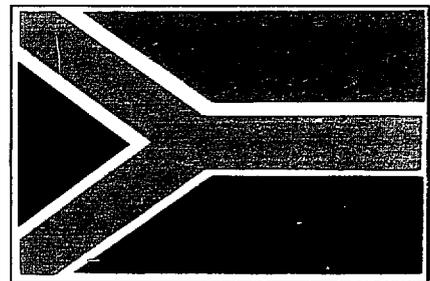


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HUMAN RESOURCES DEVELOPMENT

SOUTHERN AFRICAN DEVELOPMENT COMMUNITY



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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

A B R E V I A T I O N S

ADB	=	African Development Bank
AGIP Spa	=	AGIP Spa
AIDAB	=	Australian International Development Aid Bureau
ANG	=	Angola
ARSO	=	African Regional Organisation for Standardisation
ASEAN	=	Association of South East Asian Nations
AUS	=	Australia
AUST	=	Austria
BADEA	=	Arab Bank for Economic Development in Africa
BEL	=	Belgium
BOT	=	Botswana
BRA	=	Brazil
CAN	=	Canada
CARICOM	=	Caribbean Community
CBI	=	Confederation of British Industries
CBIF	=	Cross-Border Investment Facility
CEFS	=	Comprehensive Export Financing Scheme
CFTC	=	Commonwealth Fund for Technical Cooperation
CHI	=	Peoples Republic of China
CITES	=	Convention on International Trade in Endangered Species
COMSEC	=	Commonwealth Secretariat
DEN	=	Denmark
ECF	=	Export Credit Facility
EEC	=	Commission of the European Communities
EPRF	=	Export Pre-Financing Revolving Fund
FAO	=	Food and Agriculture Organisation of the United Nations
FIN	=	Finland
FRA	=	France
FRG	=	Federal Republic of Germany
GDR	=	German Democratic Republic
GTZ	=	German Association for Technical Cooperation
GSP	=	Generalised System of Preferences
IBRD	=	International Bank for Reconstruction and Development
HRD	=	Human Resources 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
IOS	=	International Organisation for Standardisation
IRE	=	Ireland
ISNAR	=	International Service for National Agricultural Research
ITA	=	Italy
ITB	=	International Tourism Board

ITU = International Telecommunications Union
 ITIX = International Travel Industry Exposition
 JAP = Japan
 KUW = Kuwait Fund
 LES = Lesotho
 MAL = Malawi
 MBS = Malawi Bureau of Standards
 MIEs - Multilateral Industrial Enterprises Scheme
 MOZ = Mozambique
 NAM = Namibia
 NET = Netherlands
 NIPOs = Nordic Import Promotion Officers
 NOR = Norway
 NORAD = Norwegian Agency for Development
 NORDICS = Nordic countries
 NORSAD = Nordic/SADC Fund or Agency
 NSBs = National Standards Bodies
 OPEC = Organisation of Petroleum Exporting Countries
 POR = Portugal
 PTA = Preferential Trade Area for Eastern and Southern Africa

 RIPs = Regional Industrial Projects
 SADC = Southern African Development Community
 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
 SAZ = Standard Association of Zimbabwe
 SITCD = SADC Industry and Trade Coordinating Division
 SPA = Spain
 SQA = Standardisation and Quality Assurance
 SRBC = SADC Regional Business Council
 SWA = Swaziland
 SWE = Sweden
 SWI = Switzerland
 TAN = Tanzania
 TAZARA = Tanzania Zambia Railway Authority
 TPOS = Trade Promotion Officers
 TCU = SADC Tourism Coordinating Unit
 TTW = Travel Trade Workshop (Montreaux)
 UAPTA = Unit of Account of the Preferential Trade Area
 UK = United Kingdom
 UNDP = United Nations Development Programme
 UNIDO = United Nations Industrial Development Organisation
 USA = United States of America
 USSR = Union of Soviet Socialist Republics
 VTR = Visiting Friends and Relatives
 WB = World Bank
 WTO = World Tourism Organisation
 ZABS = Zambia Bureau of Standards
 ZAM = Zambia
 ZIM = Zimbabwe

1 EXECUTIVE SUMMARY

1 1 *The primary objective of the SADC Human Resources Development Programme is to identify and to co-ordinate the implementation of programmes which address the human resources development needs of the following constituents*

- *first, the various Organs of SADC, particularly the Sector Coordinating Units, the Sectoral Contact Points and the SADC Secretariat which are the backbone of the organisation The project for Training of SADC Organs is one example of these efforts under the programme,*
- *secondly, the Sectors of the SADC Programme of Action such as Transport and Communications, Agriculture and Natural Resources, etc The SADC Road Traffic and Transportation and the SADC Agricultural Management Training programmes are examples of such sector oriented human resources development projects*
- *the member States and the regional economy generally Projects such as those proposed to strengthen the educational systems of the SADC member States in the areas of policy analysis and formulation and education planning and management, are meant to benefit the member States and the regional economy generally*

1 2 *The number of projects in the Sectoral Programme has reduced from twenty one to sixteen This reduction is due to five projects that have been successfully completed These are*

- *the Management Development project under the MRU,*
- *the SADC/CIDA Management Training project under IDM (BLS),*
- *the Regional Ophthalmic Assistants Training programme in Malawi,*
- *the B Ed (Technical Teaching) project at the University of Malawi polytechnic, and*
- *the SADC study of Local Government Training*

1 3 *However, several studies which have been launched by the sector in the recent past may lead to the design and implementation of additional projects in the near future These include studies of statistical training needs, distance education and the teaching of mathematics and science in the region*

- 1 4 The membership of South Africa in SADC has brought with it an expanded infrastructure of education, research and training institutions into the Community. But South Africa also faces an explosive demand for education and training from its majority black population which was grossly disadvantaged in the past. It may well be that South Africa will need to have access to and use the institutions of its neighbours in order to meet this huge demand.*
- 1 5 The critical issues of labour and employment generation will receive a boost under the SADC Programme of Action following the establishment of a sub-sector to co-ordinate the regional efforts in this area. These efforts will be further underpinned by yet another new sector of finance and investment which is to be co-ordinated by South Africa.*
- 1 6 The prevailing political situation in Southern African gives hope for the future. Peace and democratic political reforms are taking root in the region. They form an indispensable foundation for regional development and co-operation.*

2 REVIEW OF THE REGIONAL SITUATION

2 1 *A number of positive political developments took place in the region in the past year including successful UN peacekeeping operations and UN supervised elections in Mozambique, the reinstatement of the King in Lesotho and the signing by the Government of Angola and UNITA, of the Lusaka peace accords for that country*

2 2 *But perhaps the most momentous event was the successful holding of non-racial, universal franchise democratic elections in South Africa in April, 1994 which brought into power a Government of National Unity in that country This single political dispensation in South Africa marked the end of the dark legacy of slavery and colonialism in Africa and their off-shoot of racism and the only officially legislated apartheid regime in the World*

2 3 *Following the elections, the new majority rule Government decided that South Africa should join the Southern African Development Community This was achieved by South Africa in August, 1994 when it became the eleventh member State of the organisation This decision of the new state confirmed the close historical ties, cultural values and a shared strategic vision for the future that this region enjoys Physically, the decision also gave the Southern African Development Community a logical geographical shape in the southern sub-continent of Africa*

2 4 *In more concrete terms though, the accession of South Africa to SADC membership brought with it a host of other important and far-reaching factors and considerations On the one hand, it means that the Community has expanded and has an additional forty million citizens It now has a market of well over one hundred and thirty million consumers*

On the other, South Africa has the strongest economy in the region, being five times bigger than all the other SADC member States' economies put together All this is good economic news for the sub-region

2 5 *However, the other side of the coin is that the majority of the new forty million citizens of SADC were, for decades, denied equal access to education and training, health, employment, land and other productive resources The huge South African economy has been built on and is dominated by a few cartel-like corporations that are controlled by a minority racial group in that country*

2 6 *The agenda for development in Southern Africa has therefore gained in the membership of South Africa in SADC, but it has also taken on board new challenges and additional priorities*

