convened in 1989.

Project 8.0.12: Educational Network and Resource Centre for Teacher Education

The objectives of the project are to provide an organizational framework within which teacher educators in the SADCC region can participate in courses, seminars, workshops, etc., reflecting current issues and needs in the field of teacher training. Such a framework would be the initial step in the development of a proposed Regional Resource Centre for Teacher Educators.

Project 8.0.13: In-Service Training and Personnel Development in Management and Leadership

The objective of the project is to initiate an in-service training and personnel development programme for school-leaders, administrators, teacher educators, supervisory and inspectorate personnel within the region. A study was carried out in 1987, by a team of Regional and Irish consultants, funded by the Irish Government. The report of the consultants was discussed by the RTC in June, 1989. The report was found to be of a low standard, and the RTC resolved that another consultancy should be carried out.

Project 8.0.14: Assessment of the Relevance of Education and Training to Available Job Opportunities

The objective of the project is to assess the relevance of the education/training systems of SADCC member States to the job markets of the region, to recommend an implementation strategy for regional activities, and to adjust existing projects and programmes or to propose new projects. A team of consultants from the region and the Federal Republic of Germany, funded by the latter, is conducting a field study in this series. Field Missions took place during 1988, and an in-depth study of the Industry and Trade, and Tourism Sectors is planned for implementation in 1989.

Project 8.0.15: Establishment of a Department of Manpower Studies in the Region

The objective of the project is to establish a Department of Manpower Studies at a university within the region, to train professional and middle-level Manpower personnel. This department could operate as a regional learning resources centre to assist other institutions or agencies in running training programmes.

Project 8.0.16: Feasibility Study of English and Portuguese Language Training.

A consultancy was commissioned in May, 1988, to establish the need for a language training programme in English and Portuguese for the SADCC region, to identify institutions in the region, and to develop a detailed project proposal for the programme. A consultant's report, funded by EEC, was approved by the Manpower Ministers in September 1988.

A short-list of consultants to carry out a feasibility study on Portuguese language training for english speaking participants is at present under review by the RTC.

Project 8.0.17: Seminar on Bridging Courses and Teacher Upgrading in Science and Mathematics

A seminar on " Learning Difficulties and Teaching Strategies in Secondary School Science and Mathematics" was held in December 1987. The results of the Seminar were published in a book under the same title.

Project 8.0.18: Local Government Training

A seminar to develop the Terms of Reference for a feasibility study on Local Government Training took place in Harare, in September, 1987.

A team of consultants undertook a study in 1988, and submitted a report which was discussed at a technical experts meeting in February, 1989. The meeting resolved that the report did not provide sufficient information for the purposes of making decisions, and proposed that a new consultancy be undertaken. This recommendation was approved by Ministers of Manpower in July, 1989.

Project 8.3.1: Extension of the Lesotho/Ireland Technical Education Support Project

The objective of the project is to provide skilled teacher/instructors in basic crafts (an integrated subject, including metal-work, wood-work and technical drawing) in

order to raise the skills of school graduates; through the strengthening and expansion of the secondary technical teacher certificate programme 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 other member States. The RTC has requested updated information on the project from Lesotho, to enable decisions regarding the implementation and funding of this project to be taken.

Project 8.4.1: Regional Ophthalmic Assistant Opticians Training Programme - Malawi

The objective of the project is to expand the Ophthalmic Medical Assistants Training at the Lilongwe School for Health Sciences to enable it to admit trainees from other SADCC member States. The first intake of students from other SADCC member States enrolled in September 1988.

Project 8.4.2: Expansion of the B.Ed (Technical Teaching) Programme - University of Malawi Polytechnic

The objective of the project is to improve the quality of teaching in secondary schools in the SADCC region, through the training of degree-level teachers and educators in technical subjects. A study was carried out to determine the level of demand for places on the course by each SADCC member State, the number of scholarships required, entry qualifications for the courses, and to make recommendations for curriculum adjustments and provision of additional staffing, accommodation and equipment. A consultant's report was submitted, and the recommendations of a Technical Experts Meeting were approved by Ministers of Manpower in September 1987. The first intake of regional students took place in October 1988.

Project 8.5.1: Strengthening of the Institute of Industrial Pedagogy - Mozambique

The objectives of this project are to:

- * provide lower and middle-level technical Manpower for industrial development programmes in Mozambique;
- * improve the level of technology, especially in Angola and Mozambique
- * improve the existing facilities, supplies and material at the Institute, in order to strengthen the ongoing technical teacher training programmes;

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

Project 8.6.1: Management Development Project

The objective of the project is to contribute to the improvement of efficiency of public and private organizations in the region, by strengthening existing Institutions and orientating them more closely toward the requirements of the work-place. A workshop on Agricultural Management is under preparation. It is envisaged to hold workshops in other fields of Management funded by FRG, USAID and other cooperating partners.

An agreement with the Federal Republic of Germany for substantial support to continue and expand the project up to 1991 has been signed. A working agreement is under consideration by RTC to specify the areas of cooperation with GTZ at operational level.

Project 8.6.2: Mananga Agricultural Management Centre

The aim of this project is to provide management training in agriculture, to nationals of SADC member States by organising special training programmes at the Mananga Agricultural Management Centre in Swaziland. The capacity of a course is thirty-five students, and all SADC 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 the member States. A consultant to develop appropriate syllabi and prescriptions for future courses and out-reach activities was commissioned. The consultant submitted a report in January, 1988.

On the basis of the consultant's recommendations, and in cooperation with the centre, a consultant developed a Regional project dossier with the aim of developing syllabi and detailed proposals for future courses and outreach activities. The recommendations of the consultancy were approved by Manpower Ministers in September 1988. This second phase of the project was approved by the EDF Committee in June, 1989, for implementation to commence in 1990.

