

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT DATA SHEET

1. PROGRAM/ACTIVITY CODE

Amendment Number

DOCUMENT CODE

[A] 6-2-1
[] 6-2-2
[] 6-2-3

Original

3

COUNTRY/ENTITY

Southern Africa Regional

3. PROJECT NUMBER

[690-0215]

4. BUREAU/OFFICE

Africa

5. PROJECT TITLE (maximum 40 characters)

[SADCC Technical Support Grant]

6. PROJECT ASSISTANCE COMPLETION DATE (FISCAL)

7. ESTIMATED DATE OF OBLIGATION

(Under 0's below, enter 1, 2, 3, or 4)

MM DD YY
05 11 81

A. Initial FY [81]

B. Obligation [81]

C. Final FY [81]

8. COPIES SUBMITTED TO VARIOUS SECTORS

A. FUNDING SOURCE	B. FISCAL YEAR			C. LIFE OF PROJECT		
	FY	FY	FY	FY	FY	FY
ADP Appropriated Total	2,066	536	2,600	3,341	950	4,300
(Grant)	2,066	536	2,600	3,341	950	4,300
(Loan)						
Other U.S.						
Host Country		262	262		695	695
Other Donor(s)						
TOTALS	2,066	798	2,862	3,341	1,645	4,798

9. SCHEDULE OF APPROVED OBLIGATIONS

A. APPROPRIATION PURPOSE	B. FISCAL YEAR CODE	C. PRIMARY FISCAL CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS FISCAL YEAR		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) ES	710					4,300		4,300	
(2)									
(3)									
(4)									
TOTALS						4,300		4,300	

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)

11. SECONDARY PURPOSE CODE

12. SPECIAL CONCERN CODES (maximum 1 code of 4 positions each)

A. Code	INTR								
B. Amount	6626								

13. PROJECT PURPOSE (maximum 400 characters)

Within the framework of SADCC, to strengthen the member states' and the SADCC Secretariat's development planning and programming capability for undertaking regional activities.

14. SCHEDULED EVALUATIONS

15. SOURCE/ORIGIN OF GOODS AND SERVICES

MM YY MM YY MM YY
 Origin 11 81 11 81 01 81
 Local Other (Specify)

16. AMENDMENT SIGNATURE OF CHANGE PROPOSED (This is page 1 of a _____ page PP amendment)

Best Available Document

APPROVED BY	Signature	<i>Roy A. Stacy</i>	18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
	Title	Roy A. Stacy Director, USAID/Zimbabwe	
	Date Signed	MM DD YY 11 11 81	MM DD YY 11 11 81

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ABBREVIATIONS AND ACRONYMS

AID	Agency for International Development
EC	European Community
GOB	Government of Botswana
GOL	Government of Lesotho
GOM	Government of Malawi
GOS	Government of Swaziland
IBRD	International Bank for Reconstruction and Development (World Bank)
ILO/SATEP	U.N. International Labor Organization/Southern African Team for Employment Promotion (Lusaka)
NASPAA	National Association of Schools of Public Affairs and Administration
NORAD	Norwegian Development Agency
PID	Project Identification Document
PIL	Project Implementation Letter
RDO	Regional Development Officer (attached to USAID/Zimbabwe)
RDSS	Southern African Regional Development Strategy Statement
REDSO/ESA	Regional Economic Development Services Office/East and Southern Africa (Nairobi)
RTC	Regional Training Council, the SADCC Sub-committee for regional manpower development (Mbabane)
SADCC	Southern African Development Coordination Conference
SATCC	Southern African Transport and Communications Commission
SIDA	Swedish International Development Agency
UNDP	U.N. Development Program
USAID/Z	U.S. AID Mission in Zimbabwe (Harare)

I. SUMMARY PROJECT DESCRIPTION

A. Project Title: SADCC Technical Support Grant
(690-0215)

B. Project Budget:

FY 1984	2,600,000
FY 1985	<u>1,700,000</u>
TOTAL	\$4,300,000

C. Terms: Economic Support Funds

D. Life of Project: Four years, from June 1, 1984 to May 31, 1988.

E. Executing Agencies: the Governments of Swaziland, Malawi, Lesotho and Botswana (and the SADCC Secretariat), each on behalf of SADCC.

F. Summary Project Description:

One of the Southern African Development Coordination Conference's (SADCC) founding developing objectives is mobilization of domestic and regional resources to carry out national, interstate and regional policies to reduce dependence and build genuine regional coordination. The project goal is to support this SADCC development objective. The project purpose is to strengthen the member states' and the SADCC Secretariat's development planning and programming capability for undertaking regional activities.

SADCC has assigned each of its nine member states responsibility for planning and coordinating SADCC activities in one or more sectors. Given the priority which both SADCC and AID attach to increasing agricultural productivity to achieve food self-sufficiency, discrete regional projects are being undertaken in crop research and regional food security. Remaining priority sectors, which will be addressed in this project, are manpower development and training, fisheries, soil and water conservation and land utilization. Support will also be provided to the SADCC Secretariat to undertake general macro-economic and trade analyses as well as studies which are either cross-sectoral or do not fall within a sector.

The project therefore has four components, each of which can be discretely implemented and evaluated. Although

V.

project funding will be authorized within the Southern Africa Regional program, funding by component will be obligated on a bilateral basis, a requirement due to SADCC's decentralized organization. A summary description of each component follows

(1) Regional Manpower Development (Swaziland)
(\$1,400,000)

The GOS has established the Regional Training Council (RTC) as its SADCC sectoral sub-committee. The RTC seeks most importantly (a) to collect information on the region's demand and supply of various types and levels of skilled manpower with regard to both national and regional requirements and (b), based on the above information, to formulate and propose concrete measures, policies and activities through which regional cooperation in manpower development can be advanced. The RTC's work program to date has included nine technical studies, of which four have been completed. AID has been the lead donor in undertaking three. A primary task however, will be to complete an "Inventory of Regional Training Programs" which will provide the basis for coordinated student and faculty exchange and maximum utilization of training facilities within the region.

The GOS, on behalf of the SADCC RTC, has requested AID support in continuing its on-going activities (especially the Inventory) more effectively and efficiently and in extending its range of activities in promoting regional manpower development. The major categories of expenditure will include short-term technical services to undertake additional education sector studies; support for hosting a yearly program of RTC, technical experts and Inventory meetings; and data processing equipment to assure efficient compilation and retrieval of information for the Inventory.

(2) Regional Fisheries Development (Malawi)
(\$974,000)

The GOM has established the SADCC Fisheries Administrative Support Unit as one of its SADCC sectoral sub-committees (Malawi also has SADCC responsibility for forestry and wildlife and has established separate sub-committees for these). The fisheries sub-committee has developed a "Program of Action" with emphasis on (a) establishment of a regional fisheries data bank; (b) in coordination with the Regional Training Council, analysis of regional manpower requirements and training capabilities as the first step towards establishing a regional fisheries training center; and (c) a series of workshops and training seminars to

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facilitate identification of research priorities, standardization of statistical methodology, aquaculture development and fisheries management for the region.

The GOM, on behalf of the SADCC sub-committee on fisheries, has requested AID support in undertaking the Fisheries Administrative Support Unit's work program. The major categories of expenditure will include short-term technical services to undertake additional fisheries sector studies; support for hosting a series of technical experts meetings, training seminars and workshops; and data processing and documentation equipment to facilitate the exchange of technical information on fisheries among SADCC member states. Two of the fisheries sector studies which will be funded will relate to the proposed regional fisheries data bank and to regional training in fisheries.

(3) Soil/Water Conservation and Land Utilization
(Lesotho) (\$596,000)

The GOL is now in the process of establishing the SADCC Soil and Water Conservation and Land Utilization Coordination Unit as its SADCC sectoral sub-committee. To be staffed initially by two Basotho and two SIDA advisors, the Unit will help SADCC member states to (a) improve their performance in relation to soil/water conservation and wise land use; (b) avoid conflicts of interest which may result from environmental degradation; (c) develop policies and practices to involve the general population in conservation activities; and (d) integrate relevant disciplines and the contributions of concerned institutions in solving regional conservation and land utilization problems.

The GOL, on behalf of the SADCC sub-committee on soil and water conservation and land utilization, has informally requested AID assistance in launching its work program. Funds will be provided for the Coordination Unit to host four of its nine proposed seminars and workshops and to undertake four technical studies which may emanate from the seminars. Funds will also be provided to publish a SADCC soil/water conservation and land utilization newsletter.

(4) SADCC Secretariat (located in Gaborone)
(\$1,330,000)

Once fully staffed and operational, the SADCC Secretariat is expected to have an important role in responding to requests from the SADCC Council of Ministers and Standing Committee of Officials for macro-economic analyses of the

region and for undertaking cross-sectoral policy and technical studies. The Secretariat has requested AID assistance in establishing an economic analysis study group and a trade study group to work with SADCC on a part-time basis over three years. Funding will also be provided for the Secretariat to undertake two ad hoc, cross-sectoral technical/feasibility studies per year.

The estimated total cost of the AID contribution to the project is \$4.3 million. Obligations will be made over two years, with project implementation over four years. Although not required for a regional project, contributions have been requested from each SADCC sectoral sub-committee and the Secretariat. In each case, the contribution represents indigenous staffing, both professional and support, and cost-sharing of operating expenses associated with the particular work program.

The PID for this project was submitted to AID/W for review and approval on August 4, 1983 (Harare 5101). The PID approval cable was sent classified. The reference number is at Annex A. Grantee applications for assistance from Malawi and Swaziland are attached as Annex C. Applications from Botswana (for the SADCC Secretariat) and Lesotho will be required prior to grant approval.

G. Statutory Checklists: Attached as Annex D.

H. Source and Origin of Goods and Services
AID Geographic Code 000, Host Countries and Code 941 with respect to the Botswana, Lesotho and Malawi components.

I. Consideration to Small, Disadvantaged and Women-Owned Firms: Consideration will be given in the procurement of technical services from such sources.

J. Major Conditions and Covenants: In the Limited Scope Grant Agreements to be signed with the Governments of Swaziland, Malawi and Lesotho, the respective Cooperating Country will covenant that, within ninety days of signature of the Grant Agreement, the SADCC Sub-committee will submit a work plan for the first year of assistance. Work plans will thereafter be submitted to A.I.D. on an annual basis. The Limited Scope Grant Agreement for the Malawi component will include a covenant that the Cooperating Country will assure an adequate commitment of personnel and other staff resources to the SADCC Fisheries Sub-committee.

Only one condition precedent to disbursement is considered necessary: The Government of Lesotho should provide evidence that the SADCC Soil and Water Conservation and Land Utilization Coordination Unit is operational, including evidence of the assignment of professional Basotho to the Unit.

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K. Project Team:

Dianne Blane, REDSO/ESA Project Development
Officer, Team Leader
Shirley Eicher, Consultant
Dale Pfeiffer, Regional Development Officer
USAID/Z

II. PROJECT RATIONALE AND DETAILED DESCRIPTION

A. Project Rationale

The economies of the nine southern African states (Angola, Botswana, Lesotho, Malawi, Mozambique, Swaziland, Tanzania, Zambia, and Zimbabwe) are faced with common constraints to both national and regional development: external economic dependencies, poor agricultural performance (see Table 1), deforestation and declining soil fertility, a rapidly increasing population (see Tables 2 and 3), balance of payment problems, nonexistent or unreliable transport routes, vulnerability to the effects of a world recession and climatic uncertainties. Compounded by continuing political conflict, the countries in the region are seeking ways in which to address their common problems, develop their common assets and make their economies more immune to external influences. Although cognizant that solutions ultimately rest with national policies and economic performance, they also realize that intra-regional cooperation is essential to stimulate growth through opportunities offered by the larger regional market.

Toward that end, the concept of regional economic cooperation as a logical adjunct to national development led to the formation of the Southern African Development Coordination Conference (SADCC) in Lusaka in April 1980. As drawn from its founding declaration known as "The Lusaka Declaration," SADCC's objectives are:

- (1) creation of greater regional economic interdependence and reduction of economically unhealthy external dependencies;
- (2) creation of operational and equitable regional integration;
- (3) mobilization of domestic and regional resources to carry out national, interstate and regional policies to reduce dependence and build genuine regional coordination; and

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Crop	1976	1977	1978	1979	1980
Maize	102.0	110.6	181.0	510.0	700.0
Wheat	450.5	563.0	515.0	542.5	553.0
Rice	85.2	154.0	129.0	160.6	150.0
TOTAL	637.7	827.6	825.0	1.218.1	1.403.0

*USDA Statistics

Country	Estimated population ('000)			Growth rate %
	1980	1985	1990	
Angola	7.315	8.389	9.645	2.8
Botswana	792	909	1.044	2.8
Lesotho	1.291	1.461	1.653	2.5
Malawi	5.643	6.542	7.583	3.0
Mozambique	10.543	12.106	13.902	2.8
Tanzania	18.046	21.230	24.979	3.3
Zambia	5.915	7.025	8.344	3.5
Swaziland	548	645	758	3.3
Zimbabwe	7.439	8.836	10.494	3.5
TOTAL	57.532	67.143	78.402	3.3
INDEX	100	117	136	

*Source: F.A.O.