- 2 7 *In terms of human resources development efforts, South Africa has a well developed infrastructure of education, research and training institutions which have added to the existing stock in the Community. However, the majority of the South African institutions will need to be re-oriented to a new, non-racial and refocused agenda for human resources development. Education and training provision, including access and per capita expenditures on these have to be equalised across the previous racial divide.*
- 2 8 *In order for South Africa to achieve a rapid and successful transition from its tragic past into its newly found equality and freedom, it will need the assistance and understanding of its neighbours just as its neighbours will need assistance from it.*
- 2 9 *Most member States of the Community are still undergoing economic adjustment programmes which are putting severe pressures on their social sectors including education and training. Reductions in public spending and the introduction of cost sharing/recovery schemes for public social services have created unemployment and have further eroded the living standards of many people.*
- 2 10 *In order to reverse these negative trends, additional investments are required in the regional economy so that jobs and wealth can be created. Toward this end, SADC established three additional sectors in the past year for regional co-operation. These are the sector for Employment and Labour co-ordinated by Zambia and which will operate as a subsector of human resources development, Finance and Investment to be co-ordinated by South Africa and that on Politics, Diplomacy, International Relations, Defence and Security yet to be allocated.*
- 2 11 *Further, SADC together with the World Economic Forum convened the World Economic Summit on Southern Africa. This occasion provided the regional governments and the regional business community, an opportunity to interact and discuss investment and other business possibilities with the international business community.*
- 2 12 *These initiatives by SADC show the seriousness with which the region views the urgent need for economic development. The human resources development sector has also been shown to occupy a central place in these endeavours. This sector is gearing itself toward playing its critical part in these regional efforts.*

3 REVIEW OF THE PROGRAMME

3 1 Introduction

During the period under review, the number of projects in the Sectoral Programme was reduced from twenty one to sixteen following last year's recommendation to phase them out as they were successfully completed.

There has been some progress in the implementation of a number of projects during the period under review. These include two projects which have received funding and moved to a study phase and four projects which have moved towards implementation. These are the SADC Distance education project, the SADC Science and Mathematics Programme and the projects for Training of SADC Organs, SADC Road Traffic and Transportation and SADC Regional Customs Training.

The creation of centres of specialisation is a viable proposal if SADC is to benefit from the economies of scale. The Sector began the process of implementing the concept of Centres of Specialisation by convening a workshop to select institutions to host the two proposed centres of specialisation for Public Sector Administration and Management.

Further, the sector is exploring initiatives to adopt the concept of centres of specialisation in the area of Vocational and technical training. The sector had discussions with a Co-operating partner on the possibilities of establishing a Centre of Specialisation for Vocational and technical training. The Co-operating Partner indicated interest on this proposal.

It is envisaged that this concept will be adopted for other key subject areas as well, which are of priority to the region.

A Community Building Workshop was convened by the sector in September, 1994. The workshop brought together stake-holders in human resources development including representatives of governments, education and training institutions, parastatals, the private sectors and non governmental organisations to discuss the priorities, the roles and strategies for regional co-operation in human resources development. A number of recommendations were made. The recommendations will be included in the process of developing the protocols for co-operation in this Sector.

During the period under review, a new Sector for Labour and Employment was established by SADC. It has been created as a sub-sector of the human resources development sector and it will be co-ordinated by Zambia. Terms of Reference for the operations of this sector will be developed.

Further developments with regard to each Programme section are as follows

3.2 Research Programme Section

The Research Programme Section is responsible for collecting, analyzing and disseminating relevant data and information on critical issues concerning Human Resources Development. The Section supports the other programme Sections through providing the necessary baseline data for project planning. It also facilitates the development of research skills in the region and has responsibility for establishing a Documentation Centre within the Sector Coordinating Unit.

During the period under review, no activities have been undertaken under this Programme section pending finalisation of the internal review to strengthen the sector coordinating unit

3 3 Education Programme Section

The Education Programme Section is responsible for initiating, developing and recommending appropriate policies for education in the region. It facilitates discussions and consideration of such policies by the member States. It also has the mandate to implement programs and projects for the education sector.

This year has seen the implementation of two studies for projects which have remained unfunded for a long time. These are the Distance Education and the Science and Mathematics projects. The first phase of these studies have been completed and the draft report for the Distance education study is currently being reviewed by the Co-operating Partner and the sector while that for the Science and Mathematics project is expected before the end of July. Feasible recommendations of the first phase will result in the implementation of the second phase which includes workshops to look at the proposals which have been recommended and the formulation of concrete project proposals.

The Netherlands Government showed interest to support three educational programmes which are aimed at strengthening the education systems of the SADC region. However, they indicated a need to have a study to look at the feasibility of undertaking these initiatives at the regional level. Terms of Reference have been drawn up and consultants identified and submitted to the Co-operating Partner. A response on the finalisation of the arrangements is awaited. The study is expected to commence in the later part of this year.

During the period under review, the SADC Language Training Project entered its second year of implementation and the Portuguese Language Training Component entered its last year of the pilot phase.

The SADC I B Programme at Waterford KaMhlaba College continues to be implemented. The first group of students completed their studies in December, 1994. The performance of these students in the I B examination was below expectation. Only two students out a group of twelve passed the examinations at the first sitting. Three students were allowed to resit and their results are being awaited. A mid-term evaluation of the I B Programme was undertaken and the evaluation made recommendations with regard to improvements in the administration of the project, the performance of the students and their integration into the school.

3 4 Management and Other Specialist Training programme Section

The Management and Other Specialist Training programme Section is responsible for all cross-sectoral management and organisation development requirements for the SADC Organisation and its institutions. It provides professional, technical and specialist advice to all the SADC Sectors for their Sector-specific human resources development programmes. The Section also plans and coordinates other specialist training projects and programmes for the Region.

During the period under review, tender dossiers for three projects for which funding was approved in 1993 were launched and evaluated. Awarding of the tenders is being finalised. These projects are the Training of SADC staff, the Regional Customs Training Project and the Senior Managers Training in Road Traffic and Transportation (coordinated jointly with SATCC). Implementation of the training courses is expected to commence early in 1996.

The Agricultural Management Training Project which completed in December, 1994 has been extended to include the strengthening of the capacity of national training institutions and to implement the Angolan component of the project which was not implemented because of the war. The extension of the project is utilizing the balance of funds which were left over from the first phase.

A workshop to pre-select two regional centres of specialisation in Public Sector Administration and Management was convened by the sector in September, 1994. The meeting considered and approved three universities from which to choose the two institutions that would host the proposed centres. The meeting recommended that a study be undertaken to verify the submissions made by the universities and make the final selection of the two institutions to host the centres. GTZ agreed to fund one of the centres of specialisation.

3 5 *The Sector Coordinating Unit continues to face constraints with regard to adequate project monitoring, supervision and overall management of the Human Resources Development Programme. This has been due to the inadequate staffing of the Unit. However, the Government of Swaziland has finalised its report on strengthening of the Sector Coordinating Unit. Up to three additional professional staff positions have been established in the Unit. Two posts are at the level of programme coordinator and one at the level of assistant programme coordinator. These posts have been advertised and it is expected that by the end of this year, the unit will be fully staffed.*

3 6 *The Human Resources Development Sector registers its gratitude to the Co-operating Partners who have indicated continued interest in working with and supporting the projects and activities of the Sector.*

4 CURRENT STATUS OF PROJECTS

A PROJECTS UNDER THE RESEARCH PROGRAMME SECTION

Project No AAA 0 4 SADC Inventory of Regional Training Programmes

The objective of this project is to provide adequate and updated information on post-secondary training institutions and their programmes in the SADC region. This is achieved through publication of an inventory handbook of regional training institutions and programmes. The first edition of the handbook was published in 1987 and the second edition was published in 1992 and distributed.

There is a need for regular updating of the inventory as new institutions and programmes are established within the region. Further, the need for inclusion of South African training institutions in subsequent editions of the handbook is recognised. Regular updating of the inventory requires that capacity is built within the Regional Training Council Secretariat to undertake this. This project was included in the new project on capacity building for the Human Resources Development Sector co-ordinating unit. However, the Co-operating Partner rejected this component. Member States are requested to contribute for the implementation of this project.

Project No AAA 0 6 Fund for Studies and Experts in the Human Resources Development Sector

The objectives of this project are to finance short term technical assistance and studies and surveys to investigate critical issues in human resources development. This includes a series of national surveys to assess the relevance of education and Training to Available Job Opportunities. The project is funded by the Government of Germany and implementation started in 1986.

The fund has been used to finance a number of studies and activities for the Human Resources Sector as well as other SADC Sectors. This includes the Project Appraisal for SACCAR Postgraduate Training in Agriculture, Pilot phase of the SATCC-Railway Training project, Planning Workshop for Management Training, SADC Workshops on Processing and Marketing of Wildlife & Wildlife Based Tourism, Study on Tourism Training, Project Appraisal for MADREC, the Consultancy on the Human Resources Development Strategy and a study on Vocational Training for the Formal Sector.

A draft report of the study on vocational training was received by the sector and reviewed in October 1994. The sector forwarded its comments to the Consultant and Co-operating partner. A response is awaited.