Project 8.6.3: 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.

Project 9.8.1: Appointment of a Mining Sector Human Resources Development Officer

The purpose of this project is to appoint a Human Resources Development (HRD) Officer to the Mining Sector Coordinating Unit, responsible for:

- a) initiating, launching and promoting sector-wide cooperation in the areas of Human Resource Development between Government, industrial and education bodies concerned;
- b) setting up and operating a sector Human Resources information system, to provide regular updated forecasts and analyses to facilitate educational planning and improve utilisation of human resources;
- c) initiating, preparing and supervising Mining Sector HRD projects identified for implementation and proposing such other actions as may be necessary to promote the development of human resources in the sector.

The project is estimated to cost US\$0.78 million. Funding is being sought.

Project 9.8.2: 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 estimated is to cost US\$1.68 million. Funding is being sought.

Project 9.8.3: Strengthening of Regional 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 institutes, 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 estimated to cost US\$0.11 million.

Project 9.8.4: 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 (Section and Shift Bosses, Mining and Ventilation Technicians and Junior Engineers, Mine Captains and Underground Managers).

The project is estimated to cost US\$0.18 million. Funding is being sought.

Project 11.0.1: Hotel and Tourism Training - Feasibility Study

The aims of the project are:

- to introduce training schemes and facilities for tourism administration staff, hotel and tour operator management, retail agency staff, guides and hotel personnel;
- to ensure a steady supply of skilled manpower to suit the needs of all sectors of the industry; and
- to improve standards of service throughout the region, particularly in less developed areas.

Under the project, a feasibility study will be conducted to assess the needs for strengthening the existing hotel and tourism training institutions within the region. The study will be carried out under the Manpower Development Sector.

A meeting between the RTC Secretariat, the Tourism Sector Coordinator and the consultants, was held in June 1989, to draft the project proposal and the workplan.

Implementation of the project, which is estimated to cost US\$0.1 million is expected to start in late 1989.

Project No. 12.0.1: Study of Road Traffic and Transport Training

The RTC has received the consultant's report, which reviews existing manpower resources, manpower requirements, and training institutions in SADCC, in the road transport sector, and submits detailed forecasts of training needs for the rest of the century. The report also discusses alternative solutions to catering for the future shortfalls within the various categories of manpower requirements.

The RTC Secretariat has submitted its comments on the report to SATCC. In addition, the RTC Secretariat assisted SATCC/TU in the preparation of the follow-up activities .

The project is estimated to cost US\$0.021 million.

Project No. 12.0.2: Training for Portuguese Speaking Railway Personnel

The objective of the project is to train Portuguese speaking personnel at management/supervisory level in General Education (Portuguese Maths, Physics, Chemistry, English, Drawing) and Railway Technical Education. This training will provide personnel with basic and vocational knowledge which is needed for the performance of their respective tasks.

Phase I of the project, costing US\$11.3 million was completed in 1987.

Phase II of the project, as prepared by SOFRERAIL/SEDES/NORMA, is under implementation, at a cost of US\$14 million, secured from EEC/Local/France/Portugal.

Project No. 12.5.1: Organisation and Manpower Development Plan for CFM (C)

A study to design a plan for the organization and manpower development of CFM(C) has been completed and the report is being reviewed.

Project No. 12.5.2: Development of Railway Training

Based on a consultancy report (De-consult, October 1987), proposals for a comprehensive training programme involving a number of components, has been developed.

Two Railway Training Experts are to be appointed soon to the RTC Secretariat; one funded by GTZ (DM 1.0 million US\$0.52m), and the other funded from Project 8.0.9 "Fund for Studies and Experts in the Manpower Sector".

A Training Expert, funded from Project 8.0.9, has been posted at SATCC in Maputo, to coordinate the programme, in liaison with the RTC Experts for Transport and Communications.

Project 12.5.3: SADCC Boeing 737 Flight Training Centre

The objective of the project is the modernisation of the Flight Training Centre in Maputo, through either upgrading of the present system, or acquiring a completely new system. Both alternatives involve construction, procurement of new hardware and software.

The relationship between ZASTI and the Maputo Centre was discussed, and the RTC was assured that there was no duplication.

The project is estimated to cost US\$11.6 million.

UTILISATION OF SCHOLARSHIP AWARDS 1984 - 1989
DONOR

COUNTRY OF ORIGIN	AUS	CAN	EEC	IND	NET	POR	UK	USSR	TOTAL
Angola	0	0	2	(12)	0	-	10	-	12
Botswana	1	6	18	(25)	3	-	22	-	50
Lesotho	0	5	9	(14)	6	-	21	-	41
Malawi	0	0	13	-	8	-	10	-	31
Mozambique	0	0	7	(18)	0	-	26	-	33
Swaziland	1	5	19	(6)	6	-	20	-	51
Tanzania	0	0	28	(6)	13	-	25	-	66
Zambia	0	3	17	(20)	12	-	24	-	56
Zimbabwe	0	4	18	(9)	4	-	23	-	49
Tot. used	2	181	52	(110)	131	-	23	-	389
Tot. pledged	16	251	52	100	131	20	60	30	660
Bal. Avail.	14	70	-	100	-	20	37	30	271

() = Applications Submitted

Estimated Costs

Total : US\$0.15m

Foreign: US\$0.15m

Financing GapExecuting Agency

RTC Secretariat

Funding Secured

Foreign: US\$0.15m (CFTC)

Start: 1986Duration: 11 months

OBJECTIVES: To assess the desirability and feasibility of establishing a distance education programme in the SADCC region.