Country	Number of inhabitants per hectare of arable land (1977)
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Angola	3.7
Botswana	0.5
Lesotho	3.0
Malawi	2.2
Mozambique	3.1
Tanzania	2.6
Zambia	1.1
Swaziland	2.5
Zimbabwe	2.7

Average 2.4

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- (4) joint action to secure international understanding of, and practical support for, the SADCC strategy.

During the past four years, the nine SADCC member states have demonstrated their approach of giving priority to regional development projects rather than to the establishment of institutional structures. Consequently, only one central organization (the Southern African Transport and Communications Commission or SATCC) was established. Each of the other countries has addressed its regional coordination responsibility within the context of existing national bureaucracies related to its priority sector:

- ANGOLA - Energy
- BOTSWANA - Agricultural Research
Animal Disease Control
- LESOTHO - Soil and Water Conservation and Land Utilization
- MALAWI - Fisheries, Wildlife and Forestry
- MOZAMBIQUE - Transport and Communication
- SWAZILAND - Manpower Training
- TANZANIA - Industrial Development
- ZAMBIA - Mining
- ZIMBABWE - Food Security

By means of regional consultation and a process of participatory and interactive dialogue involving technical specialists from SADCC member states, the sectoral sub-committees normally meet bi-annually to address such matters as project identification, design and implementation as well as training requirements and institutional capabilities, information and research gaps and areas meriting further exploration by indigenous and external technical specialists. In turn, the sectoral sub-committees report to the SADCC Standing Committee of Officials which also meets bi-annually as a prelude to the SADCC Council of Ministers meetings. Recommendations submitted to the Standing Committee of Officials by the sectoral sub-committees are carefully reviewed and prepared for tabling at the subsequent meeting of the Council of Ministers at which time they are either accepted or rejected by the Ministers.

The Council of Ministers is comprised of the Ministers of Economic Planning and Development plus the appropriate Minister chairing his/her country's SADCC sectoral sub-committee. The Council of Ministers normally meets in May and December of each year, with the May session normally limited to internal discussion. Following the November meeting, donor agencies are invited to meet with the Ministers to review progress and to discuss sources of funding for new programs and projects. In late 1982, the SADCC Secretariat was established in Gaborone, Botswana, and an Executive Secretary was appointed to facilitate the work of the Standing Committee of Officials and the Council of Ministers. The potential role of the SADCC Secretariat can prove pivotal in the examination of macro-level issues and problems which impact on external dependency. Faithful to its stated philosophy and goals over the past three years, SADCC now merits donor commitments in support of its sectoral "action" programs and its process of involving participating governments in defining and solving regional problems.

SADCC provides a forum and framework within which to address problems commonly shared in the region. SADCC's potential to influence the direction of long-term economic development in southern Africa argues forcibly for the U.S. to establish a close working relationship and to support it. Thus, support to SADCC provides an opportunity to open and maintain a dialogue on both regional and national sectoral issues and general, cross-sectoral policies. By providing technical assistance, AID can potentially influence policy directions with regional application and national implications in manpower training, fisheries, soil and water conservation and land utilization, macro-economics and trade. The process of assisting in the examination of specific sectoral constraints and economic issues will afford the opportunity for

direct technology transfer, particularly if and when regional programs and projects evolve from preliminary technical studies. By supporting SADCC, U.S. interest and confidence in the organization as an institutional base for achieving regional economic cooperation and growth is visibly demonstrated with the residual effect of concurrently facilitating attainment of national development objectives.

B. Project Objectives

1. Project Goal and Purpose

The project goal is support of one of SADCC's founding development objectives: mobilization of domestic and regional resources to carry out national, interstate and regional policies to reduce dependence and build genuine regional coordination. The project purpose is, within the framework of SADCC, to strengthen the member states' and the SADCC Secretariat's development planning and programming capability for undertaking regional activities. Inherent in the project goal and purpose is an effort to support regional self-reliance with a number of important benefits: reduced dependency on foreign advisors and foreign perceptions of development priorities; expansion of indigenous technical capacity to solve development problems in the region; more efficient exchange of research findings within the region and between SADCC and the international community; and more efficient international resource transfers to southern Africa.

By completion of the project, the following accomplishments are expected:

- (a) SADCC's capacity to tackle significant regional problems by providing managerial leadership in the SADCC priority sectors demonstrated;
- (b) Both regional and national capabilities for project planning, design, implementation and evaluation strengthened;
- (c) Mobilization of donor support for long-term assistance to the Southern African region demonstrated;
- (d) First generation activities implemented (see Section C. below); priorities established and planning in process for second and third generation activities;
- (e) Donor cooperation in resource allocations for first, second and third generation activities (d, above) through SADCC demonstrated; and

- (f) SADCC sectoral sub-committees functioning as regional coordinators of research and development activities.

2. Project Outputs

Project outputs, or operational targets against which accomplishment of the project purpose can be measured, can be illustratively quantified. Given the nature of the project, however, it is more appropriate to discuss outputs in terms of what each sectoral sub-committee and the SADCC Secretariat intend to accomplish over the four-year period of project implementation. Outputs can be grouped in several categories:

(a) Technical Studies

In order to gain a data and analytical base on various aspects of each sector, the sub-committees have been seeking donor support for a series of technical and/or feasibility studies. These studies, in turn, will provide the framework for sector policy decisions with regional implications and will also provide the basis for regional project identification and design. For example, the Regional Training Council, with NORAD assistance, has completed a study "Regional Cooperation in Health Manpower Training." The study includes a complete inventory of all formal health training programs in each SADCC member state. The study also identifies for each training program the additive faculty and/or facilities which would be required to increase enrollments with students from the SADCC region. The study therefore serves dual purposes: SADCC member states are now fully briefed on the status of health manpower training in each country, and donor support can be sought for strengthening groups of institutions on a regional basis or for strengthening a specific institution on a bilateral basis. An added benefit for both SADCC and the donor community is an avoidance of duplication of effort; a regional and coordinated communications network has been established in health manpower training (in this case) and economies of scale can also be realized. Highly technical, specialized training can be donor-supported at one institution to serve the entire SADCC region's training requirements.

As a logical first step in establishing regional information exchange and coordination and in planning and programming potential regional projects, project funds have been budgeted for each sectoral sub-committee and the SADCC Secretariat to undertake an average of two technical studies per year. Although the output may be calculated at about 24

studies over the life of the project, a more modest estimate of about 15 is probably more realistic.

(b) Sub-committee and technical meetings

Each sectoral sub-committee, with its membership drawn from the senior government professionals in the particular field, meets periodically - usually twice a year - to discuss the sub-committee's work program, and the status of the various activities which are underway in the work program and to agree on amendments or additions to the program. The sub-committee then prepares a progress report for submission to, and approval by, the SADCC Standing Committee of Officials and the Council of Ministers. Each sub-committee also calls periodic technical meetings to discuss the results of specific activities and/or technical studies. Again, for example, the Regional Training Council has called for a technical meeting to discuss the results of the NORAD health manpower training study. Several copies of the study are distributed in advance to each member of the sub-committee and shared with the health professionals who interacted with the study team members. These technical experts are then invited to meet and discuss the study in detail both among themselves and with at least the leader of the study team. Participation at sub-committee and technical meetings has been less than maximum to date because, with limited foreign exchange reserves, the member governments are hard-pressed to find funding for intra-regional airfare and per diem. Project funds have, therefore, been budgeted to assure attendance at a series of annual sub-committee and technical meetings. The Regional Training Council considers these meetings to "constitute the real 'engine' of SADCC's development and their timing and organization have a crucial impact on the pace and development of that progress." The Regional Training Council and the Fisheries Sub-committee will host an average of about seven sub-committee and technical meetings per year. The Soil/Water Conservation and Land Utilization Sub-committee is focussing instead on training seminars and workshops (see below); the SADCC Secretariat participates only in the highest level SADCC administrative meetings.

(c) Seminars and workshops

The Fisheries Sub-committee and the Soil/Water Conservation and Land Utilization Sub-committee have also included in their work programs a schedule of periodic seminars and workshops for group learning/training and consultation. In the case of the Fisheries Sub-committee, a series of workshops are planned to focus on particular subjects of common interest, such as fisheries management, the state-of-the-art in

aquaculture in each country and techniques in fisheries training. If necessary, short-term specialists will be invited to conduct actual training during the seminar or workshop. Seminars and workshops on various topics related to soil/water conservation and land utilization will be conducted not only as group learning exercises but will also result in the design of a follow-on technical study or project. Each sub-committee has requested support for sponsoring two seminars or workshops per year, for a total of about eight over the life of the project.

C. Project Components: Inputs

Inputs which are required to achieve the project outputs discussed above are discussed in detail by project component.

1. Regional Manpower Development (Swaziland)
(\$1,400,000)

The Regional Training Council has requested funding support to host two RTC meetings per year and five technical expert meetings per year. The costs involved in holding each meeting include the airfare and per diem for each member of the delegation, with the exception of the delegation from the host country. (In general, the host country will be the "home" of the sub-committee, although meetings may also be rotated among the SADCC member states.) Funds have therefore been budgeted to assure the attendance of an average of 16 persons (8 delegations with two representatives each), plus a small contingency amount for each meeting to cover special requirements such as over-time staff support. Funding is also provided for the RTC to sponsor five meetings over three years on the Inventory of Regional Training Programs. Once the Inventory has been completed, is on computer file and published, the RTC will call Inventory meetings of manpower specialists and trainers to monitor periodically the status of student and faculty exchanges in the region. Constraints and problems with using the Inventory can be aired and corrective actions recommended. To facilitate hosting the various types of meetings, funds will be provided for procurement of a portable public address system which can be upgraded for simultaneous translation capability and for conference staff support to type conference documents and handle other administrative matters during the meetings. The GOS will finance most of the estimated costs of the latter requirement.

The RTC is presently staffed by one EEC-funded manpower economist on a full-time basis and by a Swazi manpower planner. This staff is marginally adequate for the RTC's workload, and project funding is therefore provided for the recruitment of two additional Swazis, a manpower specialist to

be the full-time counterpart of the EEC advisor and an executive officer to handle the RTC's administrative workload. Although both will initially be hired under contract, by the end of the second year of the project, the GOS will assure the establishment of permanent ministry posts for them and/or otherwise assume the costs of their continued employment and attachment to the RTC.

More than one-third of the funding support for the RTC is for the procurement of short-term technical services to undertake technical studies, participate in technical experts meetings and to provide advisory support to the RTC. Supporting the SADCC Council of Ministers' firm guidance, the RTC (and the other sub-committees) will request a mix of both U.S. and African specialists for the various assignments. With regard to the technical studies, funds will also be provided to permit the intraregional travel of the RTC staff (the EEC advisor and the Swazi counterpart) to visit several member states in advance to assure complete agreement on the terms of reference for the particular study and maximum access to information and utilization of the consultants' in-country time. Support for this budget line item is justified on the basis of experience; several study teams (including AID-financed teams) have been frustrated by the lack of advance briefing and concurrence with the study parameters upon their arrival in a country.

The RTC is now fully dependent upon the GOS Department of Economic Planning and Statistics for general office services, supplies and equipment. Use of a telex machine to send communications concerning especially meetings and studies is absolutely essential and is presently constrained by limited access to one machine in the Ministry of Finance. A telex machine, however, will be installed for the use of the RTC and funds have been budgeted for its rental for two years and for the recurrent costs of sending messages. The GOS will assume the rental costs in the third year and will share the recurrent costs in each year of the project. The RTC has also requested procurement of data processing hardware and software to compile the Inventory of Regional Training Programs. It is proposed to place the computer in the Social Science Research Unit at the University of Swaziland to maximize its utility. A documentation specialist now assigned to the Unit will spend at least three days per week on the Inventory, filing and updating information and supervising the publication of an Inventory handbook about every six months. The specialist will also handle all correspondence and requests for information on student exchanges related to the Inventory. Office supplies (telex tapes, photocopying paper, etc.) and equipment, including two typewriters and photocopiers, will also be procured with project funds.