During the period under review no studies or experts have been engaged using these resources. GTZ indicated that it is willing to fund additional sectoral studies and increase the funding available under this project should the need arise. The sector intends to utilize resources under this project to carry out a comprehensive study on the establishment of Centres of specialisation for Vocational and Technical training. The sector will continue to request more funding to undertake studies under this project.

B PROJECTS UNDER THE EDUCATION PROGRAMME SECTION

Project No· AAA 0 5 SADC Scholarships and Training Awards Programme

The aim of the programme is to support the training of SADC nationals in SADC priority areas through sponsorship to training courses of shorter or longer term duration at institutions inside or outside the region. It involves the administration of Scholarships and Awards

During the period under review, the Belgian Government offered a number of awards for different training programmes tenable in Belgian Institutions

The evaluation study undertaken to review the programme made a number of recommendations with regard to improving the administration and management. The following recommendations were approved by the Council of Ministers,

- *that member States should submit their priority training areas and manpower development plans to the RTC Secretariat annually,*
- *the establishment of a Technical Working Group to assist the RTC Secretariat in coordinating the Programme,*
- *that a scholarship fund be established through contributions by the Member States. Beneficiaries should contribute through a cost recovery scheme, and*
- *strengthening of the RTC Secretariat by the Government of Swaziland and through Member States seconding their staff to the unit as a contribution,*

The Technical Committee on the Scholarships and Training Awards Programme met in Swaziland on 23 - 25 October, 1995 to discuss submissions of priority training areas by member States and to examine and develop an operational framework for the training awards programme and the scholarship fund. The Government of Swaziland has approved three additional posts to strengthen the unit. It is expected that by the end of 1995, the posts will be filled

Project No AAA 0 9 Development of an Educational Network and Resource Centre for Teacher Education in the SADC Region

The immediate objective is to provide an organizational framework within which Teacher Educators in the SADC Region can participate in courses, seminars, workshops etc , which reflect current issues and needs in the field of teacher training

The project has been on the portfolio of the sector for a long time without attracting any support The project is being reviewed along the lines of making it more specific to developing teachers of technical and vocational training in the region The sector had discussions with a Co-operating Partner to have this project changed and made specific to technical and vocational teacher educators The Co-operating Partner indicated interest to support this and the sector will develop a project proposal along these lines

Project No AAA 0 25 SADC English and Portuguese Language Training Programme

The objective of this project is to facilitate effective communication within SADC through English Language training for Portuguese-speaking nationals and Portuguese Language training for English-speaking nationals Priority in the project is given to the training of personnel who are involved in the SADC Program of Action

The English Language Component has entered its second year of implementation under the second phase and the Portuguese language component has entered its last year of the two year pilot phase A mid- term evaluation commenced in November, 1995 The final report is expected at the end of December, 1995

Project AAA 0 26 Harmonization, Rationalization and Strengthening of Education and Training Systems in the Southern African Development Community

The aim of this project is to strengthen the education and training systems of member States through a number of initiatives

(a) Determination of active labour market information systems and institutions in the region

This element is aimed at addressing the mismatch of labour demand and supply information for use by employers and the education and training sectors. The objectives of the activity are to collect, analyze and make available and accessible, information on the present and future labour market requirements to development planners, managers and decision makers and to the education and training institutions. This information will contribute to the efforts to make education and training relevant to the needs of the labour market.

The implementation of this element will take 3 years. The indicative budget is US\$2.3 million.

Funding is being Sought

(b) Assessment of the feasibility of achieving comparability of education and training systems in the Community

The problem to be addressed by this element is the limited intra-regional mobility of students, teachers and labour within the Community, where this is restricted by a problem of the differences in the education and training systems in the Community.

The objective is to provide a system of comparing entry requirements and exit qualifications and indicating their equivalence, in order to achieve mobility of students, trainees and trained labour within the Community.

The European Union indicated interest to support this project and recommended that it should be made part of a larger study on student mobility in the region which they are going to fund. The sector accepted the recommendation and draft Terms of Reference for the student Mobility study have been revised to include this element.

(c) Improving Education Policy Analysis and Formulation

(d) Strengthening the Capacity for Education Planning

(e) Improving Management of Education at the Policy Implementation level

The aim of these three projects is to improve the regional capacity for education policy analysis and formulation and education planning and management so that SADC education systems can be made effective, relevant and responsive to the requirements of the labour market

These projects were submitted to Co-operating Partners. The Government of the Netherlands showed interest to support the sector in these areas. However, like most Co-operating Partners, they indicated that they would require a study to look critically at the feasibility of undertaking these initiatives at the regional level. Draft Terms of reference have been drawn up and consultants identified and submitted to the Cooperating Partner. The study is expected to be launched in the last quarter of 1995.

(f) Study of availability, affordability and accessibility of books and related teaching and learning materials in the Southern African Development Community

Teaching and learning materials are becoming more and more costly as a result of shortages of supply, coupled with increasing demand. Subsequently, schools and parents are often unable to provide text books and other teaching materials. This then results in limited access for pupils to these very critical inputs to the education systems.

The objective of this activity is to investigate and make practical recommendations on how teaching and learning materials can be made available at affordable prices, and hence, accessible to schools and pupils in the Community.

A Co-operating Partner (UNICEF) indicated interest to support this study. The sector has followed up on the UNICEF interest and a response from them is awaited on the definite next steps to be taken.

Project No SWA 0 1 SADC Distance Education Programme

The objective of this project is to improve education and training through distance learning in the SADC region. This will be achieved through establishment of a Regional Distance Education Centre which will serve and strengthen existing national education institutions in the region. The project activities will include the following -

- *Information, Research and Evaluation of Distance Education in the SADC region,*
- *Training and Human Resources Development in Distance Education,*
- *Curriculum Development and Procurement of Distance Learning Course Material*

A study to further develop the project and investigate alternative initiatives for regional co-operation in distance education was undertaken by the European Foundation for Educational Capacity Transfer (EFFECT). The study is divided into two phases. The first phase was completed in March, 1995. This phase involved collecting information on the national policies with regard to distance education, national priorities and initiatives undertaken by the national governments, existing and required national institutional capacity and human resources in the field of distances and the demand for a regional initiative to strengthen distance education.

The Sector is awaiting the final report

Project No SWA 0 14 SADC Science and Mathematics Programme

The objective of this project is to improve mathematics and science education in the SADC region through establishment of a Unit at the regional level. The functions of the Unit will be to initiate and coordinate cooperative activities among member States and to develop training programmes for mathematics and science educators responsible for teacher training and curriculum development in the SADC member States.

A study to collect additional information to develop and clarify the project and investigate alternative initiatives was undertaken by the Netherlands organisation for international cooperation in higher education (NUFFIC). The study was divided into two phases. The first phase which involved collecting information on the demand for regional co-operation in this area was completed in March, 1995. The Sector is awaiting the final report.

Project No SWA 0 22

**SADC Programme of International Baccalaureate
at Waterford Kamhlaba College, Swaziland**

The objective of the project is to provide scholarships for up to 36 students from Angola and Mozambique to enable them to study for the International Baccalaureate diploma at Waterford Kamhlaba College. This will adequately prepare them for tertiary level education in scientific and technical subjects. The course is of a two year duration. A preparatory year is provided to the students as a bridging course before embarking on their IB studies. The project is in its fourth year of implementation.

The first group of students completed their studies in December, 1994 and only two students passed the IB diploma. Three students who failed the examination by one grade below were allowed to resit the examination and their results are awaited.

A mid-term evaluation of the project was undertaken and completed in December, 1994. The evaluation identified weaknesses in the project some of which are, a poor selection process especially for the first group, poor integration of the students in the school, weak academic background of the students (differences in education systems), a too narrow definition of Science in the project which does not allow the students to do other science related subjects like computer technology, and the administration of the project. These factors have attributed to the poor performance of the first group of students as they were the first group to face these challenges.

The evaluation made a number of recommendations to improve the academic performance of the students, their social integration and administration of the project.

The performance of the second and third groups is promising and it is expected that they will do better in the final examinations. This is attributed to the improved selection process, improved approaches by the teachers through introduction of English study skills and the preparedness of the college for the programme by acquiring an access learning centre.

The evaluation further recommended that Namibian students should be included in the project in 1996 as they were not prepared to be taken on board in 1995. However, the Co-operating Partner is unwilling to extend the project beyond 1996.