DESCRIPTION: The study was carried out in 1986.

The report recommended the establishment of an Institute of Distance Education for Southern Africa and suggested modes of operation, organisation and structure, staffing and administrative arrangements, etc., for the Institute. The proposal was approved in principle in April 1987.

STATUS: Consultants have to develop an annotated list of institutions in the region that would be suitable for the location of the institute. Negotiations with cooperating partners for funding of this consultancy are ongoing.

8.0.4 **STUDY ON ACCOUNTANCY TRAINING IN THE REGION**

Estimated Costs

Total : US\$0.150m
Foreign: US\$0.150m

Financing Gap

Executing Agency

RTC Secretariat

Funding Secured

Foreign: US\$0.150m (IRE)

Start: 1985

Duration: 1 year

OBJECTIVES: To assess the demand for accountants in the various sectors (private enterprise, government, parastatals, accountancy education, etc.) of SADCC member States, distinguishing the demand for accountants with different levels of qualification, as appropriate, in each country.

To examine the nature and quality of accountancy training in each of the member States, both as regards formal education and on-the-job training.

To identify what requires to be done in each member State to meet the needs not met by existing facilities.

To identify priority projects.

DESCRIPTION: The consultants' report was submitted in November 1986.

The report recommends that a series of separately-financed, but interlinking, modules be carried out. Six of the modules are regional:

- establishment of common examinations;
- production of educational materials;
- establishment of a Teacher Training Resource Centre;
- establishment of courses for a higher diploma

- in public accounting and administration;
- Establishment of Fellowship Programme;
 - strengthening of the Federation of Accountants in the SADCC region.

STATUS: The recommendations were approved, and the RTC Secretariat is in consultation with the Federation of SADCC Accountants regarding the implementation of the modules.

8.0.8 **SCHOLARSHIP AND TRAINING AWARDS PROGRAMME**

Estimated Costs

Total :
 Foreign:
 Local :

Financing Gap

Executing Agency
 RTC Secretariat

Funding Secured

Foreign: (IND)
 (NET)
 (UK)
 (USSR)

Duration: Ongoing

OBJECTIVES: To support the training of SADCC nationals at institutions inside or outside the region.

DESCRIPTION: The U.K. (ODA) offered 12 awards per member country in 1987/88 in agriculture, transport and communications, energy, natural resources, manpower, tourism, mining and industry.

The Netherlands provided funds for 28 participants to attend three courses at Mananga Agricultural Centre. Scholarships were also offered for the training of management educators in Botswana.

India has recently responded to requests for placement of trainees from Botswana, Lesotho, Malawi, Zambia and Zimbabwe.

USSR has offered 30 scholarships per year for three years for training in Soviet institutions.

Textbooks, manuals, worksheets and/or other teaching materials specially designed for teacher education should initially be produced for the following subjects:

Mathematics

Science (Chemistry, Physics, Biology)

Agricultural Education

Basic Handicrafts (combined wood-work, metal-work, technical drawing)

Home Economics

Inputs: Funds for identifying locally and/or regionally produced teaching materials that could be used as "pilot-material" when preparing material for the purpose of teacher education;

Engaging regional experts to produce teacher training material; and regional enterprises to print and produce such materials.

STATUS: UNDP is financing a preparatory Assistance Consultancy on the project and a team of UNESCO consultants visited the region in the second half of 1988.

8.0.12 EDUCATIONAL RESOURCE CENTRE FOR TEACHER EDUCATION

Estimated Costs

Financing Gap: US\$0.713m

Total : US\$0.713m

Foreign: US\$0.713m

Executing Agency

Existing University or Teacher Training College

Funding Secured

Foreign:

Local :

OBJECTIVES: To provide an organisational framework within which teacher educators in the SADCC region can participate in courses, seminars, workshops, etc. reflecting current issues and needs in teacher training. Such a framework would be an initial

step in the development of a proposed Regional Resource Centre for Teacher Educators.

DESCRIPTION: During the initial trial phase, the proposed educational network would result in a substantial increase of information on issues and problems relating to teacher training and teacher education in the SADCC region. Provision would be made for the publication and dissemination of results from workshops, seminars, etc.

Outputs from a Regional Resource Centre would include:

- an inventory of specialist competencies which are relevant to problems in teacher training in the SADCC region;
- improved utilisation of human resources in teacher education;
- improved educational materials and curricula for teacher training;
- increased awareness of teacher educator problems in the SADCC region; and
- increased exchange of individuals, ideas and information within the SADCC region.

The Educational Network Programme would be hosted at an existing institution with facilities and personnel which could form a nucleus for the network activities.

The establishment of an Educational Resource Centre will be studied in detail.

STATUS: Funding is being sought.

8.0.13 IN-SERVICE TRAINING AND PERSONNEL DEVELOPMENT

Estimated Costs

Total : US\$0.743m
Foreign: US\$0.743m

Financing Gap: US\$0.74m

Executing Agency

Existing advanced
training institution

Funding Secured

Foreign: US\$0.743m

OBJECTIVES: To initiate an in-service training and personnel development programme for school-leaders, administrators, teacher educators, supervisory and inspectorate personnel within the SADCC region.

DESCRIPTION: Interviews, questionnaires, and observations in the various SADCC member States reveal that principals and other school leaders and administrators, although professionally well trained, seldom have been trained specifically for their functions as leaders and/or administrators. Currently employed heads of educational institutions, including teacher training institutions, are lacking adequate training in, e.g., the following fields:

- educational management and pedagogical leadership;
- curriculum development;
- personnel administration and development;
- general and business administration (planning, goal-setting, budgeting and scheduling);
- organisational diagnosis and development;
- individual and group psychology;
- student/career guidance and counselling;
- social and public relations.