2. Regional Fisheries Development (Malawi)
(\$974,000)

The SADCC Fisheries Administrative Support Unit in Malawi has requested financial assistance to facilitate implementation of the SADCC Fisheries "Program of Action," which includes support for two fisheries sub-committee meetings per year and two training seminars/ workshops per year, as well as funds to enable fisheries specialists from within the region to attend regional, and, on a more limited basis, continental or international technical fisheries meetings. Air fare and per diem for two delegates per country have been budgeted for each SADCC member state. In each instance, the host country delegation requires no support, and meeting venues are rotated among the SADCC countries. The funds provided for participation in technical meetings are intended to enable fisheries specialists from within the region to respond to invitations from SADCC member states, other African countries and international organizations convening technical meetings germane to problems faced by SADCC member states in the fisheries sector. A maximum of two international trips per year and five regional trips per year is budgeted for participation in fisheries technical meetings.

To facilitate the coordination and planning required for the SADCC fisheries sub-committee meetings, training seminars/workshops and the administrative demands attendant to fielding short-term technical study missions, funds will be provided for additional secretarial support. The SADCC Fisheries Administrative Support Unit currently is staffed by the Chief Fisheries Officer, the Principal Fisheries Officer and a secretary, all of whom operate on a quarter-time basis. The services of a full-time fisheries specialist with administrative skills is being made available to the Fisheries Administrative Support Unit by the Government of France, and the appointment of a Deputy Chief Fisheries Officer is expected to provide supplemental modest assistance to the Support Unit. Over one half of the financial support for the SADCC fisheries sub-committee is for the provision of short-term specialist services to undertake technical studies and to participate in the training seminars/workshops. Both U.S. and African specialists will be requested for participation in the technical studies, consistent with the guidance provided to the SADCC sub-committee by the SADCC Council of Ministers. Support includes sufficient funds to enable intra-regional travel by members of the Administrative Support Unit to ensure adequate briefing of participating SADCC countries in advance of undertaking technical studies.

Since its inception, the SADCC Fisheries Administrative Support Unit has been fully dependent upon the GOM Ministry of Agricultural and Natural Resources/Department of Fisheries for general office support, supplies, equipment, travel and communications. Timely communications concerning meetings and projects/study preparation have been hampered by the lack of priority access to the two GOM telex machines (in the Ministries of Foreign Affairs and Finance respectively) and to the costs and uncertainties of telephone communication in the region. Funds have been budgeted for the installation of a telex machine, monthly rental and, on a shared basis with the GOM, the recurrent costs of messages from the Administrative Support Unit. The preparation of the proceedings of SADCC fisheries sub-committee meetings, project and studies documentation and a data processing and analysis capability are also urgently required by the Support Unit. Project funds will be provided for the installation of a mini-computer with word processor, financial customizer and printing features to meet the requirements of the Unit's support functions for the SADCC fisheries sub-committee. Office supplies, office furniture, one typewriter, a photocopier and a stencil scanner will also be procured with project funds. The GOM will continue to provide office space and staff support services to the Unit, pay telephone charges and contribute toward office supplies and the recurrent costs of telex messages, as well as provide the services of Malawian staff both in the Administrative Support Unit and in the Ministry's technical divisions.

3. Soil/Water Conservation and Land Utilization
(Lesotho) (\$596,000)

Planning is now underway to establish a SADCC Soil/Water Conservation and Land Utilization Coordination Unit within the GOL Ministry of Agriculture's Agricultural Planning Division. In preparing a work program which will be implemented by the Coordination Unit, the GOL requested SIDA assistance. A team of three consultants worked primarily with the Ministry of Agriculture's Conservation Division, and the resulting report "SADCC Coordination Programme on Soil and Water Conservation and Land Utilization" (December 1982) was presented at the January 1983 SADCC Council of Ministers meeting in Maseru. This SIDA assistance is expected to result in the assignment of two long-term advisors and two Basotho officers to staff the Coordination. The first operational step

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will be to host a series of 2-3 week seminars and workshops on specific topics for land use planners, conservation officers, economists, ecologists, sociologists, hydrologists, remote sensing experts, etc. During the course of each seminar or workshop, an "action-learning" project will be jointly designed or the terms of reference for a technical study will be prepared. In each case, donor support will then be requested for implementation. The work program proposes sponsoring three seminars and one workshop in both the first and second years and one seminar in the third year. Information exchange within the region will also be strengthened with periodic publication of a newsletter.

Project funds will be provided to enable the Coordination Unit to host two seminars or workshops per year. Cost estimates are based on the attendance of eight delegations, each with four specialists. The average length of each seminar will be two weeks. Two technical studies per year will also be financed. Illustrative topics include policy planning for land use systems and the feasibility of regionally monitoring desertification and degradation of range lands. Lastly, funds will be provided to publish the newsletter as a potentially important forum for opinions, information and presentation of original research.

The GOL contribution to this component of the project will minimumally include the services of the Basotho staff of the Coordination Unit, conference support costs and office space and supplies. Pending establishment of the Unit and finalization of the work program, however, an equivalent value for this contribution has not been estimated.

4. SADCC Secretariat (Botswana) (\$1,330,000)

Once fully staffed and operational, the SADCC Secretariat should have an important role in responding to requests from the Council of Ministers and the Standing Committee of Officials for macro-economic analyses of the region and for undertaking cross-sectoral policy and technical studies. The Secretariat has, therefore, requested AID support to establish an economic analysis study group and a trade study group to work with SADCC on a part-time, advisory basis over three years. It is proposed to staff each group with three U.S. and three African specialists, the source for which would likely be university faculties. It is not intended that the members of the group would have to be co-located. Rather they would carry out much of their work at their permanent location and only come together periodically to consult with each other and with SADCC. After an initial working session together to define the parameters of their individual and joint research, each group

member would return to his/her home base. The groups would rejoin annually in the region to conduct necessary fieldwork and to coordinate publication of one or more reports for presentation to SADCC. Four man-months of services per year have been budgeted for each group member, as well as international and intra-regional airfares and per diem. Funding will also be provided for the Secretariat to undertake two cross-sectoral technical and/or feasibility studies per year. Other donors have pledged or committed similar support to the Secretariat so that it is expected that several studies will include multi-donor participation. The AID grant would also finance the purchase of word processing equipment to be used by the Secretariat to prepare its correspondence and reports and keep track of SADCC activities and accounts.

The Secretariat will provide general support, including office space and supplies and secretarial services, to the two study groups while they are working at the Secretariat. The same support will be provided to the technical study teams. Given the Secretariat's limited staff, which includes only the Executive Secretary, a Deputy Executive Secretary (not yet on-board) and administrative support staff, a value for their part-time services in managing the study groups and preparing for and backstopping the technical studies has been estimated.

5. General Comment

The unanimously expressed constraint on the efficient and effective functioning of the sectoral sub-committees is a lack of operating funds to implement their respective work programs. Each sub-committee has made an impressive start, but the costs of either hosting a meeting or sending a full delegation, or any delegation in some cases, have increasingly proven prohibitive, particularly as almost all SADCC member states are experiencing severe economic problems with consequent strains on foreign exchange resources needed to host such meetings. Intra-regional communications, although generally reliable, are also costly. To strengthen the member states' and the SADCC Secretariat's development planning and programming capability for undertaking regional activities - to flow from sectoral meetings, technical studies and information exchange within the region - the project inputs discussed above are requisite. It is also commendable that the sub-committees and the Secretariat have been fully involved in and are responsible for formulating the work programs which have been presented for support. The design of this project has therefore been fully participative.

The logical framework matrix is attached as Annex B.

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III. COST ESTIMATES AND FINANCIAL PLAN

A. Summary Cost Estimate and Financial Plan

The Summary Cost Estimate and Financial Plan is presented in Table I. The estimated life-of-project cost, to be obligated over three fiscal years, \$4,300,000. The estimated equivalent value of the respective host country contributions is at least 11% since the Government of Lesotho's contribution to the Soil/Water Conservation and Land Utilization Coordination Unit, pending its establishment in early 1984, has not yet been determined. Since this is a Southern Africa Regional project, however, compliance with FAA Section 110(a) is not required. An estimated 78% of the AID contribution to the project, or 71% of the total cost of the project, represents foreign exchange expenditures for technical services and procurement of U.S. source and origin dataprocessing and office equipment. An estimated 22% of the AID contribution will be spent in local currency.

B. Detailed Cost Estimates by Component

Table II presents the detailed cost estimates by project component. The bases for calculating budget line items are included in Annex E.

IV. IMPLEMENTATION PLAN

A. AID Responsibilities

In the course of designing the project, each sectoral sub-committee and the SADCC Secretariat have been judged capable of managing grant funds with a minimum of AID oversight. Bilateral Limited Scope Grant Agreements will be negotiated and signed with the Governments of Swaziland, Malawi and Lesotho for support to the SADCC sub-committees. In the case of the SADCC Secretariat, a Limited Scope Grant Agreement will be signed with both the Government of Botswana, in its capacity of chairing the SADCC Council of Ministers, and the SADCC Executive Secretary.

The AID Missions in each country will continue to be the primary contact point for each SADCC body, will assist in explaining AID procedures and reporting requirements, establishing local currency accounts and liaising with the Regional Development Officer (RDO) attached to USAID/Zimbabwe. The RDO will serve as the primary channel for communications between the field and AID/W concerning project implementation. In general, however, the project has been designed to place maximum responsibility on SADCC and should not impose a serious management burden on any AID Mission. See also Section V.A., Project Management.

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TABLE I

SUMMARY COST ESTIMATE AND FINANCIAL PLAN

COMPONENT	(\$000) FY 1984			FY 1985			TOTAL		
	AID		HC LC	AID		HC LC	AID		HC LC
	FX	LC		FX	LC		FX	LC	
Manpower Development RTC (Swaziland)	601.9	334.1	94	295.8	168.2	63	897.7	502.3	157
Fisheries Development	352.1	67.9	68	426.1	127.9	34	778.2	195.8	102
Soil/Water Conservation & Land Utilization (Lesotho)	231.2	64.8	*	231.2	66.8	*	462.4	133.6	*
SADCC Secretariat	878.9	67.1	100	324	60	100	1202.9	127.1	200
	2064.1	535.9	262	1277.1	422.9	197	3341.2	958.8	459
TOTAL AID (rounded)	2,600			1,700			4,300		
HC			262			197			459

Note: Inflation/contingency (10%) is included in each component's budget total.

FX - foreign exchange

LC - local currency

HC - host country

* To be determined in early 1984.

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TABLE II. A

TECHNICAL SUPPORT TO THE SADCC REGIONAL TRAINING COUNCIL(SWAZILAND)
(\$000)

<u>BUDGET LINE ITEM</u>	<u>FY 1984</u>		<u>FY 1985</u>		<u>TOTAL</u>	
	<u>AID</u>	<u>GOS</u>	<u>AID</u>	<u>GOS</u>	<u>AID</u>	<u>GOS</u>
RTC Meetings	67.2	-	33.6	-	100.8	-
Technical experts mtgs.	168	-	84	-	252	-
Inventory meetings	50.4	-	33.6	-	84	-
Conference equipment	30	-	-	-	30	-
Conference staff support	3	10	1.5	5	4.5	15
RTC staff support	26	24		25	26	49
Short-term technical services (U.S. & African)	337.5	-	202.5	-	540	-
RTC missions	54	-	36	-	90	-
Data processing equipment (including servicing)	30	-		-	30	-
Communications	38	52	18	27	56	79
- telex rental	(2)	(-)	(-)	(-)	(2)	(1)
- recurrent costs (telex)	(36)	(36)	(18)	(18)	(54)	(54)
- telephone	(-)	(16)	(-)	(8)	(-)	(24)
Documentation equipment and printing	30.9		4.2	-	35.1	-
Office supplies	16		8	-	24	-
Sub-Total	851	86	421.4	57	1,272.4	143
Inflation/Contingency (10%)	85	8	42.6	6	127.6	
<u>TOTAL</u>	936	94	464	63	1,400	157

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TABLE II. B

SADCC REGIONAL FISHERIES TECHNICAL SUPPORT (MALAWI)
(\$000)

<u>BUDGET LINE ITEM</u>	<u>FY 1984</u>		<u>FY 1985</u>		<u>TOTAL</u>	
	<u>AID</u>	<u>GOM</u>	<u>AID</u>	<u>GOM</u>	<u>AID</u>	<u>GOM</u>
FTC meetings	39	4	47.9	2	86.9	6
Technical experts meetings	10	-	7	-	17	-
Office equipment and furnishings	10.1	9.2	-	4.6	10.1	13.8
Staff support	5	13	10	6.5	15	19.5
Seminars/Workshops	55	-	86.2	-	141.2	-
Technical studies	205	-	205	-	410	-
Short-term technical services (U.S. & African)	20	-	100	-	120	-
Data processing & documentation equipment (including servicing) and printing	15	-	6	-	21	-
Communications	15	32	25	16	40	48
- telex rental	(2.9)	(-)	(1.2)	(-)	(4)	(-)
- recurrent costs	(12.1)	(24)	(23.9)	(12)	(36)	(36)
- telephone	(-)	(8)	(-)	(4)	(-)	(12)
Office supplies	8	3.3	16	1.5	24	4.5
Sub-Total	382.1	61.2	503.1	30.6	885.3	91.8
Inflation/Contingency (10%)	38.2	6.1	50.3	3.0	88.5	9.2
TOTAL	420	66.3	553	34	973	101

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TABLE II C

SADCC REGIONAL SOIL & WATER CONSERVATION
AND LAND UTILIZATION (LESOTHO)
(\$000)

<u>BUDGET LINE ITEM</u>	<u>FY 1984</u>		<u>FY 1985</u>		<u>TOTAL</u>	
	<u>AID</u>	<u>GOL</u>	<u>AID</u>	<u>GOL</u>	<u>AID</u>	<u>GOL</u>
Seminars and workshops (2 per year)	114		114		228	
Information exchange/newsletter	5		5		10	
Technical Studies (2 year)	152		152		304	
Sub-Total	271		271		542	
Inflation/Contingency (10%)	27		27		54	
TOTAL	298		298		596	

* To be determined when coordination
Unit will be staffed and work
program will be finalized.