C **PROJECTS UNDER THE MANAGEMENT AND OTHER SPECIALIST TRAINING PROGRAMME SECTION**

Project No AAA 0 16 SADC Study of Statistical Training

The objective of this study is to investigate existing capacity and the requirements for statistical training in the SADC region

The study for ten SADC countries was completed in 1994 and the EU agreed to fund a supplementary study on South Africa. The supplementary study on South Africa is yet to be completed and a draft report is expected by August, 1995

Funding is being sought to hold a workshop at which Member States will discuss and consider the recommendations made by the study. Member States are requested to fund participation of their experts to this workshop

Project No AAA 0 23 Training for the SADC Organs

The objective of this project is to provide training to SADC staff, including staff of the Sector Coordinating Units, Commissions, SADC Secretariat and Sectoral and National Contact Points. The training programme is divided into induction, generic and specialized training courses

The EC agreed to fund the induction training programme. A Tender dossier was prepared and launched in April, 1995. Nine companies were invited to tender namely ESAMI, Malawi Institute of Management, Mananga Management Centre, Zimbabwe Institute of Management, the Management Services Board, the Institute of Development Management, Maastricht School of Management, Fielden House and the Technical and Management Services International. Only six institutions responded. One was disqualified for late submission and five bids were technically evaluated. Mananga Management Centre successfully won the tender

Mananga Management Centre has been formally awarded the contract. It is expected that the first course under this project will commence early 1996

Project No AAA 0 24 SADC Regional Customs Training Programme

The objectives of the project are to improve the professional expertise and managerial skills of customs officers in the SADC member States through training, and also to strengthen internal training capability of the various Customs Administrations. Phase I of the project will involve Botswana, Lesotho, Namibia and Swaziland. Phase II is planned to involve all the SADC member States

A financing agreement between SADC and EC was signed in February 1993. The project experienced delays due to EU concerns with regard to the status of SACU and the Asycuda system. These concerns have been addressed by the SADC member States concerned. A Tender dossier was launched in April, 1995. Three companies were invited to tender namely Crown Agents, Teds Consultancy and COWI Consult. All submitted their tender proposals and have been technically evaluated. Teds Consultancy has been formally awarded the Tender. The first team of consultants has arrived in Namibia and commencement of the programme is underway.

Project No AAA 0 27 Strengthening of Regional Centres of Specialization for areas of critical need in the Southern African Development Community

The objective of this project is capacity building for regional training institutions to offer education and training programmes in the critical and specialized areas and thereby increase the stock of trained manpower in the region. This will include the need to develop local teaching and learning materials and especially, case studies to make the programmes relevant to the regional situation.

A number of specialist field areas are envisaged for inclusion in these efforts. The areas that are proposed for immediate action are -

(a) *Establishment of Two Regional Centres of Specialisation for Public Sector Administration and Management*

The aim is to establish two long term post graduate programmes and two short term executive development programmes in selected existing University institutions for training practising managers and administrators. This will expand opportunities for high level education and training in public sector administration in the region, while the capacity of the selected institutions to graduate school level is strengthened.

GTZ agreed to fund one centre of specialisation and requested that a workshop be convened in order to pre-select a suitable institution to host the programme. The HRD sector convened a workshop in September, 1994 where all universities from the Member States were invited to present their bids. Only five universities presented bids. The meeting considered and approved three universities namely Botswana, Dar es Salaam and Zambia. However, it was agreed that for further action, a study be undertaken to verify the submissions and make a final selection between the three universities. In addition the study was to recommend project cost estimates on curricula, teaching materials and equipment and other institutional development requirements for the programme. Terms of Reference for the study and a request for funding were submitted by the sector to the GTZ. A response is awaited.

(b) Establishment of Two Regional Centres of Specialisation for Management and Business Administration

The aim is to establish two long term post graduate programmes and two short term executive development programmes in selected existing University institutions for training practising managers and administrators. This will expand opportunities for high level education and training in management and business administration in the region, while the capacity of the selected institutions to graduate school level is strengthened

A Cooperating Partner has shown interest to support the implementation of this project. A comprehensive study requires to be undertaken to assess the regional demand for high level education and training in management and business administration across all sectors. The sector made its comments on the draft terms of reference from the Cooperating Partner

(c) Development of a Regional Capacity to Develop Local Teaching and Learning Materials and especially, Case Studies in Public Sector Administration, Management and Business Administration

The aim of this project is to contribute towards making education and training in management and administration relevant to local experiences and conditions in the region, as well as increasing the availability of locally developed teaching materials and case studies. The component will also support the proposed post graduate and executive development programmes at the regional centres of specialisation. It is proposed that implementation will be over a five year period and the indicative funding requirement is US\$337 000

This project will be undertaken in conjunction with the projects on establishing centres of Specialisation

Project AAA 0 28 Capacity Building for the Human Resources Development Sector Coordinating Unit

This project aims to enhance the capacity of the HRD Sector Coordinating Unit to perform its task within the SADC Program of Action. The project has five components which include technical assistance to the unit, development of a desk top publishing capability, development of a capacity to update the Inventory of Regional training institutions on a regular basis and assistance for ongoing consultation and effective project monitoring and supervision.

Draft Terms of Reference were submitted to a Co-operating Partner. The Sector is awaiting a response.

Project No AAA 10 5 Senior Managers Training in Road Traffic and Transportation for the SADC Region

This project forms part of a larger road traffic and transport training plan developed by a SATCC Task Group to involve management, operations, vehicle maintenance and regulatory training. The objectives of this senior managers training project are to undertake in-service training of senior managers in road traffic and transport and to strengthen local training capability in road traffic and transport management.

A Tender Dossier was launched and seven European consultancy organisations were invited to tender. Only one tender bid was submitted. The lone bid was made by a consortium of three organisations: NEA Transport Research and Training, IBF and Carl Bro International. All the three organisations were included, in their individual capacity, in the short list for invitation to tender. The tender was evaluated and awarding of the tender is awaited. The first course may be implemented before the end of this year.

Project No SWA 3 1 SADC Agricultural Management Training Project

The objective of this project is to provide agricultural management training to 360 middle level managers in the SADC region.

The project is funded by the EU and started implementation in 1991 and completed in December, 1993. The HRD Sector submitted a proposal to use residual funds to address the weaknesses that were identified by the mid-term evaluation study and its recommendations for the required additional actions which would

enable full achievement of the objectives of the project The proposal was approved by the Cooperating Partner at the end of 1994 The project is now extended to include the strengthening of the capacity of National training Institutions in the SADC Member States to carry out Agricultural Management This extended phase of the project is divided into four components namely

- A regional workshop*
- Institutional Selection process*
- Training of Trainers workshop*
- Ten agricultural management training courses to be conducted in the SADC Member States*

The first three components of the project have been implemented The project will be completed in March 1996

PROJECT DESCRIPTIONS

AAA 0 4 SADC INVENTORY OF REGIONAL TRAINING PROGRAMMES

Estimated Costs (US\$ Millions) Financing Gap (US\$ Millions)

Total US\$ 0 125

0 125

Foreign US\$ 0 125

Executing Agency

Local US\$ -

Funding Secured

Start

Foreign US\$ -

Local US\$ -

Duration

Objectives *To build a capacity for regular updating of the Inventory of post-secondary training institutions and programmes in the SADC Region*

Description *The inventory -*

- *facilitates the exchange of students in the region by matching their educational requirements with available programmes,*
- *contributes towards a reduction of overseas training and increased relevance of training for SADC trainees by providing information on Regional Training Opportunities,*
- *stimulates the establishment of additional training resources in the region,*
- *updates and disseminates most current information on the post-secondary training institutions and programmes in the region*

Status *Regular updating of the inventory requires that capacity is built within the Regional Training Council Secretariat to undertake this. This project was included in the new project on capacity building for the Human Resources Development Sector Co-ordinating unit. However, the Co-operating partner rejected this component. Funding is being sought to enable development of the required capacity*

AAA 0 6 FUND FOR STUDIES AND EXPERTS IN THE HUMAN RESOURCES DEVELOPMENT SECTOR

Estimated Costs (US\$ Millions) Financing Gap

Total US\$ 1 98

Foreign US\$ 1 98

Local US\$

Executing Agency

Funding Secured

Start

Foreign US\$ 1 98 (GTZ)

Local US\$ -

Duration

Objectives	<i>To provide funding for short-term technical assistance and for studies and surveys to investigate critical issues in Human Resources Development</i>
Description	<i>The fund has been used to undertake the following activities -</i> <ul style="list-style-type: none">- <i>Project Appraisal for SACCAR Postgraduate Training in Agriculture,</i>- <i>Pilot phase of the SATCC-Railway Training project,</i>- <i>Planning Workshop for Management Training,</i>- <i>SADC Workshops on Processing and Marketing of Wildlife & Wildlife Based Tourism,</i>- <i>Study on Tourism Training,</i>- <i>Project Appraisal for MADREC, and</i>- <i>A consultancy on the Human Resources Development Strategy</i>
Status	<i>A draft report of the study on Vocational Training for the Formal Sector related to available job opportunities was reviewed and comments were submitted to the Consultant and Co-operating Partner Response is awaited The fund is ongoing</i>