Initially, a programme would be started with a regional intake of 30 professionals per year with a training period of five weeks per course per year during a period of three consecutive years. A quota system would be worked out for the different categories of educational leaders (principals, administrators, teacher educators, etc.).

STATUS: A team of consultants, has carried out a needs assessment study. Its report has been found unsatisfactory, and a new consultancy is to be commissioned.

8.0.15 **ESTABLISHMENT OF A DEPARTMENT OF MANPOWER STUDIES IN THE REGION**

Estimated Costs Financing Gap: US\$1,674m

Total : US\$1.674m
Foreign: US\$1.674m

Executing Agency

Funding Secured

Foreign: Duration
Local :

OBJECTIVES: The establishment of a Department of Manpower Studies at a university within the region to train professional and middle-level manpower. This Department will operate as a Regional Learning Resource Centre to assist other institutions or agencies run training programmes.

DESCRIPTION: The project will involve the funding of technical assistance, fellowships for training lecturers from SADCC member States, teaching materials, books and other equipment.

Intensive staff training programmes comprising both formal courses and on-the-job training would be formulated and implemented for existing staff and new recruits at both professional and sub-professional levels in all EMI institutions. In this connection, degree-level and post-graduate programmes in labour economics, manpower planning

and statistics, tailored to the needs of professional level staff of regional EMI institutions would be developed and conducted at one of the institutions of higher education in the region. Also, similar programmes, particularly in statistics, would be developed and conducted for sub-professional staff.

The initial phase of the project involves carrying out appropriate studies to define the various policy, programme, financial, operational, institutional, etc., matters relevant to the project.

STATUS: Financing for the project is being sought.

8.0.16 **ENGLISH AND PORTUGUESE LANGUAGE TRAINING IN THE SADCC REGION - PHASE II**

Estimated Costs

Financing Gap: US\$0.59m

Total : US\$0.59m

Foreign: US\$0.59m

Local :

Executing Agency

Funding Secured

Local :

Duration:

Foreign:

OBJECTIVES : To establish a capacity in the region for English/Portuguese language training, to enhance communications between citizens of the various SADCC member States, especially those involved in SADCC activities.

DESCRIPTION: A consultancy was carried out by the British Council in mid 1988, and the recommendations of the consultants were approved.

The project involves the strengthening of existing, or establishment of new language training and resource centres in the SADCC member States for the teaching of English and Portuguese, and the training of teachers.

Three levels of courses are suggested, for secretaries, technicians and executive staff.

STATUS: The RTC Secretariat is preparing for a feasibility study. Funding sought.

8.0.18 LOCAL GOVERNMENT TRAINING

Estimated costs Financing Gap: US\$0.05m

Total : US\$0.10m (Study only)

Foreign: US\$0.10m

Local : -

Executing Agency

Funding Secured

Foreign: US\$0.0m (NOR)

Local :

Duration:

OBJECTIVES : To establish a regional centre responsible for the training of local government employees.

DESCRIPTION: A pre-seminar to provide the background for establishing a regional training project for local government training was held in Harare September 1987. The meeting made recommendations on the Terms of Reference for a consultancy to carry out a feasibility study.

A consultancy team carried out the study in June and July 1988.

The report recommending the establishment of a regional training programme was discussed at a Technical Experts meeting in February, 1989.

The experts decided that the consultants' report did not contain enough evidence to enable the meeting to make recommendations, recommended that a new consultancy should be commissioned.

STATUS: Funding for a new consultancy is being sought.

8.3.1 **EXTENSION OF THE LESOTHO/IRELAND TECHNICAL EDUCATION
SUPPORT PROJECT**

Estimated Costs

Financing Gap: US\$0.96m

Total : US\$0.96m

Foreign: US\$0.96m

Executing Agency

National Teacher Training
College, Maseru

Funding Secured

Foreign:

Local :

OBJECTIVES: To provide skilled teacher/instructors in basic crafts (an integrated subject, including metal-work and technical drawing) in order to upgrade the skills of school graduates, through the strengthening and expansion of the Secondary Technical Teacher Certificate Programme in Maseru, Lesotho, to serve as a scholarship institution for students from other SADCC member States.

To utilise the experience gained in Lesotho to duplicate the Secondary Teacher Certificate Programme in other SADCC member States.

DESCRIPTION: The Lesotho/Ireland Technical Education Support Project introduced the Secondary Technical Training Certificate Programme in Basic Handicrafts in 1979. The immediate objective was to supply technical teachers to the newly established J.C. schools in Lesotho for which facilities for a basic handicrafts programme had been set up.

After extensions of the present programme to serve scholarship students from other SADCC member States, the proposed output would be 20 students per year.

A duplicate programme in Tanzania would aim at a maximum of 30 students per year.

Inputs: Additional investments are required to permit extension of the present programme and admission of scholarship students as follows:

- i) dormitory facilities for another 10 students;
- ii) augmentation of classrooms and workshops to accommodate more students;
- iii) additional staff; and
- iv) additional text-books and teaching materials (wood, metal, plastic, etc.).

STATUS: Financing for the project is being sought.

8.5.1 **STRENGTHENING OF THE INSTITUTE OF INDUSTRIAL PEDAGOGY
MOZAMBIQUE**

Estimated Costs

Financing Gap: US\$1.99m

Total : US\$1.99m

Foreign: US\$1.99m

Executing Agency

Funding Secured

Institute of
Industrial Pedagogy, Nampula

Foreign:

Local :

OBJECTIVES: To provide trained lower and middle-level technical manpower needed for industrial development programmes in Mozambique.