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TABLE II D

TECHNICAL SUPPORT TO THE SADCC SECRETARIAT
(\\$000)

<u>BUDGET LINE ITEM.</u>	<u>FY 1984</u>	<u>FY 1985</u>	<u>TOTAL</u>
<u>Economic Analysis Study Group</u>			
3 U.S. economists (4 mm/year)	90	48	138
3 African economists (4 mm/year)	24	13.5	37.5
Travel -	47.4	23.7	71.1
Airfares			
- international (1 RT/yr @ \$3,000)	(18)	(9)	(27)
- interregional (\$1,250/yr x 6)	(15)	(7.5)	(22.5)
In-Country (car rental) (14.4) (\$50/day x 48 days/yr x 3 cars)	(14.4)	(7.2)	(21.6)
Per Diem (48 days/yr x 6 x \$75 average)	43.2	21.6	64.8
Support expenses/overhead (100% of U.S. technical services)	90	48	138
<u>Trade Study Group</u>			
Same as above	294.6	154.8	449.4
<u>Ad Hoc Technical/Feasibility Studies</u>			
Two studies per year	151	40	191
Word Processing Equipment	120	-	120
SUB TOTAL	860.2	349.6	1,210.8
Inflation/Contingency (10%)	86.0	34.9	121
TOTAL	946	384	1,330

B. SADCC and Participating Member States' Responsibilities

The implementing agencies for each component of the project will be the SADCC Secretariat and the SADCC sectoral sub-committees: the Regional Training Council in Swaziland, the Fisheries Administrative Support Unit in Malawi and the Soil/Water Conservation and Land Utilization Coordination Unit in Lesotho. Each "parent" ministry of the sub-committees has been the recipient of AID bilateral assistance and is therefore familiar with AID implementation procedures and can provide necessary backstopping to the sub-committees.

Each sub-committee will be responsible for organizing all project-funded meetings, seminars and workshops. The RTC and the Fisheries Administrative Support Unit have especially had considerable experience in hosting SADCC fora, and no problems are foreseen. Each sub-committee and the SADCC Secretariat will also be responsible for scheduling the project-funded technical studies and for preparing complete terms of reference for a study team. They will undertake all necessary advance work and coordination with each member state to be included in the study prior to the team's arrival. Office space and access to support staff will be provided for teams at the sub-committee headquarters.

C. Other Donor Coordination

A demonstrable commitment to the SADCC concept and program is evidenced by the wide range of donors which have increased their levels of resources in support of the long-term effort to improve the planning, coordination and implementation of region-wide development activities in Southern Africa. From the initial involvement of the U.K. in the conceptualization of SADCC, the continuing role of the London-based SADCC Liaison Committee, the convening by AID of a colloquium on "Development Needs and Opportunities for Cooperation in Southern Africa" (January 1979) and financial support from the Carnegie Foundation to enable the SADCC planning meeting at Arusha in July 1979, SADCC has been a multi-donor assistance effort. Even prior to official establishment of the SADCC Secretariat in Botswana in late 1982, the EEC has provided long-term technical assistance to backstop the SADCC program of work, including coordination of conferences and technical meetings and documentation preparation and production. The EEC has also provided a grant to the Secretariat to supplement the contributions made equally by SADCC member states for the recurrent expenditures of the Secretariat. These funds are intended to support intra-regional and international travel by

the Executive Secretary, communication modes (telex and telephone) and ad hoc studies. In addition, the UNDP has earmarked \$2.5 million for SADCC sectoral studies, with emphasis on transport, communication and energy. The allocation of these support funds is controlled by the Executive Secretary in consultation with the Standing Committee of Officials and with the approval of the Council of Ministers.

In the manpower sector coordinated by Swaziland, the EEC has provided the long-term services of a manpower economist on a full-time basis. In addition to funds provided by the U.S. for manpower studies, the EEC and ILO may jointly finance a study of technical training for the mining sector; NORAD has financed a study on health manpower training; SIDA is financing a consultancy team to study the training of teacher educators; Portugal has joined the U.S. in financing a study of comparability of educational levels; and the ILO/SATEP has financed and undertaken a study on regional manpower information.

In the fisheries sector coordinated by Malawi, the Principal Fisheries Officer receives a supplement from the U.K.; France will provide a long-term technical advisor to work on regional fisheries activities on a full-time basis; the U.K. and Italy have pledged support for a joint study of pelagic fishing resources of Lake Malawi; and Italy has further committed itself to support a regional survey of fish production, processing and marketing and has also expressed interest in providing assistance for a study to identify regional projects/programs of production and/or commercialization of fishing and fish-processing equipment in the SADCC region.

In the soil/water conservation and land utilization sector coordinated by Lesotho, SIDA provided assistance for the development of a work program and planning for the establishment of a SADCC Soil/Water Conservation and Land Utilization Coordination Unit within the GOL Ministry of Agriculture's Agriculture Planning Division. Final negotiations are underway between SIDA and the GOL to finance two long-term SIDA advisers and two Basotho officers to staff the Coordination Unit. The work program includes the convening of a series of 2-3 week seminars and workshops from which will evolve "action-learning" projects and requests for technical studies for which donor support will subsequently be sought.

Coordination among donors is obviously essential and will become increasingly important as the pace of SADCC's region-wide program accelerates and as SADCC's development

planning and programming capability is strengthened, both through this project and with the donor assistance discussed above. The SADCC Council of Ministers is acutely aware of the need for donor coordination and convenes an annual SADCC Donor Conference. The last Donor Conference was held in Lusaka in February 1984. At each SADCC Donor Conference sectoral sub-committees prepare agendas for seeking donor pledges of support. Donor coordination is further reinforced by periodic meetings of donor representatives in each country. In AID's case, the assignment of a Regional Development Officer provides continuity of contact with other donors. Assisted with SADCC liaison by the AID Missions in each country, this arrangement has worked effectively. SADCC is attracting widespread donor interest and large-scale donor resource flows, and it is expected that the effective measure of donor coordination which has been the case to date will continue.

D. Procurement Plan

Procurement of technical services and commodities will be required in implementing the project. Upon receipt of the draft terms of reference for each short-term technical consultant or for each technical team, the Regional Development Officer will issue a PIO/T on the basis of which a contractual action will be initiated. In most cases, the PIO/Ts will be forwarded to AID/W for CM/ROD action, although field contractual authorities will also be exercised when appropriate and/or expedient. Contracts with U.S. firms will specify personnel requirements, including African representation. The U.S. firm(s) will be responsible for recruitment of African study team members. To the extent possible, existing Indefinite Quantity Contracts and Cooperative Agreements will be utilized for the procurement of technical services.

Letting a contract with one U.S. firm to handle all requirements for technical services has been considered. It has been decided, however, that requirements at least through the first year of project implementation do not warrant the cost of such a contract. If the management burden on the RDO and the AID Missions turns out to be too heavy, however, this operational mode will be reconsidered.

PIO/Cs will be issued for procurement of office equipment, including data processing hardware and software. It is anticipated that all equipment will be purchased either in the U.S. or locally under the shelf-item rule. No waivers are foreseen; if required, they will be handled on a case-by-case basis. An illustrative equipment list is attached as Annex I.

MONITORING PLAN

A. Project Management

As discussed above, project management will be the responsibility of the Regional Development Officer attached to USAID/Zimbabwe. Implementation will be monitored both by the RDO and the AID Missions in Swaziland, Malawi, Lesotho and Botswana. In addition to general project support, each mission will also be requested to provide assistance in financial management. The AID Controllers in Swaziland, Lesotho and Botswana will be responsible for disbursing (advancing) funds and providing guidance and control over use of project funds in those countries. RFMC/Nairobi will be similarly responsible for financial activities in Malawi. Legal assistance in preparing and negotiating the grant agreements will be provided by the Regional Legal Advisors in Mbabane (for Botswana, Lesotho and Swaziland) and REDSO/ESA (for Malawi). Advice on contracting mechanisms and procurement will be provided by REDSO/ESA. Backstopping support will be provided by the REDSO/ESA Projects Division in the field and by the Southern Africa Regional Project Officer in AID/W-AFR/PD/SA.

B. Financial Procedures

Each sectoral sub-committee and the SADCC Secretariat will establish a local currency account to handle local cost expenditures. The accounts will be opened with an initial advance in an amount estimated to cover no more than ninety days cash needs and periodically replenished on the basis of proper certification, financial reporting and projected costs. Expenses related to air travel for participants attending project-funded SADCC meetings, seminars and workshops will be paid from these accounts. Each SADCC body will be responsible for funds accountability.

C. Reporting Requirements

1. Financial Report

Each sectoral sub-committee and the SADCC Secretariat will be required to submit quarterly financial reports. The reports will summarize the quarterly financial activity as well as the cumulative financial status of the grant. The quarterly financial reports should contain the following information:

- (a) a summary of deposits and withdrawals and the end-of-quarter balance in the local currency account;
- (b) projected costs for the next ninety-day period;
- (c) a discussion of any financial problems encountered by the sub-committee in implementing the grant, as well as the sub-committee's recommended solutions; and
- (d) any other financial information which either the RDC or AID Controllers may request.

Instructions on preparing the financial reports, including an example, will be provided in Project Implementation Letters.

2. Progress Status Report

Each sectoral sub-committee and the SADCC Secretariat will also be required to submit semi-annual narrative progress status reports to the RDO. The reports should generally describe cumulative progress in undertaking the sectoral work program. The reports should specifically discuss:

- (a) progress during the preceding six months in undertaking those elements of the work program which are being funded under the project;
- (b) problems encountered (also noting problems which are of a longer-term nature)
- (c) proposed solutions to any identified problems and, if necessary, requesting AID assistance in their resolution;
- (d) a general comment, raising actual or potential factors, issues, etc., which could affect future implementation and direction of the project; and
- (e) any other information which the RDO may request.

Instructions on preparing the progress status reports, including format, content and an example of a completed report, will be provided in Project Implementation Letters.

VI. PROJECT ANALYSES

A. Technical Analysis

1. Regional Manpower Development
(Swaziland)

The SADCC sectoral sub-committee responsible for regional manpower development in the region is the Regional Training Council. Attached to and supported by the GOS Department of Economic Planning and Statistics, the RTC has formulated a work program which is based on the following aims:

- (a) to collect information on the region's demand and supply of various types and levels of skilled manpower with regard to both the national needs of SADCC members and also the needs of the SADCC region as a whole;
- (b) to establish priorities among the possible areas of activities for regional cooperation;
- (c) to examine the training/education facilities available within the region for training skilled manpower;
- (d) in light of the above, to identify, formulate and propose concrete measures through which regional cooperation in manpower development can be advanced;
- (e) once measures for regional cooperation have been identified, to document them fully and to mobilize resources for their implementation either from within the region, from SADCC's international cooperation partners, or by a combination of both;
- (f) to monitor and review progress in the implementation of specific activities in regional manpower development;
- (g) to collect and disseminate to member states information relevant to regional manpower development in an effort to strengthen regional cooperation;

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- (h) to identify and propose administrative and organizational measures to strengthen the framework within which regional cooperation can take place; and
- (i) to collaborate fully with other sectoral sub-committees on both specific activities and on the modalities of cooperation in general.