AAA 0 5 SADC SCHOLARSHIP AND TRAINING AWARDS PROGRAMME

Estimated Costs

Total US\$ Not determined

Foreign US\$

Local US\$

Financing Gap

Executing Agency

Funding Secured

Foreign US\$

Local US\$

Start 1985

Duration Ongoing

Objectives *To support the training of SADC nationals in SADC priority areas through sponsorship to training courses of shorter or longer duration at institutions inside or outside the Region*

Description *The main Cooperating Partners are the British Government through the ODA, and the Governments of Portugal and Austria*

During the period under review, the Belgian Government offered a number of awards for different training programmes tenable in Belgium

The evaluation study undertaken to review the programme made a number of recommendations with regard to improving the administration and management

The following recommendations were approved by the Council of Ministers,

- *that member States should submit their training areas and manpower development plans to the RTC Secretariat annually,*
- *the establishment of a Technical Working Group to assist the RTC Secretariat in coordinating the Programme,*
- *that a scholarship fund be established through contributions by the member States Beneficiaries through a cost recovery scheme, and*

- *strengthening of the RTC Secretariat by the Government of Swaziland and through member States seconding their staff to the Unit as a contribution*

One country has submitted its priority training areas and two countries nominated members of the technical working group to assist the RTC Secretariat. The government of Swaziland has approved three additional posts to strengthen the unit. The unit is expected to be fully fledged by the end of the year. No progress has been made with regard to the establishment of the scholarship fund pending consultations by member States on the operation of the cost recovery scheme.

Status

Additional funding and pledges are being sought to expand the programme.

AAA 0 9 DEVELOPMENT OF AN EDUCATIONAL NETWORK AND RESOURCE CENTRE FOR TEACHER EDUCATION IN THE SADC REGION

<u>Estimated Costs (US\$ Million)</u>		<u>Financing Gap</u>
Total	0 713	0 713
Foreign	0 713	<u>Executing Agency</u>
Local	-	
<u>Funding Secured</u>		<u>Start</u>
Foreign		
Local		<u>Duration</u>

Objectives *To provide an organizational framework within which Teacher Educators in the SADC Region can participate in courses, seminars, workshops etc which reflect current issues and needs in the fields of teacher training Such a framework would be the initial step towards the development of a Regional Resource Centre for Teacher Educators*

Description *The proposed project activities include the development of an inventory of competencies which are relevant towards resolving the problems in teacher training in the SADC Region, improving the utilization of existing human resources in the field of teacher education, improving educational materials and curricula for teacher training and increased exchange of ideas, experiences and information within the SADC Region*

Status *The project is being reviewed along the lines of making it more specific to developing teachers of technical and vocational training in the region Initiatives have been undertaken by the Sector to secure assistance to implement the project along these lines A Co-operating Partner indicated interest to support this project and a project proposal will be developed along these lines*

AAA 0 25 SADC ENGLISH AND PORTUGUESE LANGUAGE TRAINING PROGRAMME

<u>Estimated Costs (US\$ Million)</u>		<u>Financing Gap</u>
Total	2 48	
Foreign	2 48	<u>Executing Agency</u>
Local		Institute of Languages
<u>Funding Secured</u>		<u>Duration</u>
Foreign	2 48 (EC)	60 months
Local	-	

Objectives *The objectives of this project is to facilitate communication within SADC through English Language Training for Portuguese-speaking and Portuguese Language training for English-speaking SADC nationals who are involved in the SADC Program of Action. A high priority is given to the training of personnel involved in the SADC Program of Action*

Description *The English Language Component entered its second year of implementation under the second phase and the Portuguese Language component entered its last year of the two year pilot phase*

Status *A mid-term evaluation is planned for the last quarter of 1995 for both components. Draft Terms of Reference are being developed. The project is on-going*

**Project AAA 0 26 HARMONIZATION, RATIONALIZATION AND STRENGTHENING
OF EDUCATION AND TRAINING SYSTEMS IN THE SOUTHERN
AFRICAN DEVELOPMENT COMMUNITY**

Currently, the education systems across the member States are characterized by limited intra-regional access for students and trainees, inadequate information about the requirements of the labour market, inappropriate curricula, shortages of and costly teaching and learning materials, and inadequate numbers of qualified teachers and therefore high pupil/teacher ratios. All these problems taken together lead to poor performance of the education systems. Ultimately, these multiple problems reflect fundamental weaknesses in education policy analysis and formulation, planning for education and in management of education in the region.

In order to address the identified problems, a number of initiatives are envisaged under this programme. This multifaceted effort will include the elements (a) to (f) as described in the following pages.

Project AAA 0 26(a) DETERMINATION OF ACTIVE LABOUR MARKET INFORMATION SYSTEMS AND INSTITUTIONS IN THE REGION

<u>Estimated Costs (US\$ Million)</u>		<u>Financing Gap</u>
Total	2 300	2 300
Foreign	2 300	<u>Executing Agency</u>
Local	-	
<u>Funding Secured</u>		<u>Duration</u>
Foreign	-	36 months
Local	-	

Objectives *The objectives of the activity are to collect, analyze and make available and accessible, information on the present and future labour market requirements to development planners, managers and decision makers and to the education and training institutions*

Description *The information will contribute to the efforts to make education and training relevant to the needs of the labour market*

The activities under the project will include

- *review of existing National and inter-sectoral manpower information systems,*
- *identification and quantification of regional manpower needs,*
- *the development of data base and data dissemination procedures, and*
- *carrying out of a capacity analysis of training institutions to meet identified training needs*

The implementation of this element will be over three years

Status *Funding for the project is being sought*

**AAA 0 26 (b) ASSESSMENT OF THE FEASIBILITY OF ACHIEVING
COMPARABILITY OF EDUCATION AND TRAINING SYSTEMS
IN THE COMMUNITY**

<u>Estimated Costs (US\$ Million)</u>		<u>Financing Gap</u>
Total	0 209	0 209
Foreign	0 209	<u>Executing Agency</u>
Local	-	
<u>Funding Secured</u>		<u>Duration</u>
Foreign	-	6 months
Local	-	

Objectives *The objective is to provide a system of comparing entry requirements and exit qualifications and indicating their equivalence, in order to achieve mobility of students, trainees and trained labour within the Community*

Description *The problem to be addressed by this element is the limited intra-regional mobility of students, teachers and labour within the Community, where this is restricted by a problem of the differences in the education and training systems in the Community*

This activity will be achieved through the collection of data on exit and entry qualifications within the Community and the examination of curricula in order to make recommendations on how compatibility and comparability of educational systems can be attained

Status *The European Union indicated interest to support this project and recommended that it should be made part of a larger study on student mobility in the region which they are going to fund. Draft terms of reference for the student mobility study have been revised to include this element*

Project AAA 0 26(c) IMPROVING EDUCATION POLICY ANALYSIS AND FORMULATION

<u>Estimated Costs (US\$ Million)</u>		<u>Financing Gap</u>
Total	0 150(study phase)	0 150
Foreign	0 150	<u>Executing Agency</u>
Local	-	
 <u>Funding Secured</u>		 <u>Duration</u>
Foreign	-	5 years
Local	-	

Objectives *The objective of this element is to improve the skills of decision makers and senior officials in education policy analysis, formulation and evaluation, so that the education systems can be made more relevant and responsive to the critical requirements for education in the region*

Description *This will be undertaken through a series of regional workshops and seminars at which issues of education policy in the region shall be discussed. The participants to these seminars and workshops will be relevant officials who are involved in education policy-making such as principal secretaries in Ministries of Education, Directors of Education, Education planners and Heads of Curriculum development Centres*

Status *The Government of Netherlands indicated interest to support this project. However, a study is required to critically look at the feasibility of undertaking this initiative at the regional level. This study will be combined with two other studies on strengthening the capacity for Education planning and improving management of education. The combined study is expected to commence in September, 1995*

Project AAA 0 26(d) STRENGTHENING THE CAPACITY FOR EDUCATION PLANNING

<u>Estimated Costs (US\$ Million)</u>		<u>Financing Gap</u>
Total	0 175 (study phase)	0 175
Foreign	0 175	<u>Executing Agency</u>
Local	-	

<u>Funding Secured</u>	<u>Duration</u>
Foreign	-
Local	-

Objectives *The objectives of this element are to improve the regional capacity for education planning, both within the planning units of the Ministries of Education and in identified existing training institutions which already offer programmes in education planning. The eventual objective is to establish a regional centre of specialization for education planning, administration and management.*

Description *Many of the problems being experienced by educational systems are mainly as result of poor planning, especially considering the limited resources which are available to member States. Furthermore, the few qualified education planners within the region have been trained abroad and at great cost. There is therefore a need to strengthen training capability in this area within the region in order to costs*

This activity will therefore improve the planning skills for serving education planners and the curricula for education planning at relevant training institutions.