To improve the level of technology in the SADCC region, in general, and the Portuguese-speaking members in particular.

To improve the existing facilities, supplies and material of the Institute in order to strengthen

the ongoing technical teacher training programme, with the aim of regionalising the activities to include scholarship students from other SADCC member States.

DESCRIPTION: The Institute offers a 3-year training programme for teachers in technical subjects. It is in urgent need of improved facilities and supply of equipment. Investment in the Institute would lead to improvements in the national training infrastructure.

The National Directorate of Technical Training has expressed willingness to make scholarship places in the institution available to students from other SADCC member States after the improvement of facilities.

There will be no substantial changes in the quantitative output for Mozambique. The improvements should be qualitative as a result of improved facilities and equipment.

It is suggested that 15 additional student places per year be made available to candidates from Angola, in the first instance.

Inputs: New machinery and equipment textbooks and manuals for the Institute's library, dormitories for scholarship students, and housing for additional staff, classrooms and two staff members.

STATUS: The project is being reviewed to enhance its regional relevance.

**8.6.3 TRAINING OF SENIOR SECONDARY SCHOOL TEACHERS IN
AGRICULTURAL EDUCATION UNIVERSITY OF SWAZILAND, LUYENGO**

Estimated Costs

Financing Gap: US\$4.70m

Total : US\$4.70m

Foreign: US\$4.70m

Executing Agency

University of Swaziland

Funding Secured

Foreign:

Local :

OBJECTIVES: To provide skilled manpower in agricultural education in order to staff agricultural programmes in teacher training institutions and senior secondary schools in SADCC member States, through development, strengthening and extension of the B.Sc. degree programme in Agricultural Education at the Faculty of Agriculture, University of Swaziland, Luyengo.

DESCRIPTION: Eleven students were enrolled in the three-year B.Sc. programme in Agricultural Education, which started in August 1982. The needs for Swaziland are up to 10 graduates per year for the next 10 years, whilst the capacity of the programme (with minor adjustments and some investments) is an output of 25 graduates per year.

The proposed programmes should be part of the course offered at the Faculty of Agriculture, University of Swaziland. This would represent the extension of a programme attached to an existing institution. The activities should follow the present syllabus in agricultural education, adjusted, where necessary, to the particular needs of individual member States.

Inputs: Two hostels for 48 students each (one for male and one for female students), 1 new classroom, 4 additional staff offices, 3 staff houses, 3 senior staff members and teaching materials.

STATUS: Funding being sought.

9.8.1 APPOINTMENT OF A MINING SECTOR HUMAN RESOURCES DEVELOPMENT OFFICER

Estimated Costs

Total : US\$0.78m
Foreign: US\$0.78m
Local : -

Financing Gap: US\$0.78m

Executing Agency

Mining Sector Coordinating Unit

Funding Secured

Foreign: Nil
Local : -

Start

Duration: 2 years

OBJECTIVES: The objective of this project is to appoint and set up a Human Resources Development Liaison Officer responsible for:

- (i) Initiating, launching and promoting sector wide cooperation in the area of Human Resources development between the Government, industrial and educational bodies concerned;
- (ii) Getting up and operating a sector Human Resources information system to provide regular updated forecast and analyses to facility educational planning and to improve effective utilization of Human Resources;
- (iii) Preparing, initiating and supervision, on behalf of the executing agency, further mining sector Human Resources Development projects identified for implementation and proposing such other actions as may be necessary to promote the development of human resources in the sector.

DESCRIPTION: The Mining Sector Skilled Manpower Survey (6.0.1) conducted in 1986 estimated that an intake of 16 000 - 19 000 skilled personnel would be required over the next 10 years in order to provide for the needs of new mining projects, to allow for the replacement of expatriates in managerial,

technical and professional positions.

The Human Resources Development Liaison Officer will be responsible for, among other things, provision of advisory services to the SADCC Mining Sector Co-ordinating Unit on the development of human resources for the SADCC Mining Industries.

STATUS : Funding being sought.

9.8.3 STRENGTHENING OF REGIONAL MINING SECTOR EDUCATIONAL UNITS

Estimated Costs

Total : US\$0.112m
Foreign: US\$0.112m
Local : -

Financing Gap

Executing Agency

Mining Sector Coordinating Unit

Funding Secured

Foreign: Nil
Local : -

Start: -

Duration: 10 months

OBJECTIVES : The objective of this project is to identify, advise on, and assist in the procurement of additional resources and equipment of defined regional mining sector educational institutes in order to expand the output of students to meet the future needs of the mining sector.

DESCRIPTION : The Regional Mining sector Skilled Manpower Survey indicated that the region could expect to face a shortage in the supply of Mining Engineers, Mineral Processing/Metallurgy, Engineers and Geological Technicians in the 10 years period 1987 - 1996.

It was accordingly recommended that regional education facilities for mining sector personnel should be strengthened.

The Mining Ministers meeting of April, 1987 directed that the following actions be implemented:

- strengthening of Mining and Processing Department of the University of Zambia and Zimbabwe;
- Strengthening of Mining and Geology Department of the University of Luanda;
- Creation of a Department of Mining and strengthening of the Geology Department at the Eduardo Mondlane University in Mozambique;
- Support of the medium School of Mining and Geology at Tete

The project will:

- * review existing University courses in Mining Engineer, Mineral Processing, and Geology in Harare, Luanda, Lusaka and Maputo;
- * define the scope for improvement in existing course and the need for introduction of new courses;
- * provide specification, suppliers, and costs of additional equipment, number and profiles of additional teaching staff and details of other resources required.

STATUS : Funding being sought.