A discussion of SADCC's policy goals for regional manpower development, as well as a further discussion of the above aims, is attached as Annex F.

The RTC's work program to date has focussed on defining its aims and specific objectives for approval by the SADCC Council of Ministers and, as a first step, undertaking a series of SADCC manpower studies (SMS) and establishing an Inventory of Regional Training Programs. The studies and their implementation status include:

- SMS 1: Training for the Sugar Industry: EC may finance.
- SMS 2: Technical Training for the Mining Sector: ILO and EC may jointly finance.
- SMS 3: Regional Cooperation in Health Manpower Training: NORAD-financed; completed; identifies 29 first-priority and 18 second-priority projects for donor support.
- SMS 4: Training of Teaching Educators: SIDA-financed; interim report received; final report due momentarily.
- SMS 5: Comparability of Educational levels: jointly financed by AID and Portugal; AID fieldwork completed; GOP team to undertake field work in August 1983.
- SMS 6: Regional Manpower Information Systems: study completed by ILO/Southern African Team for Employment Promotion (Lusaka); report now being evaluated by the RTC.

- SMS 7: Management and Public Administration: AID-financed; to be undertaken by NASPAA within the next several months.
- SMS 8: Criteria for Success of Regional Training Institutions: jointly financed by AID and EEC; AID interim report completed; EEC finalized the report in early CY 1984.
- SMS 9: Correspondence Education: proposed; will probably be financed with project funds.

In addition to seeking donor support for undertaking technical studies which, in turn, may recommend proposed projects (such as SMS 3), the RTC has two projects ready for donor support. The first is an expansion of the Mananga Agricultural Management Center in Swaziland so that it can accept and train an increased number of SADCC students. Established in 1973, the Center will be expanded to include a program for middle- and senior-level managers employed in agriculture-related institutions, such as commercial and parastatal estates, credit and development banks, extension services and cooperatives. The EEC has expressed firm interest in financing this project. The second project is an expansion of the Zambian Air Services Training Institute. The RTC and the Southern African Transport and Communications Commission (SATCC) are collaborating in seeking donor support. The RTC has also been negotiating proposed SIDA support for construction of a hostel at the University of Zimbabwe to accommodate increased numbers of SADCC and South African refugee students.

The third major component of the RTC's work program is the Inventory of Regional Training Programs. The Inventory, which will be a specific output from the RTC's aim to catalog training/education facilities available in the region for training skilled manpower, was initially discussed in SADCC in March 1981. The RTC was charged with collecting information on all post-secondary education programs in SADCC member states with a view toward promoting intra-regional student and faculty exchanges and maximizing utilization of existing training facilities. In order to standardize information, the RTC has designed three questionnaires which, upon completion of an accompanying instruction manual, will be sent to each SADCC member of the RTC. Upon receipt of the completed questionnaires, the RTC will place the information on computer file for ease in retrieval, updating and publication. An Inventory handbook will be published in 1984 and updated at least annually. The potential utility of the Inventory is

well illustrated in the case of training in veterinary science. The University of Zimbabwe's Faculty of Veterinary Science has allocated 15 places for SADCC students; to date, however, only three applications have been received. With publication of the Inventory handbook, each SADCC member state will have an easy and accurate reference to all post-secondary training programs, including an indication of excess capacity for SADCC students, entrance requirements and application procedures. Procurement of a computer, to be financed under the project, will be essential for timely data access and retrieval. The RTC will also answer general queries regarding regional training programs and facilities, using the computer's data-based program.

The RTC's proposed work program through December 1984 and progress report through November 1982 are also attached in Annex F.

2. Regional Fisheries Development (Malawi)

The "Program of Action" for the SADCC fisheries sub-committee is designed to initiate and support a series of research and training activities, to address information gaps in the sector and to facilitate GOM planning, coordination and management of the regional fisheries program for SADCC member states. The establishment of a Fisheries Administrative Support Unit within the GOM Department of Fisheries is intended to implement the range of activities proposed by the sub-committee, including bi-annual meetings hosted by SADCC countries on a rotating basis, but coordinated by the Administrative Support Unit in Malawi.

A project for Joint Research on the Pelagic Fishery Resources of Lake Malawi/Nyasa (Malawi/Mozambique/Tanzania) was presented for consideration by donors at the SADCC Donor Conference in Maseru in January 1983. Both Italy and the U.K. have pledged support. In addition, Italy has also pledged support for a Survey of Regional Fish Production, Processing and Marketing, and expressed interest in supporting a Study to Identify Projects/Programmes of Production and/or Commercialization of Fishing and Fish Processing Equipment in the Region.

Two additional studies, for which support is requested in this project, are: (a) a feasibility study of the establishment of a Regional Fisheries Data Bank and (b) an analysis of manpower requirements and training capabilities and needs in the region as the initial step in the establishment of a regional fisheries training center.

(a) Regional Fisheries Data Bank Study

Correct management of the fisheries sector is reliant on accurate statistical data which can be analyzed to detect trends of over-fishing, decline, etc. The present state of data collection from fisheries in the region is little more than tabulation, and any analytical work necessitates hand-processing of the raw data. At least 450 different species of fish are recognized in the various waters and all are exploited by the fisheries sector; yet the recording system currently in use covers only 15-20 different groups of fish. Moreover, more than 40 different fishing methods are used, thus compounding the already difficult problem of data analysis. Upon assuming responsibility for the coordination of fisheries development for the nine SADCC countries in 1981, the GOM circulated a preliminary questionnaire to obtain basic information from each country on their fisheries activities in order to identify common problems. Eight of the nine countries identified monitoring and evaluation of fisheries activities as the major constraint on rationally planned development. At the February 1982 SADCC fisheries sub-committee meeting in Malawi, the necessity to computerize fisheries data and information was confirmed as a major priority for individual member states and for the region as a whole. The capacity to store data on completed projects, publication information and fugitive materials relevant to fisheries activities in Southern Africa was identified for priority consideration in the study design. Provision is made in this project to procure a mini-computer for the Administrative Support Unit to enable data processing and analysis. A preliminary questionnaire has been circulated to SADCC member states to identify data bank requirements in the region in order to enhance the Administrative Support Unit's capacity to address the region's informational and data collection and processing needs in a more effective manner. A copy of the questionnaire, which is being coordinated by Zimbabwe for the fisheries sub-committee, is attached as Annex H.

(b) Regional Manpower Requirements and Training Capabilities and Needs

Understaffing is a chronic problem throughout the region in the fisheries sector. Recruitment of junior staff is not an issue compared with the overriding need for specialists with practical training on location-specific concerns within the region at the intermediate and senior levels. At present, virtually all training above the basic level is obtained overseas. In some instances, special in-service courses have been arranged utilizing external consultancies. Since so few courses at overseas institutions are relevant to students from Africa (e.g., marine engineering), a strong case has been made for establishment of a regional fisheries training center. As a first step, the SADCC fisheries sub-committee plans a study to analyze manpower requirements and training capabilities and needs in the region. Funding for the study is provided in this project. Ultimately intended to improve the calibre of training at the intermediate and senior levels, the study may lead not only to development of a regional training center, but also to an interim training program for SADCC countries based on a series of regional seminars and workshops on subjects of immediate concern to fisheries specialists in southern Africa. The subject areas for training seminars and workshops may include: aquaculture, research priorities, standardization of statistical methodology, fisheries management and development, and training techniques and curriculum development for in-country training courses. Two seminars/workshops per year will be financed with project funds, utilizing short-term U.S. and African specialists.

The importance of interaction on scientific issues among fisheries specialists in the region, within Africa and in the international fisheries community is reflected by funding provided in this project for African participation in key conferences and technical meetings. The spirit embodied by SADCC is consonant with providing opportunities for the exchange of ideas and scientific and technical information through participatory and interactive dialogue among peers. This key aspect of the fisheries sectoral program of action is reflected in the biannual meetings of the SADCC fisheries sub-committee, held in SADCC countries on a rotating basis to maximize communications among fisheries professionals in the region and to foster fisheries networking in order to enhance regional cooperation and encourage collaboration.

Given the number of African and international fisheries specialists with experience in the region, the fisheries sub-committee will also compile a "Directory of Fisheries Specialists with Expertise in the SADCC Region." It is anticipated that, as an outgrowth of the technical studies, a range of research and project priorities will surface which will merit further development.

3. Regional Soil/Water Conservation and Land Utilization (Lesotho)

With consultant assistance from SIDA, the GOL has prepared and presented to the SADCC Council of Ministers a "SADCC Coordination Programme on Soil and Water Conservation and Land Utilization." The report highlights several common factors in the region, most importantly that:

- "The rate of environmental deterioration is accelerating and, in many cases, threatening production of food and fuelwood in the medium term (or even in the short term); and
- It is not generally understood that demographic pressures have altered the relationship between the land, the beast and man and that modifications to the traditional farming systems and practices have become necessary for survival."

The report stresses however that, because of the ecological variety in the region, SADCC's role in this sector should be focussed on developing common strategies with definable physical, economic and social objectives.

The coordination program, to be implemented by the SADCC Soil/Water Conservation and Land Utilization Coordination Unit within the GOL Ministry of Agriculture, has four aims:

- (a) to improve the SADCC member states' performance in relation to soil and water conservation and wise land use;
- (b) to avoid conflicts of interest which may result from environmental degradation;
- (c) to develop policies and practices based upon involving the general population in conservation activities; and

- (d) to integrate relevant disciplines and the contributions of concerned institutions in solving regional conservation and land utilization problems.

The Coordination Unit will have four primary functions:

- (a) to promote a rational sharing of training and other technical facilities among SADCC member states;
- (b) to promote a purposeful sharing of data, information, knowledge and know-how relating to the aims of the Program;
- (c) to assist in designing and implementing joint field programs where they are necessary or desirable; and
- (d) to assist countries or groups of countries in planning and designing projects, particularly those for which donor support will be requested.

Initial staffing of the Unit will include two Basotho officers, probably drawn from the Ministry of Agriculture, and two long-term SIDA advisors. With the planned arrival of the SIDA advisors in mid-1984, the Coordination Unit should be functional several months later. The Unit's work program for the first two years is based on publication of a periodic newsletter, which will be supported with project funds; and the sponsoring of a series of 2-3 week seminars and workshops. The proposed agenda is:

- Year 1
- Seminar: "Integrated planning and conservation policies"
 - Seminar: "Developing methodology for cost-benefit analysis of conservation projects"
 - Seminar: "Monitoring systems for environmental control and planning"
 - Workshop: "Training facilities"

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- Year 2 Seminar: "Involving the people"
- Seminar: "Management of programs and projects"
- Seminar: "River basin management"
- Workshop: "Applied research and laboratory facilities"

During the course of each seminar/workshop, an "action-learning" pilot or demonstration project will be designed or terms of reference for a follow-on technical study will be prepared. A description of the content of each seminar and workshop as well as general parameters for possible follow-on projects or studies is attached as Annex G, which is abstracted from the "SADCC Coordination Programme" report.

4. SADCC Secretariat

At the July 1981 SADCC Heads of State Summit meeting, the SADCC Secretariat was formally established as an "institution" of SADCC. (The other SADCC "institutions" include the Summit of the Heads of State, the Council of Ministers, the Standing Committee of Officials and the sectoral commissions/sub-committees.) As stated in the "Memorandum of Understanding on the Institutions of the Southern African Development Coordination Conference," issued at the Summit meeting, the Secretariat will be staffed by an Executive Secretary, a Deputy Executive Secretary and such other support personnel as may be appointed by the Executive Secretary with authorization by the Council of Ministers. The Secretariat is located in Gaborone, Botswana, and the first Executive Secretary was appointed in Fall 1982. The position was made vacant in March 1984 upon the death of the incumbent and a permanent replacement is expected to be named by July 1984. Appointment of a Deputy Executive Secretary is also pending. Administrative support staff, including an accountant and secretaries, have been employed for the Secretariat.

As also outlined in the "Memorandum of Understanding," the Secretariat has several functions:

- (a) general servicing of and liaison with SADCC institutions;

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- (b) coordination of the execution of the tasks of SADCC;
- (c) custodianship of SADCC property; and
- (d) such other functions as may from time to time be approved by the Council.

It is obvious that maximum latitude is accorded to the Executive Secretary in defining and implementing an agenda or work program for the Secretariat. AID has had several discussions with the Executive Secretary since his appointment, and there is general agreement that the SADCC Secretariat will have an important role in responding to requests from the Council of Ministers and the Standing Committee of Officials for macro-economic analyses of the region and for undertaking cross-sectoral policy and technical studies. While SADCC member states individually produce very useful economic reports on current conditions and trends and on particular problems, these are usually focussed on national economies. In planning for the region's long-term economic transformation, however, a capacity within the Secretariat for undertaking regional analyses of questions which cannot be analyzed strictly in national terms should prove to be an essential capacity for the SADCC organization as a whole.