Status *The Netherlands Government indicated interest to support this project. A study is required to verify the feasibility of undertaking this initiative. This study will combined with two other studies on improving education policy analysis and formulation and improving management of education. The combined study is expected to start in September, 1995.*

Project AAA 0 26(e) *IMPROVING MANAGEMENT OF EDUCATION AT THE POLICY IMPLEMENTATION LEVEL*

<u>Estimated Costs (US\$ Million)</u>		<u>Financing Gap</u>
Total	0 175 (study phase)	0 175
Foreign	0 175	<u>Executing Agency</u>
Local	-	

<u>Funding Secured</u>	<u>Duration</u>
Foreign	5 years
Local	-

Objectives *The objective of this element is to improve the managerial and supervisory skills of senior personnel at the education policy implementation level so that they are better able to manage, monitor and supervise the implementation of the education policies and plans*

Description *This activity will complement other initiatives aimed at enhancing the performance of education systems by ensuring that all inputs into the education systems are effectively managed and administered. This will be done through the enhancement of skills of the relevant managers at this level such as chief/senior inspectors of schools, education officers, heads of teacher training colleges*

Status *The Netherlands government indicated interest to support this project. A study is required to verify the feasibility of undertaking this initiative. This study will be combined with other two studies on strengthening the capacity for educational planning and improving education policy analysis and formulation. The combined study is expected to start in September, 1995*

Project AAA 0 26(f)

STUDY OF AVAILABILITY, AFFORDABILITY AND ACCESSIBILITY OF BOOKS AND RELATED TEACHING AND LEARNING MATERIALS IN THE SOUTHERN AFRICAN DEVELOPMENT COMMUNITY

<u>Estimated Costs (US\$ Million)</u>		<u>Financing Gap</u>
<i>Total</i>	<i>0 150</i>	<i>0 150</i>
<i>Foreign</i>	<i>0 150</i>	<u><i>Executing Agency</i></u>
<i>Local</i>	<i>-</i>	
<u><i>Funding Secured</i></u>		<u><i>Duration</i></u>
<i>Foreign</i>	<i>-</i>	<i>6 months</i>
<i>Local</i>	<i>-</i>	

Objectives *The objective of this activity is to investigate and make practical recommendations on how teaching and learning materials can be made available at affordable prices, and hence, accessible to schools and pupils in the Community*

Description *Teaching and learning materials are becoming more and more costly as a result of shortages of supply, coupled with increasing demand. Subsequently, schools and parents are often unable to provide text books and other teaching materials. This then results in limited access for pupils to these very critical inputs to the education systems*

Status *A Co-operating Partner indicated interest to support this study. The Project proposal for funding will be reviewed by the Sector together with the Co-operating Partner*

SWA 0 1 SADC DISTANCE EDUCATION PROGRAMME

Estimated Costs

Financing Gap
US\$ 3 7 Million

Total US\$ 3 7 Million

Foreign US\$ 3 7 Million

Executing Agency

Funding Secured

Start

Foreign US\$ -

Local US\$ -

Duration

Objectives *The objective of this project is to improve education and training through distance learning in the SADC region*

Description *The performance of education systems in the SADC region has been found to be lower than is desirable, both quantitatively and qualitatively. Owing to the general decline in resource allocations to education in real terms, the education systems face a number of critical problem areas including the following -*

- *Access to education which has declined. As access declines, so does equity*
- *Inequities are also exacerbated by factors such as geographical location between rural and urban areas, socio-economic factors such as between low and high income groups and the unemployed, gender issues such as between male and female*
- *The high cost of education*

Distance Education has been found to be one of the most effective approaches towards increasing access, reducing inequities to access to education, and a cost-effective way of providing education. However, SADC national distance education institutions are weak and themselves need to be strengthened in terms of curriculum development, development of distance teaching and learning materials, and staff development

The proposed SADC Centre for Distance Learning will address these issues in order to strengthen national distance education institutions

Status

A study to further develop the project and investigate alternative initiatives for regional co-operation in distance education was undertaken by the European Foundation for Educational Capacity Transfer (EFFECT) The first phase of the study was completed in March, 1995 A draft report is being reviewed by the sector and the Co-operating Partner

SWA 0 14 SADC SCIENCE AND MATHEMATICS PROGRAMME

Estimated Costs (US\$ Million)

Total US\$ 6 2 Million
Foreign US\$ 6 2 Million
Local -

Financing Gap
US\$ 6 2 Million

Executing Agency

Funding Secured

Foreign -
Local -

Start

Duration 5 years

Objective *The objective of this project is to improve Mathematics and Science education in the SADC region through establishment of a Unit at the regional level which will coordinate activities to strengthen the teaching of Mathematics and Science subjects*

Description *Problems and barriers facing science and mathematics education in the SADC region are particularly evident at the levels of primary and secondary education and arise from the following factors -*

- *a general shortage of resources*
- *inadequate numbers of science and mathematics teachers who may also not possess adequate skills to cope with the problems they face,*

The project will strengthen basic mathematics and science education through sharing of expertise and experiences built up over the years among the member states, establish and strengthen a regional network of professionals in these fields and offer training opportunities to mathematics and science teachers

Status

A study to further develop the project and investigate alternative initiatives was undertaken by the Netherlands organisation for International Cooperation in higher education (NUFFIC) The first phase which involved collecting information on the demand for regional co-operation in this area was completed in March, 1995 A draft report is expected before the end of July, 1995 The second phase is depended on the outcome of the first phase

SWA 0 22 SADC PROGRAMME OF INTERNATIONAL BACCALAUREATE STUDIES AT WATERFORD KAMHLABA COLLEGE, SWAZILAND

Estimated Costs (US\$ Million) Financing Gap

Total	2 36	<u>Executing Agency</u>
Foreign	2 36	Waterford kaMhlaba
Local	-	College, Swaziland

<u>Funding Secured</u>	<u>Start</u>
Foreign 2 36 (EC)	1991
Local	

Duration
Five Years

Objectives *The objective of the project is to provide scholarships for up to 36 students from Angola and Mozambique to enable them to study for the International Baccalaureate diploma at Waterford Kamhlaba College This will adequately prepare them for tertiary level education in scientific and technical subjects*

Description *The International Baccalaureate is an intensive two year programme, which provides a strong technical and scientific background to students who are then better able to undertake science and mathematics degree programmes The students are drawn from the general education schools and in order to assist in their transition to the IB Programme a preparatory year is provided to act as a bridging course*

Implementation of the programmes started in January 1992

Status

The first group of students completed their studies in December, 1994. Only two students passed the examination on the first sitting. Three students who failed the examination by one grade below were allowed to resit and their performance is awaited.

Amid-term evaluation of the project was undertaken and completed in December, 1994. The evaluation made a number of recommendations with regard to improving the performance of the students, their integration and administration of the project.

The evaluation recommended that the Namibian students be included in 1996 as they were not prepared to be taken on board in 1995. However, the Co-operating Partner is unwilling to extend the project beyond 1996.