9.8.4 REDESIGN AND DEVELOPMENT OF SADCC MINING TECHNICIAN COURSES AND FACILITIES - PHASE I

Estimated Costs

Total : US\$0.18m
Foreign: US\$0.18m
Local : -

Financing Gap: US\$0.18m

Executing Agency

Mining Sector
Coordinating Unit

Funding Secured

Foreign:
Local :

Duration

Phase 1: 8 months
Phase 2: approx. 2 years

OBJECTIVES : The objective of the project is to design a higher technician course and an ordinary technician course in mining subjects and to strengthen facilities at the Bulawayo School of Mines and the Zambia Institute of Technology in order to meet the forecast requirements in the mining sector.

DESCRIPTION : The SADCC Mining Sector Skilled Manpower Survey identified a particular need in the region for the training of mining technicians. The total estimated demand for 1987 - 96 was 600 technicians and 150 senior technicians. The annual industry intake after 1996 is expected total approx. 60 per year. It was therefore recommended, to redesign and strengthen the existing facilities for training mining technicians. This would involve the use of modern training techniques and to design and implement:

- a new shorter ordinary diploma course allowing an increased output of well trained technicians;
- a new higher diploma to rprepare mining personnel for junior Engineer, Mine Captain and Underground manager positions.

The project will be implemented in 2 phases:

Phase 1: course and facilities design; systematic analysis of jobs and tasks in different types of SADCC mining operators will be done, typical trainee profiles will be determined, and courses structure and contents, together with required training facilities, will be specified. Phase 1 will be conducted by a senior technical training expert and a mining engineer.

Phase 2: preparation and implementation instructors will be recruited and trained, instructional materials prepared, facilities and equipment procured.

STATUS: Funding being sought.

CRITERIA AND PROCEDURES FOR THE SELECTION OF PROJECTS

1. CRITERIA

These criteria are developed in accordance with the primary development objectives of SADCC, namely:

- * the reduction of economic dependence, particularly but not only, on South Africa;
- * the forging of links to create a genuine and equitable regional integration;
- * the mobilization of resources to promote the implementation of national, interstate and regional policies; and,
- * concerted action to secure international cooperation within the framework of SADCC's strategy for economic liberation.

The overall SADCC objectives are in themselves, however, too general to provide adequate guidance for the selection of discrete projects. It is, therefore, necessary that each project be positively evaluated against the following checklist;

- * how does the project relate to SADCC's overall regional objectives - specially, does the project contribute to the reduction of dependence, or does it enhance regional self reliance in a specific area?
- * is the project rooted in the perceived needs of the people of the region, or is it simply a 'good idea' generated by some outsider; has it been discussed with the member States directly concerned prior to presentation at a regional meeting; is there sufficient background documentation to make an objective judgement about the project?
- * does the project benefit/involve more than one country; if not, what is its relevance to the region as a whole?
- * what is the relationship between the regional project/programme and related national programmes, i.e. are the national and regional programmes mutually supportive and what priority is accorded to them?

- * is the project part of a coherent regional programme or is it simply an ad hoc initiative?
- * to what extent is it envisaged that regional resources - human and material - will be used in the implementation of the project and what priority and efforts have been given to the mobilization of national/regional resources?
- * Is there a local executing agency/enterprise to implement the project?
- * does the project contain adequate provision to cover its recurrent costs?
- * are there adequate arrangements to ensure effective operational coordination after the capital investment phase has been completed?
- * have the long term manpower implications of the project been provided for?
- * could the project be broadened to enhance its regional impact?

Specifically, the project should:

- be deemed to be of high priority by one or more of the SADCC priority sectors;
- serve cross-sectoral manpower needs of the priority sectors, e.g. management, accountancy, information and data processing, and scholarships or training awards may be considered;
- strengthen SADCC's training capability in order to lessen dependence on external training;
- involve more than one SADCC member country;
- be developed in such a way that it does not duplicate existing activities or institutions;
- make a practical impact on regional issues and problems, rather than serving abstract or theoretical interests; and,
- be planned to rely on external funding for a specified period, and provisions should be made for regional or national long-term funding of the project.

2. PROCEDURE FOR PROPOSAL, EVALUATION AND APPROVAL OF PROJECTS

2.1 Formulation of New Projects

For a project to be considered, it should be formulated in a standardized manner covering the following aspects:

Objectives

Description

- * reference to how the project related to SADCC objectives;
- * why it has relevance as a regional project;
- * relation to national programmes;
- * socio-economic justification;
- * full technical description of how the work is to be carried out;
- * cost estimates and sources of financing implementation;
- * Executing Agency;
- * Work programme and time schedule.

Projects can be proposed by member Governments, the Sector Coordinator and the Coordinators of other SADCC Sectors.

The formulation can be done by:

- * a member State, or member States in cooperation
- * Sector Coordinating Unit (RTC Secretariat)
- * the Sector Coordinating Unit and a member State(s) in cooperation
- * Coordinator(s) of other SADCC Sectors

2.2 Approval Procedure

A new project shall go through the following steps:

(a) Project Formulation and Documentation

This should be done by the entity proposing the project.

(b) Presentation to the Sector Coordinating Unit

The project document should be submitted to the Sector Coordinating Unit at least three months prior to a meeting of the Sector Ministers, in order to allow for due consideration and analysis.

(c) Evaluation by Sector Coordinating Unit.

The Sector Coordinating Unit shall carry out an evaluation to ascertain that the project proposal is consistent with the objectives, strategy and criteria of the Manpower Development Sector, before being submitted to the relevant sectoral authority for approval.

(d) Distribution of project proposals

The documentation for new projects should, preferably, be distributed to all member States well in advance of the meeting in which they will be considered.