The Executive Secretary had expressed SADCC's particular interest in increasing intra-regional trade. AID's own analyses of the region's economic situation has concluded that increased trade will be essential in altering economic dependency and fragmentation. Each member state requires access to nearby markets in other SADCC countries in order to provide its producers with larger markets of adequate size to justify investments. Economies of scale, comparative advantage and options for stimulating trade should be considered and analyzed in detail. Trade not only among the SADCC member states but also with markets outside the region can also be promoted after careful study.

In undertaking a work program at least initially focussed on macro-analyses and cross-sectoral policy and technical studies, the Secretariat will develop a general planning and programming capability. Within the next two years, the Secretariat will also assess more fully its needs, and supplemental support may be recommended.

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B. Economic Analysis

Development in southern Africa was primarily a national matter in the years immediately following independence. But recognition of economically unhealthy external dependencies has mobilized support for regional economic cooperation among countries in the region. The establishment of SADCC and the assignment to member states of responsibility for identifying sectoral strategies for the region has stimulated donor interest and support. SADCC member states have demonstrated a willingness to commit scarce human and financial resources to develop projects to further regional cooperation. The world economic recession has exacerbated difficult national economic conditions in the region (see following table), and recent reports on the effects of a three year drought illustrate the fragility of the agricultural resource base, the need for food aid, and the need for rural employment generation to counter declining employment opportunities in urban growth centers.

Standard benefit-cost analysis is not appropriate for this type of project because of the difficulty in quantifying the benefits from increased intra-regional cooperation. The key question is whether the proposed plan of work is the most cost-effective means of achieving the economic, social and political objectives of the project. On the cost side, SADCC has wisely avoided the creation of a large bureaucratic Secretariat to handle regional planning for all sectors. Instead, SADCC relies on the willingness of member states to assume regional responsibilities within their existing national bureaucracies.

The purpose of this project is to strengthen the development planning and programming capability of SADCC member states and the Secretariat. The economic benefits of the project can best be measured in terms of the anticipated investments which will be made in regional projects which may evolve from the support financed in the project. The assignment of quantifiable benefits accruing from "better" coordination, "more effective" planning, "more informed" decision-making, and "sounder" management is a matter of judgement. The qualitative benefits derived from strengthened coordination of billions of dollars of investment over the long term appear to justify the cost of developing that coordinative capability. Additional qualitative returns will flow from drawing on

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indigenous talent and the subsequent long-term impact of the application of those skills on the region's social and economic welfare.

C. Social Soundness Analysis

The achievement of effective regional cooperation and collaboration to enable more responsible development planning in Southern Africa is enhanced by this project which is designed to nurture the capacity within the SADCC Secretariat and member states to design and implement a wide range of development activities. Moreover, the project will reinforce the development of an indigenous capacity to generate and transfer technology appropriate to local problems and resources, while concurrently generating baseline data and technical packages essential to the economic well-being of the peoples of the region. Basic impoverishment in the countries of Southern Africa, with its concomitant features of poor nutrition, illiteracy, infant mortality and climatic and political uncertainties, has exacted an immeasurable toll which the SADCC seeks to ameliorate (see the following table, Socio-Economic Indicators). Although there are wide disparities between member states, the region's common problems are numerous. The SADCC program elements are directed toward those key sectors which are essential to national and regional development (e.g. manpower training, more informed land use and consistent avoidance of environmental degradation and ways to ensure food security). In addition, the strengthening of SADCC capabilities in the areas of better management and decision-making, more informed assessment of donor assistance requirements, and heightened sensitivity to national initiatives and complementary regional projects will accrue not only directly to government officials but also indirectly to the rural population which will benefit from improved policy- and decision-making. Thus, the indirect beneficiaries are an indeterminate number of people in Southern Africa whose quality of life will be improved through the installation of basic rural infrastructure, the stimulation of trade within the region and the reduction of external dependence through genuine and equitable regional coordination and cooperation.

D. Administrative Analysis

Each sectoral sub-committee is dependent to some extent upon donor support to supplement indigenous technical expertise. In the case of the Regional Training Council,

implementation of the RTC work program is the responsibility primarily of an EEC-funded manpower economist. This advisor has been working in the GOS Department of Economic Planning and Statistics for about two years, initially on both national manpower planning and on SADCC regional manpower development activities and more recently on SADCC activities on a full-time basis. The Principal Secretary of the Department, as chairman of the RTC, spends considerable time in providing general oversight and management direction. A Swazi manpower planner has also been assigned to assist in implementing the RTC work program. The RTC workload, however, is increasing and, through this project, AID will respond to the requirement for additional staffing. Another Swazi manpower specialist and a Swazi executive/administrative officer will be recruited. With this increased staff strength, the RTC will have the administrative capability to undertake its expanding work program, and this component of the project, more effectively and efficiently.

The Chief Fisheries Officer of the Department of Fisheries, in the GOM Ministry of Agriculture and Natural Resources, chairs the SADCC fisheries sub-committee and is the head of the SADCC Fisheries Administrative Support Unit. Supported by a Deputy and a Principal Fisheries Officer (who is financed by the GOM with supplemental financing from the U.K.), the technical capability to coordinate the SADCC Fisheries Program of Action will be further reinforced by France's provision of a long-term technical specialist, with administrative skills, who will devote full-time to regional fisheries activities. The GOM also provides secretarial and other staff support and has, with some difficulty, been able to handle the initial planning activities and meeting coordination since assuming its SADCC sectoral assignment in July 1981. In addition, Zimbabwe has provided assistance in coordinating the development and circulation of preliminary questionnaires regarding regional data bank requirements and exploring opportunities for regional cooperation in the sector. The anticipated increased workload, as the Fisheries Sub-committee moves from its identification of areas of possible cooperation, research gaps and training requirements to implementation of its work program, commends both the timeliness of this component of the project and the need for support for additional staff and other technical assistance.

With the assignment of two SIDA advisors and two Basotho officers to the Soil/Water Conservation and Land

V/4

Utilization Coordination Unit in mid-1984, this SADCC sectoral sub-committee will become operational. Within the GOL Ministry of Agriculture, the Basotho Head of Project Planning and Formulation in the Agricultural Planning division and the Chief of the Conservation Division presently work part-time on SADCC sectoral activities. Technical expertise and backstopping of the Coordination Unit's work program will be provided not only by these officers on a continuing basis, but also by other Basotho agriculturalists and expatriate advisors. To assure the administrative feasibility of providing project funds for this component, the Limited Scope Grant Agreement with the GOL will include a condition precedent to disbursement requiring that the GOL provide evidence that the Coordination Unit is operational as indicated by the assignment of professional Basotho to the Unit.

The SADCC Secretariat is presently only staffed by the Executive Secretary (temporarily filled by a Botswana Government official pending the naming of a replacement for the recently deceased incumbent) and support personnel, including an accountant and secretaries. The Council of Ministers is adamant about not establishing a large Secretariat bureaucracy with concomitant overhead and consequently has only approved the appointment of a Deputy Executive Secretary. Both policy and operational direction on undertaking a work program are provided by the Council of Ministers and the Standing Committee of Officials. Since project support to the Secretariat is limited to consultant technical services, the Secretariat will be able to administer this component effectively and efficiently.

E. Environmental Analysis

This project meets the criteria for a Categorical Exclusion in accordance with 22 CFR Part 216, Section 216.2(C). The project has been excluded from further review because funds will be provided for (1) analyses, studies, academic or research workshops and meetings and therefore fits in the class of action 216.2(C)(2)(iii); and (2) studies, projects or programs intended to develop the capability of the SADCC regional organization to engage in development planning and therefore fits in the class of action 216.2(C)(2)(xiv). The Categorical Exclusion was approved by the Regional Environmental Officer and the REDSO/ESA Director (see 83 Nairobi 28345, 83 State 252206, and Nairobi 30089)

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VII. EVALUATION ARRANGEMENTS

The project will be implemented over a period of four years, from approximately June 1984 to May 1988. Two formative and one summative project evaluations should be scheduled. The first formative evaluation should be scheduled after about six months of project implementation, or when some experience has been gained to indicate (a) the capability in general of the sub-committees to organize and host meetings and (b) the additional workload on the RDO to coordinate the fielding of contract study teams. The focus of this early evaluation will therefore be on project implementation. Constraints should be identified, and specific recommendations to resolve implementation problems will be required, especially if the recommendations have funding implications. For example, as discussed under Section IV.D., Procurement Plan, letting a contract with one U.S. firm to procure all technical services has been considered. It has been decided, however, that requirements at least through the first year of the project do not warrant the cost of such a contract. The advisability of such an alternative arrangement, as well as other options, should be considered and specific implementation recommendations presented by the evaluation team. Given the nature of this evaluation, the team should be recruited from within AID. Team members should include a Project Development Officer, a Contracting Officer and a Supply Management Officer. An estimated three weeks will be required to complete the evaluation.

The second formative evaluation should be scheduled in late 1985. The purpose of this evaluation will be to examine the sectoral sub-committees' and the SADCC Secretariat's progress toward implementing their respective work programs, including those elements which have been financed under the project. Most importantly, the evaluation should consider and recommend, if appropriate, the advisability and rationale for either extending the project or designing a follow-on project. Team membership should minimally include a Project Development Officer, an economist and an evaluation officer. An estimated three-four weeks will be required to complete this evaluation.

The summative, final evaluation of the project should be scheduled when all project inputs have been provided, estimated to be by June 1988. Achievement of the project purpose and an impact on the project goal will be evaluated, measured by the accomplishment of specific outputs. The appropriateness of the project inputs should also be considered. The primary value of the summative evaluation will

be drawn from the "lessons learned" which should have application in the design of similar projects of assistance to regional organizations. Team membership should be determined jointly by AID and SADCC. An estimated three weeks will be required to complete this evaluation, including visits to each sectoral sub-committee and the SADCC Secretariat and completion of the report.

VIII. CONDITIONS AND COVENANTS

Only one condition precedent to disbursement is considered necessary for implementation of the project. The Government of Lesotho should provide evidence that the SADCC Soil and Water Conservation and Land Utilization Coordination Unit is operational as indicated by the assignment of professional Basotho to the Unit.

Two covenants are considered necessary for implementation of the project. In the Limited Scope Grant Agreements to be signed with the Governments of Swaziland, Malawi and Lesotho, the Grantees should covenant that: within ninety days of signature of the Grant Agreement, the SADCC sub-committee will submit a work plan for the first year of assistance. Work plans will thereafter be submitted to A.I.D. on an annual basis. In the case of the SADCC regional fisheries development component, the Limited Scope Grant Agreement will include a covenant that the Government of Malawi will assure an adequate commitment of personnel and other staff resources to the SADCC Fisheries Sub-committee.

PID APPROVAL CABLE - SEE STATE 252206,
DATED SEPTEMBER 3, 1983. (CABLE IS
CLASSIFIED AS LIMITED OFFICIAL USE.)

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PROJECT DESIGN SUMMARY: LOGICAL FRAMEWORK MATRIX

Project Goal:

Support of one of SADCC's founding development objectives: mobilization of domestic and regional resources to carry out national, interstate and regional policies to reduce dependence and build genuine regional coordination.

Measures of Goal Achievement:

Initiation of regional programs and projects

Means of Verification:

SADCC documents
AID sector policy analyses

Assumptions:

Member states have both the political will and financial means to support this SADCC development objective.

Project Purpose:

Within the framework of SADCC, to strengthen the member states' and the SADCC Secretariat's development planning and programming capability for undertaking regional activities.

End-of-Project Status:

(a) SADCC's capacity to tackle significant regional problems by providing managerial leadership in the SADCC priority sectors demonstrated;

(b) Both regional and national capabilities for project planning, design, implementation and evaluation strengthened;

(c) Mobilization of donor support for long-term assistance to the southern African region demonstrated;

(d) First generation activities implemented (see priorities established and planning in process for second and third generation activities;

(e) Donor cooperation in resource allocations for first, second and third generation activities (d. above) through SADCC demonstrated and

Means of Verification:

Project evaluations
SADCC reports

Assumptions:

SADCC sectoral sub-committees are adequately staffed to implement their respective work plans.

Donors respond to SADCC-identified needs for regional programs and activities.

19.

(f) SADCC sectoral sub-committees functioning as regional coordinators of research and development activities.

Project Outputs:

Technical studies

Sub-committee and technical meetings

Seminars and workshops

Magnitude of Outputs:

Approximately 15 technical studies.

An average of seven meetings per year hosted by the Regional Training Council and the SADCC Fisheries Sub-committee. Estimated total over four years: 28.