AAA 0 16 SADC STUDY ON STATISTICAL TRAINING

Estimated costs (US\$ Million)

Total 0 099 (Consultancy only)

Foreign 0 099

Local -

Financing Gap

Executing Agency

Funding Secured

Foreign 0 099 (EC)

Local

Start

Duration

Objectives *The objective of the study is to investigate existing capacity and the requirements for statistical training in the SADC region*

Status *The study on the ten SADC countries was completed in 1994 and the EU agreed to fund a supplementary study on South Africa. The supplementary study on South Africa is yet to be completed and a draft report is expected by August, 1995*

AAA 0 23 TRAINING FOR THE SADC ORGANS

Estimated Costs (US\$ million)

Financing Gap

3 87

Total US\$ 4 8
Foreign US\$ 4 8
Local

Executing Agency

Funding Secured

Start 1993

Foreign 0 93 EC
Local -

Duration
5 years

Objectives *The aim of the project is to provide training to SADC staff, including staff of the Sector Coordinating Units, Commissions, SADC Secretariat and Sectoral and National Contact Points*

Description *The training is designed to -*

- * upgrade the technical, planning, management and analytical skills of SADC 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 SADC personnel to facilitate inter-disciplinary team work on high priority policy and programme issues affecting the SADC Programme of Action*

Status *Funding was secured in February 1992 for induction training which is phase I of the programme Project implementation has been delayed due to operational management problems A tender dossier was prepared and launched in April, 1995 Six institutions responded, five tender bids were technically evaluated and one was disqualified for late submission Awarding of the tender is awaited The first course is expected to commence early in 1996*

AAA 0 24 SADC REGIONAL CUSTOMS TRAINING PROJECT

Estimated Costs (US\$ Million)

Total US\$ 2 36

Foreign US\$ 2 36

Local US\$

Financing Gap

Executing Agency

Funding Secured

Foreign US\$ 2 36 (EC)

Local US\$

Start

Duration 3 Years

Objectives *The objectives of the project are to improve the professional expertise and managerial skills of customs officers in the SADC member States through training, and also to strengthen internal training capability of the various Customs Administrations*

Description *The project involves the development of a series of regional in-service training modules to cover the grades of Assistant Customs Officer, Customs Officer and Senior Customs Officer. The modules will then be adopted as necessary to meet each country's particular requirements and will be introduced separately into each country by a resident Regional Training Adviser working in conjunction with the local Customs training staff. The activities of the Local Training Advisers will be coordinated by a Regional Training Project Coordinator. The Regional Training Project Coordinator will also be responsible for the arrangement of specialist training courses in instructional techniques and enforcement/investigation. He will also be responsible for administering a series of Senior Management Workshops and the arrangement of overseas courses for Senior Officials.*

Phase I of the project will involve Botswana, Lesotho, Namibia and Swaziland. A subsequent Phase II is planned to involve all the SADC member States.

Status *The EC agreed to fund the project in December 1992 and a financing agreement was signed in February 1993. The tender was launched and three companies responded to the tender. The three bids have been technically evaluated and awarding of the tender is awaited.*

**Project No AAA 0 27 STRENGTHENING OF REGIONAL CENTRES OF
SPECIALIZATION FOR AREAS OF CRITICAL NEED IN
THE SOUTHERN AFRICAN DEVELOPMENT
COMMUNITY**

The Southern African Development Community continues to suffer from a critical shortage of trained and experienced manpower in a number of specialized fields which are crucial for effecting economic and social development in the region. This is due to limited opportunities for advanced education and training in these areas arising from inadequate capacity of the existing training institutions. As a result, most post-graduate training takes place outside the region and at considerable cost.

The limited training that is currently available in the region also has one major weakness. This is the overwhelming dependency of the training programmes on imported western approaches and case studies. This dependency has tended to make the training too theoretical, and removed from the demands of the local environment and the work situation of the students and trainees. Education and training that is wholly foreign based and theoretical in approach and content is particularly unsuitable for mature students and trainees such as those who attend post experience, executive development and post graduate programmes.

The HRD Sector is embarking on a capacity building effort in order for regional training institutions to offer education and training programmes in the critical and specialized areas and thereby increase the stock of trained manpower in the region. These efforts include the need to develop local teaching and learning materials and especially, case studies to make the programmes relevant to the regional situation.

A number of specialist field areas are envisaged for inclusion in these efforts. The areas that are proposed for immediate action are described in the following pages.

Project AAA 0 27(a) ESTABLISHMENT OF TWO REGIONAL CENTRES OF SPECIALISATION FOR PUBLIC SECTOR ADMINISTRATION AND MANAGEMENT

<u>Estimated Costs (US\$ Million)</u>		<u>Financing Gap</u>
Total	3 800	3 800
Foreign	3 800	<u>Executing Agency</u>
Local	-	
<u>Funding Secured</u>		<u>Duration</u>
Foreign	-	5 years
Local	-	

Objectives *The objectives of the project are to improve the skills of practising managers and administrators and those with high potential for promotion to management positions, and to strengthen the capacity of selected institutions to graduate school level*

Description *The above objectives will be achieved through the establishment of two long term post graduate programmes and two short term executive development programmes in selected existing University institutions in Public Sector Administration and Management This will expand opportunities for high level education and training in these areas*

The implementation of these activities will contribute towards increasing the availability of highly trained managers and administrators in the region, thereby improving the performance of their employer organisations

Status *GTZ agreed to fund one centre of specialisation A workshop to pre-select suitable institutions to host the programme was convened in September, 1994 Three institutions The University of Botswana, Dar-es Salaam and Zambia were selected However, a study will be undertaken to verify the submissions and make a final selection between the three universities*

Terms of Reference for the study and a request for funding was submitted to GTZ

Project AAA 0 27(b) ESTABLISHMENT OF TWO REGIONAL CENTRES OF SPECIALISATION FOR BUSINESS ADMINISTRATION AND MANAGEMENT

<u>Estimated Costs (US\$ Million)</u>		<u>Financing Gap</u>
Total	3 800	3 800
Foreign	3 800	<u>Executing Agency</u>
Local	-	

<u>Funding Secured</u>	<u>Duration</u>
Foreign -	5 years
Local -	

Objectives *The objectives of the project are to improve the skills of practising managers and administrators and those with high potential for promotion to management positions, and to strengthen the capacity of selected institutions to graduate school level*

Description *The above objectives will be achieved through the establishment of two long term post graduate programmes and two short term executive development programmes in selected existing University institutions in Business Administration and Management This will expand opportunities for high level education and training in these areas*

Status *Funding is being sought*

Project AAA 0 27(c) DEVELOPMENT OF A REGIONAL CAPACITY TO DEVELOP LOCAL TEACHING AND LEARNING MATERIALS AND ESPECIALLY, CASE STUDIES IN PUBLIC SECTOR ADMINISTRATION, MANAGEMENT AND BUSINESS ADMINISTRATION

<u>Estimated Costs (US\$ Million)</u>		<u>Financing Gap</u>
Total	0 337	0 337
Foreign	0 337	<u>Executing Agency</u>
Local	-	
<u>Funding Secured</u>		<u>Duration</u>
Foreign	-	5 years
Local	-	

Objectives *The objectives of this element are to train to a professional level, a critical mass of researchers, lecturers and teachers in administration, management and business administration to produce local teaching materials and especially case studies. This also aims at the creation of the necessary institutional framework for researching, editing, and making available, the teaching material and case studies to the training institutions*

Descriptions *The implementation of this component will contribute towards making education and training in management and administration relevant to local experiences and conditions in the region, as well as increasing the availability of locally developed teaching materials and case studies. The component will also support the proposed post graduate and executive development programmes at the regional centres of specialisation*

Status *This project will be undertaken in conjunction with the project on establishing centres of specialisation. Funding is being sought*

**Project AAA 0 28 CAPACITY BUILDING FOR THE HUMAN RESOURCES
DEVELOPMENT SECTOR COORDINATING UNIT**

<u>Estimated Costs (US\$ Million)</u>		<u>Financing Gap</u>
Total	2 300	2 300
Foreign	2 300	<u>Executing Agency</u>
Local	-	
<u>Funding Secured</u>		<u>Duration</u>
Foreign	-	3 years
Local	-	

Objectives *The objective of the project is to enhance the capacity of the Human Resources Development Sector Coordinating Unit*

Description *The HRD Sector Coordinating Unit has been perceived in the past as being weak and reactive rather than proactive and providing the necessary leadership for SADC Human Resources Development issues. However, recent positive developments have increased the confidence of the Community in the sector. This project aims to complement and build upon these positive developments.*

Five components are included in the proposed project as follows -

- Technical assistance*
- Development of a desk top publishing capability and creation of a documentation centre*
- Development of a capacity to update the Inventory of Regional training institutions on a regular basis*
- Computerisation of the accounting systems*
- Assistance for ongoing consultation and effective project monitoring and supervision*

Status *Funding is being sought*

AAA 10 5 SENIOR MANAGERS TRAINING IN ROAD TRAFFIC AND TRANSPORT

Estimated Costs (US\$ Million)

Total Cost US\$ 2 36
Foreign US\$ 2 36

Financing Gap

US\$ 2 36

Funding Secured

Nil

Implementing Agency

Duration

4 Years

Objectives *The objectives of this project are to undertake in-service training of senior managers in road traffic and transport and to strengthen local training capability in road traffic and transport management*