(e) Presentation to Sector Officials

The member State(s) concerned, supported by the Sector Coordinating Unit present(s) the project for consideration at a meeting of relevant sectoral authority.

(f) Approval

Project proposals must be considered by sector ministers for recommendation for approval by the Council of Ministers, before they are formally placed on the Sectoral Programme of Action.

(g) Urgent proposals

Only in exceptional circumstance, as in the case of emergency projects, should consideration be given to project proposals which have not been processed as above.

3. PROCEDURE FOR CONTACTS WITH THE COOPERATING PARTNERS

Sectoral programmes and projects are, generally communicated through the sectoral programme document produced for the Annual Consultative Conference. However, in between Annual Consultative Conferences, specific projects may be communicated to interested cooperating partners directly. In the case of a project located in one country, the member State which is host for the project, assisted by the RTC Secretariat, will coordinate contact with interested cooperating partners. In the case of projects involving more than one country, and general coordination activities or projects involving all member States, the RTC Secretariat assisted as appropriate, by the member States, will coordinate contacts. Both the RTC Secretariat and member States must be kept fully informed of progress in consultations on the implementation of projects.

4. AGREEMENT AND CONTRACT PROCEDURES

The Council of Ministers has agreed that as a matter of general principle, SADCC project agreements should be signed by the member States directly involved and cooperating partners, and witnessed by the relevant Sector Coordinator. Such agreements should spell out the rights and obligations of all parties and, in particular, should indicate clearly the reporting and monitoring procedures.

5. PROJECT IMPLEMENTATION OPERATION AND MONITORING

Implementation refers to the preparation and execution of a project but does not include subsequent operation and maintenance (e.g. of a plant).

Member States involved in each project, with the assistance of the Coordinating Country, are responsible for its implementation and operation, through their appropriate institutions.

The Coordinating Country will provide the required assistance to member States in all stages of the project.

Financial responsibility for each project will be of the member State(s) involved, and each member State will be responsible for servicing its financial commitments.

It will, in a number of cases, be necessary to have a project steering committee, which is responsible for overseeing and monitoring the implementation of the project and serves to give policy guidance and control. The steering committee would have the following members:

- representative of the member Government(s) responsible and involved
- a representative of the cooperating partners supporting the project
- the RTC Secretariat, and a representative of the coordinating country, if the project relates to another Sector.

The executing agency, implementing the project, will not be a member of the committee, but will participate in the meetings for reporting and liaison purposes.

When a project involves simultaneous and inter-dependent implementation in more than one country, the steering committee will ensure the overall coordination of the implementation of the various parts of the project.

The Sector Coordinating country is responsible for reporting on the status and progress of sectoral programme and project implementation and related activities to the Sectoral Officials (RTC) and Ministers, and to the Council of Ministers and Summit of Heads of State and Government, at the scheduled meetings.

Project Title	Total	Estimated Cost US\$ Million		Local	Funding Secured & Source US\$ Million	Funding Under Negotiation US\$ Million	Financing Gap US\$ Million	Comments/Status
			Foreign					
MANPOWER DEVELOPMENT								
Energy								
1.0.1	Manpower Training in the Energy Sector	0.42	0.42	-	-	-	0.42	RTC proposed elaboration of proposal by short-term consultancy
1.0.2	Manpower Training, Advice and Information in Support of Wood-fuel Programmes	(0.65)	(0.65)				(0.65)	Under review.
Sub-total		0.42	0.42	0.00	0.00	0.00	0.42	
Food, Agriculture and Natural Resources								
Agricultural Research								
2.0.1	Land & Water Management Project	(1.55)	(1.55)	-	(1.55) (EEC)	-	-	
2.0.2	Strengthening of Post Graduate Training in Faculties of Agriculture Forestry and Veterinary Medicine - Feasibility Study	(0.08)	(0.08)	-	(0.08) (FRG)	-	-	Follow-up activities on the consultancy are underway.
Sub-total		0.00	0.00	0.00	0.00	0.00	0.00	
Food Security								
3.0.1	Food Security Training Programme	(1.00)	(1.00)	-	(1.00) (EEC)	-	-	Consultancy agencies short-listed, study is expected to commence early 1990.
Sub Total		0.00	0.00	0.00	0.00	0.00	0.00	
Fisheries, Forestry and Wildlife								
4.0.1	Seminar on Wildlife Based Tourism in the SADCC Region	(0.03)	(0.03)	-	(0.03) (FRG)	-	-	Implementation expected 1989.
4.0.2	SADCC Workshop on Processing and Marketing of Wildlife Products	(0.03)	(0.03)	-	(0.03) (FRG)	-	-	Implementation expected 1989.
Sub-total		0.00	0.00	0.00	0.00	0.00	0.00	