An average of four seminars and workshops per year hosted by the SADCC Fisheries Sub-committee and the SADCC Soil/Water Conservation and Land Utilization Sub-committee. Estimated total over four years: 8.

Means of Verification:

Project evaluations

SADCC sub-committee reports

Assumptions:

SADCC sub-committees have the capability to implement their respective work programs.

Project Inputs:

Regional Manpower Meetings

Conference equipmt. and staff support

RTC staff support

S-t tech. services

RTC missions

Data processing

equipmt. + servc.

Communications

Documentation equip-

mt. + printing

Office supplies

Infl./Contingency

Implementation Target:

(\$000)

	AID	GOSwaziland
Meetings	436.8	-
Conference equipmt. and staff support	34.5	15
RTC staff support	26	49
S-t tech. services	540	-
RTC missions	90	-
Data processing equipmt. + servc.	30	-
Communications	56	79
Documentation equipmt. + printing	35.1	-
Office supplies	24	-
Infl./Contingency	127.6	14
	<u>\$1,400</u>	<u>\$157</u>

436.8

-

34.5

15

26

49

540

-

90

-

30

-

56

79

35.1

-

24

-

127.6

14

\$1,400

\$157

50

(Project Inputs, continued)

<u>Regional Fisheries</u>	<u>AID</u>	<u>GOMalawi</u>
Meetings	103.9	6
Staff support	15	19.5
Seminars/workshops	141.2	-
Technical studies	410	-
S-t technical services	120	-
Data processing & documentation equipmt.	20	-
Communications	40.1	48
Office equipmt. & furnishings	10.1	13.8
Office supplies	24	4.5
Infl./Contingency	88.7	10.2
	<u>\$973</u>	<u>\$102</u>

Regional Soil/Water
Conservation & Land Utilization

	<u>AID</u>	<u>GOLesotho</u>
Seminars and workshops	228	
Info. exchange/newsletter	10	
Technical studies	304	
Infl./Contingency	54	
	<u>\$596</u>	<u>*</u>

*GOL contribution to be determined in early 1984 when Coordination Unit will be staffed and work program will be finalized.

<u>SADCC Secretariat</u>	<u>AID</u>	<u>SADCC Sec</u>
Economic analysis study group	449.4	
Trade study group	449.4	
Technical/feas. studies	304	
Infl./Contingency	121.2	
	<u>\$1,324</u>	<u>\$200</u>

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ANNEX C

GRANTEE LETTERS OF APPLICATION FOR
ASSISTANCE FROM THE GOVERNMENTS OF
LESOTHO, MALAWI, AND SWAZILAND AND
THE SADCC SECRETARIAT.

Telegrams: FINANCL, Lilongwe
Telephone: Lilongwe 731 311
Communications should be addressed to:
The Secretary to the Treasury



MINISTRY OF FINANCE
P.O. BOX 30419
LILONGWE
MALAWI

'BY DIPLOMATIC BAG'

19th August, 1983

OFFICIAL FILE

Mr. Dale Pfeiffer,
Regional Development Officer,
United States Agency for International
Development,
1 Pascoe Avenue,
Belgravia,
HARARE,
Zimbabwe.

Dear Sir,

SADCC REGIONAL FISHERIES PROGRAMME : REQUEST
FOR FINANCIAL ASSISTANCE

On behalf of the SADCC Sub Committee on Fisheries and Wildlife the Government of Malawi wishes to request Financial Assistance to facilitate the Regional Fisheries Planning, Programme Development and Project Design Activities for a three year period. There is an immediate need for the initial provision of assistance in the amount of US \$53,000 during the current fiscal year.

In addition a three year programme (Financial Years 84 - 86) has been developed for which assistance is requested in the amount of \$960,554 to enable the implementation of the SADCC Regional Fisheries Activities.

I should be grateful for your favourable consideration.

Yours faithfully,

E.S. Chipungu
E.S. Chipungu

SEP 1 1983

for: SECRETARY TO THE TREASURY

cc: The Secretary for Forestry and Natural Resources, LILONGWE 3.
(Attn : Mr. A.J. Mathotho)

Mr. S. Cole,
U.S. Aid,
Nico House,
P.O. Box 30455,
LILONGWE 3.

D	
CP	
HR	
AGR	
CONT	
ADM	
POO	✓
CHIEF	
GP	
DUR	9-7-83
ACT	53



Prime Minister's Office,

Dept. of Economic Planning and Statistics

P.O. Box 602,

MBABANE

OFFICIAL FILE

AUG 31 1983
INFO

Ref: ECO/12/5/5A

26th July, 1983.

The Director,
USAID.,
P.O. Box 750,
MBABANE

Dear Mr. Huesmann,

USAID ASSISTANCE TO THE SADCC REGIONAL TRAINING

CHRM
COUNCIL

As you are aware, Swaziland is responsible under SADCC coordination of the Region's Manpower development.

DUE DATE: 9/5/83
AEBN/AREN

This coordination is undertaken through the Regional Training Council which is a subcommittee of the SADCC Standing Committee of Officials and which is chaired by the Principal Secretary of the Department of Economic Planning.

Hitherto the work of the RTC has been financed from Government's own resources. However, with the development of the manpower sector within SADCC, the volume and scope of the Council's workload has increased dramatically. We anticipate that this process of growth and expansion will continue. At present the resources available to the Training Council are stretched to their limit. Any further developments, therefore, can only be implemented at the expense of existing activities or at the expense of the overall effectiveness of the Council operations. In view of this situation we wish to request the support of USAID for the work of the Training Council.

The specific areas where assistance is required as as follows:

- (1) support for RTC meetings
- (2) support for meetings of technical experts
- (3) support for meetings to coordinate the training inventory
- (4) conference equipment
- (5) conference support staff
- (6) additional staff for the RTC;
- (7) short-term technical assistance/consultancies
- (8) missions within the region
- (9) data-processing hardware
- (10) communications support

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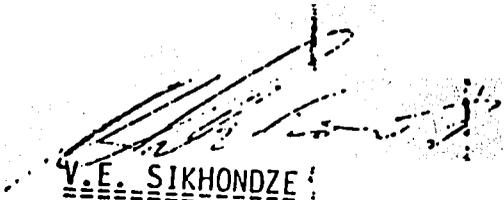
ABM/SAI/CC

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- (11) documentation equipment and services
- (12) office supplies

We should be grateful for your favourable consideration of this request.

Yours sincerely,



V.E. SIKHONDZE
PRINCIPAL SECRETARY

VES/DSR.

5C(2) PROJECT CHECKLIST

Listed below are statutory criteria applicable to projects. This section is divided into two parts. Part A. includes criteria applicable to all projects. Part B. applies to projects funded from specific sources only:
B.1. applies to all projects funded with Development Assistance Funds,
B.2. applies to projects funded with Development Assistance loans, and
B.3. applies to projects funded from ESF.

CROSS REFERENCES: IS COUNTRY CHECKLIST UP TO DATE? HAS STANDARD ITEM CHECKLIST BEEN REVIEWED FOR THIS PROJECT?

A. GENERAL CRITERIA FOR PROJECT

1. FY 1982 Appropriation Act Sec. 523; FAA Sec. 634A; Sec. 653(b); Second CR FY 83, Sec. 101(b)(1).

(a) Describe how authorizing and appropriations committees of Senate and House have been or will be notified concerning the project;

A Congressional Notification was sent to the Congress on July 14, 1983 and expired without objection on July 28, 1983.

(b) is assistance within (Operational Year Budget) country or international organization allocation reported to Congress (or not more than \$1 million over that amount)?

Yes.

(c) If the proposed assistance is a new country program or will exceed or cause the total assistance level for the country to exceed assistance amounts provided to such country in FY 82, has a notification been provided to Congress?

Not applicable; this is a regional project.

- (d) If the proposed assistance is from the \$85 million in ESF funds transferred to AID under the Second CR for FY 83 for "economic development assistance projects", has the notification required by Sec. 101(b)(1) of the Second CR for FY 83 been made?
- Not applicable.
2. FAA Sec. 611(a)(1). Prior to obligation in excess of \$100,000, will there be
 (a) engineering, financial or other plans necessary to carry out the assistance and
 (b) a reasonably firm estimate of the cost to the U.S. of the assistance?
- A financial plan has been prepared which provides a reasonably firm cost estimate of the U.S. contribution to the project.
3. FAA Sec. 611(a)(2). If further legislative action is required within recipient country, what is basis for reasonable expectation that such action will be completed in time to permit orderly accomplishment of purpose of the assistance?
- No legislative actions are required.
4. FAA Sec. 611(b); FY 1982 Appropriation Act Sec. 501. If for water or water-related land resource construction, has project met the standards and criteria as set forth in the Principles and Standards for Planning Water and Related Land Resources, dated October 25, 1973?
- Not applicable.
5. FAA Sec. 611(e). If project is capital assistance (e.g., construction), and all U.S. assistance for it will exceed \$1 million, has Mission Director certified and Regional Assistant Administrator taken into consideration the country's
- There will be no construction undertaken in the project.

capability effectively to maintain and utilize the project?

6. FAA Sec. 209. Is project susceptible to execution as part of regional or multilateral project? If so, why is project not so executed? Information and conclusion whether assistance will encourage regional development programs.
- This is a regional project. The purpose of the project is to strengthen SADCC member states' and the SADCC Secretariat's development planning and programming capability for undertaking regional activities. The assistance will therefore encourage regional development programs.
7. FAA Sec. 601(a). Information and conclusions whether project will encourage efforts of the country to: (a) increase the flow of international trade; (b) foster private initiative and competition; and (c) encourage development and use of cooperatives, and credit unions, and savings and loan associations; (d) discourage monopolistic practices; (e) improve technical efficiency of industry, agriculture and commerce; and (f) strengthen free labor unions.
- Not applicable since this is a regional project. An indirect benefit of the project, however, may be an increase in the flow of intraregional trade among the SADCC member states.
8. FAA Sec. 601(b). Information and conclusions on how project will encourage U.S. private trade and encourage private U.S. participation in foreign assistance programs (including use of private trade channels and the services of U.S. private enterprise).
- Private U.S. participation will be possible within the context of undertaking technical and feasibility studies in the SADCC region. Contracts will be let with U.S. private enterprises for short-term technical services.
9. FAA Sec. 612(b), 636(h);
FY 1982 Appropriation
Act Sec. 507. Describe steps taken to assure that, to the maximum extent possible, the country is contributing local currencies to meet the cost of contractual and other services.
- The governments of Swaziland, Malawi and Lesotho will, to the maximum extent possible, contribute local currencies to meet some project-related costs.

and foreign currencies owned by the U.S. are utilized in lieu of dollars.

10. FAA Sec. 612(d). Does the U.S. own excess foreign currency of the country and, if so, what arrangements have been made for its release?
- The U.S. does not own any excess foreign currencies in the participating countries.
11. FAA Sec. 601(e). Will the project utilize competitive selection procedures for the awarding of contracts, except where applicable procurement rules allow otherwise?
- Yes.
12. FY 1982 Appropriation Act Sec. 521. If assistance is for the production of any commodity for export, is the commodity likely to be in surplus on world markets at the time the resulting productive capacity becomes operative, and is such assistance likely to cause substantial injury to U.S. producers of the same, similar or competing commodity?
- No commodities will be produced under the project.
13. FAA 118(c) and (d). Does the project comply with the environmental procedures set forth in AID Regulation 167. Does the project or program take into consideration the problem of the destruction of tropical forests?
- Yes. A Categorical Exclusion for the project has been approved.

14. FAA 121(d). If a Sihnol project, has a determination been made that the host government has an adequate system for accounting for and controlling receipt and expenditure of project funds (dollars or local currency generated therefrom)?

Not applicable.

15. FAA Sec. 128; Second CR FY 83, Sec. 101(b)(2). Has an attempt been made to finance productive facilities, goods, and services which will expeditiously and directly benefit those living in absolute poverty under the standards adopted by the World Bank?

Not applicable.

B.

FUNDING CRITERIA FOR PROJECT

1. Development Assistance Project Criteria

a. FAA Sec. 102(b), 111, 113, 281(a). Extent to which activity will (a) effectively involve the poor in development, by extending access to economy at local level, increasing labor-intensive production and the use of appropriate technology, spreading investment out from cities to small towns and rural areas, and insuring wide participation of the poor in the benefits of development on a sustained basis, using the appropriate U.S. institutions; (b) help develop cooperatives.

Section 1 is not applicable. Economic Support Funds will be used for the project.