Description *The project is designed to -*

- *train senior managers in Transport Carrier Operations in the private, parastatal and public sectors of the road transport industry*
- *strengthen the Region's indigenous training capability and capacity in this vital field by involving a local Regional Training Institution in the training activities to be mounted under this project*
- *increase the relevant knowledge and understanding of the road transport sector and strengthen the indigenous consultancy capability in this field to provide appropriate technical, managerial and policy advice*
- *sustain the training programmes after the phasing out of external funding by integrating the courses in the existing structure of a viable local training institution*

The training programme comprises four courses based on forty-six different modules

Status *Funding was secured from the EC and the tender dossier was launched One organisation made out of a consortium of three organisation submitted its bid and the tender was technically evaluated Awarding of the tender is awaited Implementation of the courses is expected before the end of this year*

SWA 3 1 SADC AGRICULTURAL MANAGEMENT TRAINING PROJECT

Estimated Costs (US\$ Million)

Total US\$ 3 1

Foreign US\$ 3 1

Local US\$

Financing Gap

Executing Agency

MAMC

Funding Secured

Start February 1991

Foreign US\$ 3 1 (EC)

Local US\$

Duration 3 years

Objectives *The objective of this project is to provide management training in agriculture to 360 middle level managers in the SADC region by organising regional workshops, national workshops and outreach courses*

Description *The project was approved by the EDF Committee in June 1989. It is composed of three components, including research into agricultural management training needs, development of training materials and implementation of outreach courses in all the SADC member States. Implementation started in 1991 and in 1992 a supplementary project was approved to include Namibia. Outreach courses were undertaken and completed in all the SADC member States except for Angola. A mid-term evaluation was undertaken and an extension was recommended.*

Status *The project has been extended to include the strengthening of the capacity of National Training Institutions in the SADC Member States to carry out Agricultural management and to implement the Angolan component of the project which was not implemented. The extended phase is utilizing the balance of funds which were left over from the first phase. This extended phase is composed of five components, including outreach courses for Angola, a regional workshop, institutional selection process, training of trainers workshop and ten agricultural management courses to be conducted in the SADC member States. The first four components have been implemented and the project is expected to be completed in March, 1996.*

HUMAN RESOURCES DEVELOPMENT

Project Title	Estimated Cost		Funding Secured		Funding Under Negotiation	Financing Gap	Comments/Status
	Total	Foreign	Local	Amount			
<i>US\$ Million</i>							
Cross-Sectoral Projects							
AAA.0 4	Inventory of Regional Training Programmes	0 13	0 13			0 13	Funding for developing internal capacity for updating inventory being sought
AAA.0 5	SADCC Scholarship and Training Awards Programme				(ODA,RUS CAN IND AUS)		Additional scholarship being sought
AAA.0 6	Fund for Studies and Experts in the HRD sector	1 98	1 98	1 98	(FRG)		Project under implementation
AAA.0 9	Development of Educational Network Resource for Teacher Education in SADC	0 71	0 71			0 71	Project re appraised in line with the HRD strategy
AAA.0 15	SADC Local Government Training Study						Study completed and proposal incorporated under AAA.027
AAA.0 16	SADC Statistical Training Programme	0 30	0 30	0 30	(EC)		Study completed and is under consideration
AAA.0 23	Training for the SADC Organs	4 80	4 80	0 93	(EC)	3 87	Project ready to be implemented
AAA.0 24	SADC Customs Training	2 36	2 36	2 36	(EC)		Project ready for implementation in 1995
AAA.0 25	English and Portuguese Training	2 48	2 48	2 48	(EC)		Under implementation
AAA.0 26	Harmonisation, Rationalisation and Strengthening of Education and Training Systems in SADC	3 98	3 98			3 98	Funding sought
AAA.0 27	Strengthening of Regional Centre of Specialisation for critical areas	8 00	8 00			1 50	6 50 Funding being negotiated
AAA.0 28	Capacity Building for the HRD Sector Coordinating Unit	2 30	2 30			2 30	Funding sought
SWA 0 1	Distance Education for the SADC Region	3 70	3 70	0 20	(EC)	3 50	Project under review through a study
SWA.0 2	SADC Accountancy Training Programme						Project to be incorporated in AAA.027
SWA.0 14	SADC Science and Mathematics Project	6 20	6 20	0 20	(EC)	6 00	Project under review
SWA 0 22	SADC Programme of IB Studies at Waterford Kamhlabe Swaziland Phase II	2 36	2 36	2 36	(EC)		Project under implementation
Sub total		39 30	39 30	10 81		1 50	26 99

HUMAN RESOURCES DEVELOPMENT

Project Title	Estimated Cost		Funding Secured		Funding	Financing	Comments/Status
	Total	Foreign	Local	Amount	Under Negotiation	Gap	
<i>US\$ Million</i>							
Sectoral Projects							
Food, Agriculture and Natural Resources							
Agricultural Research							
SWA.3 1	Mananga Agricultural Management Centre Phase II	3 10	3 10	3 10	(EC)		Project under implementation
Sub-total		3 10	3 10	3 10			
Transport and Communications							
AAA.10 5	Senior Manager's Training in Road Traffic transport for the SADC Region	2 36	2 36	2 36	(EC)		Project ready for implementation
Sub-Total		2 36	2 36	2 36			
GRAND TOTAL		44 76	44 76	16 27		1 50	26 99

GUIDELINES FOR THE SELECTION OF PROJECTS IN THE SADCC HUMAN RESOURCES DEVELOPMENT SECTOR

The guidelines have been developed mainly from the Primary Development Objectives of SADC, 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 mobilisation of resources to promote the implementation of national, interstate and regional policies, and,*
- * concerted action to secure international cooperation within the framework of SADC's strategy for economic liberation*

Furthermore, the following documents have provided critical inputs into the formulation of the guidelines are based on the paper "Manpower Development - Strategy and Progress" presented to the Council of Minister' Meeting in Maseru, January 1983, and the paper "Basic Guidelines for Regional Cooperation in Manpower Development and Training" approved by the Council of Ministers in Blantyre November, 1981

The guidelines spelled out in the paper on "Manpower Development Strategy and Progress" gave the following outline of the Aims of the Regional Training Council

- to collect information on demand and supply of skilled manpower,*
- to examine facilities within the region for training,*
- to establish priorities for regional cooperation in training activities,*
- to formulate concrete measures for regional cooperation in training,*
- to mobilise resources for implementation, (of Manpower Development Strategy),*
- to monitor and review progress, (of Manpower Development Programmes)*
- to collect and disseminate information to member Government on training,*
- to review the framework for regional cooperative training,*
- to collaborate with other sectoral bodies*

Criteria for Development of Projects and their Submission to the RTC Meeting

The RTC Secretariat takes action on project proposals (or project concepts) based on the following

- where a request for assistance or a proposal implying manpower or training issues has been forwarded by one of the SADC Priority Sectors,
- where a request for assistance to a regional programme has been forwarded by one or more SADC Government,
- where the RTC Secretariat has formulated concrete measures for a regional programme of training

Criteria for Selection of Projects

- where the project requesting support is deemed to be of high priority by one or more of the SADC priority sectors,
- where the objective of the project is to reduce the dependence on countries outside the region. Thus, training should preferably take place in Regional Institutions,
- the project should strengthen SADC's training capability in order to lessen dependence on external training, which is more expensive,
- the project strikes a reasonable balance between the need to generate skills through overseas training and the need to strengthen the regional institutional training capability and capacity, and the need to balance the generation of skills for national needs and for Regional needs,
- the project is truly Regional in character, so that it strengthens SADC institutions or that it involves more than one SADC member country,
- the project will lead to a strengthening, upgrading or expansion of a Regional institution within a priority sector,
- the project is developed in coordination with existing activities in the field, so that it, for instance, does not duplicate earlier, or existing activities or institutions,
- the project is such that it will be implemented advantageously at a Regional level,
- the project is planned to rely on external funding for a limited period only. If the activities are planned to continue over a long period, they should be either self-sustaining or meet the criteria for Regional or national funding,

- *the project will make a practical impact on regional issues and problems, rather than serving abstract or theoretical interests,*
- *proposals for projects that are not related to a SADC priority sector will not, in general, be selected for submission to the RTC and Manpower Ministers. Only projects related to serving cross-sectoral Manpower needs of the priority sectors, e.g. Management Training Institutions, and Scholarships or Training Awards may be considered,*
- *sectors should prioritize their Manpower needs so as to provide the RTC with a basis for selection,*
- *the project is well conceived, so that the proposed measures are likely to lead to the objectives stated in the proposal,*
- *the budgets and the proposed workplan must be sufficiently detailed as to enable an assessment of the viability of the project,*
- *a proposal for implementation of a study should aim at results that can lead to bankable project proposals*