Project Title	Total	Estimated Cost US\$ Million		Local	Funding Secured & Source US\$ Million	Funding Under Negotiation US\$ Million	Financing Gap US\$ Million	Comments/Status
		Foreign						
Industry and Trade								
7.0.1 Manpower Development in Trade Promotion	(3.94)	(3.94)	-	-	-	-	(3.94)	Under review.
Sub Total	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Manpower Development								
8.0.3 Distance Education in the SADCC Region	(0.15)	(0.15)	-	(0.15) (CFTC)	-	-	-	Consultancy completed, report under review.
8.0.4 Accountancy Training in the SADCC Region	(0.15)	(0.15)	-	(0.15) (IRE)	-	-	-	Study completed. Common Examination Module planned.
8.0.6 Management Training at the Institute of Development Management	2.18	2.18	-	2.18 (CAN)	-	-	-	Under implementation.
8.0.7 Inventory of Regional Training Programmes Phase I Phase II	(0.26) 0.38	(0.26) 0.38	-	(0.26) (USA) 0.38 (USA)	-	-	-	Handbook published. Contract approved. To be implemented in second quarter of 1989.
8.0.8 Scholarship and Training Awards Programme	-	-	-	- (AUST) - (CAN) - (EEC) - (UK)	- (BRA) - (IND) - (POR) - (USSR)	-	-	Under implementation. Amounts to be worked out.
8.0.9 Fund for Studies & Experts in the Manpower Sector	1.98	1.98	-	1.98 (FRG)	-	-	-	Under implementation.
8.0.10 RTC Technical Support Grant (1) 1984-88 (2) 1989-90	(1.56) 4.00	(1.40) 4.00	(0.16)	(1.40) (USA) (0.16) (SWA)	-	-	4.00	Project being implemented. Funding being sought.
8.0.11 Development of Textbooks, Manuals and other Teaching Materials	0.15	0.15	-	0.15 (UNDP)	-	-	-	Workshop will be convened late 1989 to discuss outcome of consultancy.
8.0.12 Educational Resource Centre for Teacher Education	0.71	0.71	-	-	-	-	0.71	Financing being sought.
8.0.13 In-Service Training and Personnel Development	0.74	0.74	-	-	-	-	0.74	Funding sought.

Project Title	Estimated Cost US\$ Million			Funding Secured & Source US\$ Million	Funding Under Negotiation US\$ Million	Financing Gap US\$ Million	Comments/Status
	Total	Foreign	Local				
8.0.14 Assessment of the Relevance of Education and Training to Available Job Opportunities	0.06	0.06	-	0.06 (FRG)	-	-	Under implementation. Final report expected 1989.
8.0.15 Establishment of a Department of Manpower Studies	1.67	1.67	-	-	-	1.67	Financing being sought.
8.0.16 English & Portuguese Language Training	0.05	0.05	-	0.05 (EEC)	-	-	Consultancy under implementation. Financing being sought.
Phase I	0.59	0.59	-	-	-	0.59	
8.0.17 Seminar on Bridging Courses and Teacher Upgrading in Science and Mathematics	(0.07)	(0.07)	-	(0.07) (EEC)	-	-	A proposal for continuation of activities related to the workshop defined.
8.0.18 Local Government Training	0.05	0.05	-	0.05 (NOR)	-	-	A new consultancy to be commissioned.
8.3.1 Extension of the Lesotho/Ireland Technical Education Support Project	0.96	0.96	-	-	-	0.96	Financing being sought.
8.4.1 Regional Ophthalmic Opticians Training Programme, Malawi	0.04	0.04	-	0.04 (UK)	-	-	Under implementation.
8.4.2 Expansion of the B. Ed. (Technical Teaching) University of Malawi Polytechnic	0.36	0.36	-	0.36 (UK)	-	-	Training programme under implementation.
8.5.1 Strengthening of the Institute of Industrial Pedagogy, Mozambique	(1.99)	(1.99)	-	-	-	(1.99)	Project to be reviewed. Financing being sought for review.
8.6.1 Management Development Programme	2.08	2.08	-	2.00 (FRG) 0.06 (USA) 0.02 (CFTC)	-	-	Under implementation.
8.6.2 Mananga Agricultural Management Centre	(1.13)	(1.13)	-	(1.13) (EEC)	-	-	4 courses completed. Implementation to start in 1990.
Phase I	1.65	1.65	-	1.65 (EEC)	-	-	
8.6.3 Training of Senior Secondary School Teachers in Agricultural Education, University of Swaziland	4.70	4.70	-	-	-	4.70	Financing being sought.
Sub-total	22.36	22.36	0.00	8.98	0.00	13.38	

Project Title	Total	Estimated Cost US\$ Million		Local	Funding Secured & Source US\$ Million	Funding Under Negotiation US\$ Million	Financing Gap US\$ Million	Comments/Status
		Foreign						
Mining								
9.8.1 Appointment of a Mining Sector Human Resources Development Officer	0.78	0.78	-	-	-	-	0.78	Funding sought.
9.8.2 Setting up of a Mining Sector Industrial Training and Development Advisory Unit	1.68	1.68	-	-	-	-	1.68	Funds being sought.
9.8.3 Strengthening of Regional Mining Sector Educational Units	0.11	0.11	-	-	-	-	0.11	Funding being sought.
9.8.4 Redesign and Development of Mining Technician Courses and Facilities	0.18	0.18	-	-	-	-	0.18	Funding being sought.
Sub-total	2.75	2.75	0.00	0.00	0.00	0.00	2.75	
Transport and Communications								
11.0.1 Study on Road Traffic and Transport Training	(0.6)	(0.6)	-	(0.6) (CAN)	-	-	-	Study completed. Budgeted for in the Sector
11.0.2 Training for Portuguese Speaking Railway Personnel (Phase II)	(14.00)	(14.00)	-	(14.00) (FRA, POR & EEC)	-	-	-	Under implementation.
11.5.1 Organization and Manpower Development Plan for CFM(C)	(1.10)	(1.10)	-	(0.43) (EEC)	-	-	(0.67)	Study completed. Draft final report being appraised.
11.5.2 Development of Railway Training	(8.60)	(8.60)	-	(0.60) (FRG)	-	-	(8.00)	Pilot project being implemented.
11.5.3 SADCC Boeing 737 Flight Training Centre	(11.60)	(11.60)	-	-	-	-	(11.60)	Funds being sought.
Sub-total	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
TOTAL	25.53	25.53	0.00	8.98	0.00	0.00	16.55	