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especially by technical assistance, to assist rural and urban poor to help themselves toward better life, and otherwise encourage democratic private and local governmental institutions; (c) support the self-help efforts of developing countries; (d) promote the participation of women in the national economies of developing countries and the improvement of women's status; and (e) utilize and encourage regional cooperation by developing countries?

b. FAA Sec. 103, 103A, 104, 105, 106. Does the project fit the criteria for the type of funds (functional account) being used?

c. FAA Sec. 107. Is emphasis on use of appropriate technology (relatively smaller, cost-saving, labor-using technologies that are generally most appropriate for the small farms, small businesses, and small incomes of the poor)?

d. FAA Sec. 110(a). Will the recipient country provide at least 25% of the costs of the program, project, or activity with respect to which the assistance is to be furnished (or is the latter cost-sharing requirement being waived for a "relatively least developed" country)?

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e. FAA Sec. 110(b). Will grant capital assistance be disbursed for project over more than 3 years? If so, has justification satisfactory to Congress been made, and efforts for other financing, or is the recipient country "relatively least developed"?

f. FAA Sec. 122(b). Does the activity give reasonable promise of contributing to the development of economic resources, or to the increase of productive capacities and self-sustaining economic growth?

g. FAA Sec. 281(b). Describe extent to which program recognizes the particular needs, desires, and capacities of the people of the country; utilizes the country's intellectual resources to encourage institutional development; and supports civil education and training in skills required for effective participation in government processes essential to self-government.

2. Development Assistance Project Criteria (Loans only)

Section 2 is not applicable.

a. FAA Sec. 122(b). Information and conclusion on capacity of the country to repay the loan, at a reasonable rate of interest.

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b. FAA Sec. 620(d). If assistance is for any productive enterprise which will compete with U.S. enterprises, is there an agreement by the recipient country to prevent export to the U.S. of more than 20% of the enterprise's annual production during the life of the loan?

c. ISDCA of 1981, Sec. 724 (c) and (d). If for Nicaragua, does the loan agreement require that the funds be used to the maximum extent possible for the private sector? Does the project provide for monitoring under FAA Sec. 624(g)?

d. Second CR FY 83, Sec. 134. If the recipient country has an annual per capita gross national product greater than \$795 but less than \$1,285, will the loan be repayable within 25 years following the date on which funds are initially made available? If it has an annual per capita GNP greater than or equal to \$1,285, within 20 years?

3. Economic Support Fund Project Criteria

a. FAA Sec. 531(a). Will this assistance promote economic or political stability? To the extent possible, does it reflect the policy directions of FAA Section 102?

The project will support the SADCC regional organization. One of the goals of SADCC is to promote regional cooperation for economic stability.

b. FMA Sec. 531(c). Will assistance under this chapter be used for military, or paramilitary activities?

No.

c. FMA Sec. 534. Will ESF funds be used to finance the construction of the operation or maintenance of, or the supplying of fuel for, a nuclear facility? If so, has the President certified that such use of funds is indispensable to non-proliferation objectives?

No.

d. FMA Sec. 609. If commodities are to be granted so that sale proceeds will accrue to the recipient country, have Special Account (counterpart) arrangements been made?

Not applicable.

e. Second CR FY 83, Sec. 101(b)(1). If ESF funds to be utilized are part of the \$85 million transferred to AID under the Second CR for FY 83 for "economic development assistance projects", will such funds be used for such projects and not for non-development activities including balance of payments support, commodity imports, sector loans, and program loans?

Not applicable.

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5C(c) - STANDARD ITEM CHECKLIST

Listed below are the statutory items which normally will be covered routinely in those provisions of an assistance agreement dealing with its implementation, or covered in the agreement by imposing limits on certain uses of funds.

These items are arranged under the general headings of (A) Procurement, (B) Construction, and (C) Other Restrictions.

A. Procurement

- | | |
|--|---|
| <p>1. <u>FAA Sec. 602.</u> Are there arrangements to permit U.S. small business to participate equitably in the furnishing of commodities and services financed?</p> | <p>U.S. small business will be able to participate equitably in the furnishing of commodities and services.</p> |
| <p>2. <u>FAA Sec. 604(a).</u> Will all procurement be from the U.S. except as otherwise determined by the President or under delegation from him?</p> | <p>Yes.</p> |
| <p>3. <u>FAA Sec. 604(d).</u> If the cooperating country discriminates against marine insurance companies authorized to do business in the U.S., will commodities be insured in the United States against marine risk with such a company?</p> | <p>Not applicable.</p> |
| <p>4. <u>FAA Sec. 604(e); ISDCA of 1980 Sec. 705(a).</u> If offshore procurement of agricultural commodity or</p> | <p>No agricultural commodities will be procured under the project.</p> |

product is to be financed, is there provision against such procurement when the domestic price of such commodity is less than parity? (Exception where commodity financed could not reasonably be procured in U.S.)

5. FAA Sec. 604(g). Will construction or engineering services be procured from firms of countries otherwise eligible under Code 941, but which have attained a competitive capability in international markets in one or these areas?

FAA Sec. 603. Is the shipping excluded from compliance with requirement in section 901(b) of the Merchant Marine Act of 1936, as amended, that at least 50 per centum of the gross tonnage of commodities (computed separately for dry bulk carriers, dry cargo liners, and tankers) financed shall be transported on privately owned U.S. flag commercial vessels to the extent that such vessels are available at fair and reasonable rates?

7. FAA Sec. 621. If technical assistance is financed, will such assistance be furnished by private enterprise on a contract basis to the

No construction or engineering services will be procured under the project.

No. No ocean shipping of commodities is contemplated.

Yes; contracts will be let with U.S. private enterprises for the provision of technical services. No other Federal agencies will be involved in the project.

fullest extent practicable? If the facilities of other Federal agencies will be utilized, are they particularly suitable not competitive with private enterprise, and made available without undue interference with domestic programs?

8. International Air Transport. Fair Competitive Practices Act, 1974. If air transportation of persons or property is financed on grant basis, will U. S. carriers be used to the extent such service is available?

Yes.

9. FY 1982 Appropriation Act Sec. 504. If the U.S. Government is a party to a contract for procurement, will the contract contain a provision authorizing termination of such contract for the convenience of the United States?

Yes.

B. Construction

1. FAA Sec. 601(d). If capital (e.g., construction) project, will U.S. engineering and professional services to be used?
2. FAA Sec. 611(c). If contracts for construction are to be financed, will they be let on a competitive basis to maximum extent practicable?

Section B. is not applicable. There will be no construction undertaken in the project.

3. FAA Sec. 620(k). If for construction of productive enterprise, will aggregate value of assistance to be furnished by the U.S. not exceed \$100 million (except for productive enterprises in Egypt that were described in the CP)?

C. Other Restrictions

1. FAA Sec. 122(b). If development loan, is interest rate at least 2% per annum during grace period and at least 3% per annum thereafter? Not applicable.
2. FAA Sec. 301(d). If fund is established solely by U.S. contributions and administered by an international organization, does Comptroller General have audit rights? Not applicable.
3. FAA Sec. 620(b). Do arrangements exist to insure that United States foreign aid is not used in a manner which, contrary to the best interests of the United States, promotes or assists the foreign aid projects or activities of the communist-bloc countries? Yes.
4. Will arrangements preclude use of financing:

- a. FAM Sec. 104(f); FY 1982 Appropriation Act Sec. 525: (1) To pay for performance of abortions as a method of family planning or to motivate or coerce persons to practice abortions; (2) to pay for performance of involuntary sterilization as method of family planning, or to coerce or provide financial incentive to any person to undergo sterilization; (3) to pay for any biomedical research which relates, in whole or part, to methods or the performance of abortions or involuntary sterilizations as a means of family planning; (4) to lobby for abortion? Yes.
- b. FAA Sec. 620(g). To compensate owners for expropriated nationalized property? Yes.
- c. FAA Sec. 660. To provide training or advice or provide any financial support for police, prisons, or other law enforcement forces, except for narcotics programs? Yes.
- d. FAA Sec. 662. For CIA activities? Yes.
- e. FAA Sec. 636(i). For purchase, sale, long-term lease, exchange or guaranty of the sale of motor vehicles manufactured outside U.S., unless a waiver is obtained? Yes.

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- f. FY 1982 Appropriation Act, Sec. 503. To pay pensions, annuities, retirement pay, or adjusted service compensation for military personnel? Yes.
- g. FY 1982 Appropriation Act, Sec. 505. To pay U.N. assessments, arrearages for dues? Yes.
- h. FY 1982 Appropriation Act, Sec. 506. To carry out provisions of FAA section 209(d) (Transfer of FAA funds to multilateral organizations for lending)? Yes.
- i. FY 1982 Appropriation Act, Sec. 510. To finance the export of nuclear equipment, fuel, or technology or to train foreign nationals in nuclear fields? Yes.
- j. FY 1982 Appropriation Act, Sec. 511. Will assistance be provided for the purpose of aiding the efforts of the government of such country to repress the legitimate rights of the population of such country contrary to the Universal Declaration of Human Rights? No.
- k. FY 1982 Appropriation Act, Sec. 515. To be used for publicity or propaganda purposes within U.S. not authorized by Congress? Yes.

DETAILED COST ESTIMATESTechnical Support to the SADCC Regional Training Council1. For RTC, Technical Experts and Inventory Meetings:

8 delegations x 2 persons/delegation
x four-day period x \$75 per diem (average) = \$4,800

Airfare (\$700 average x 16 persons) 11,200

Contingency per meeting 800

Total \$16,800

2. For RTC staff support:

AID in Years 1 & 2: local contracts for Swazi technical officer
and Swazi administrative secretary

GOS in Years 1, 2 & 3: Staff support in the Department of Economic
Planning and Statistics. Two Swazi RTC staff to
fill GOS establishment posts by Year 3.

3. For short-term technical services:

Average salary/month \$10,000

Travel and per diem/month 3,500

Average cost/man-month \$13,500

4. For RTC Missions:

Two-person RTC team. Cost per person: \$3,000

SADCC Regional Fisheries Technical Support1. For RTC meetings and seminars/workshops:

9 delegations x 2 persons/delegation x five-day
period (includes travel time & meetings) x
\$75 per diem (average) = \$ 6,750

Airfare (\$700 average x 18 persons) 12,600

Total \$19,350

2. For staff support:

AID contribution: short-hand typist with Dictaphone skills
@ GOM D-3 level = \$5,000 per annum.

GOM contribution: Chief Fisheries Officer 3 pm @ \$8,391 p.a. = \$2,098
Deputy Fisheries Officer 1 pm @ \$7,770 p.a. = 658
Principal Fisheries
Officer 3 pm @ \$7,278 p.a. = 1,820

Secretary	3 pm @ \$2,200 p.a. =	551
Other support staff (7)	3 pm @ \$5,600 p.a. =	<u>1,400</u>
	Total	\$6,517

3. For technical studies:

Data Bank Study

4 consultants @ \$10,000 per person-month		\$190,000
- statistician	6 pm	
- computer expert	4 pm	
- computer programmer	3 pm	
- documentalist	6 pm	
	Total 19 pm	
- intraregional travel		16,000
- preparation & study documentation production		10,000
	Sub-Total	<u>\$216,000</u>

Training Needs Study

4 consultants @ \$10,000 per person-month		\$180,000
- curriculum advisor	3 pm	
- fisheries education specialist	6 pm	
- fisheries technologist	3 pm	
- fisheries scientist	6 pm	
	Total 18 pm	
- intraregional travel		4,000
- preparation & study documentation production		10,000
	Sub-Total	<u>\$194,000</u>

GRAND TOTAL: \$410,000

4. For short-term technical services:

10 consultants @ \$10,000 per person-month		\$100,000
intraregional travel		10,000
preparation & documentation production		10,000
	Total	<u>\$120,000</u>

SADCC Regional Soil & Water Conservation and Land Utilization

1. For seminars and workshops:

8 delegations x 4 persons/delegation x 14-day period x \$75 per diem (average)		\$33,600
Airfare (\$700 average x 32 persons)		22,400
Contingency per seminar/workshop		1,000
	Total	<u>\$57,000</u>

SOUTHERN AFRICAN DEVELOPMENT CO-ORDINATION CONFERENCE

REGIONAL TRAINING COUNCIL

16 - 17 NOVEMBER 1982

The Council's work programme to
December, 1984

1. The Council's work programme for the coming two years must schedule "external" activities, related to the preparation of projects for donor support, and "internal" activities related to the strengthening of regional cooperation via exchanges of students, staff and learning materials.
2. As members will be aware this year's donors conference in Maseru does not involve a substantial input from the manpower sector. Our targets, therefore, as regards project presentation are the donors conferences to be held at the end of 1983 and 1984. The factor which will determine the timing of the various stages in the preparation of these projects is the availability of consultants reports. It is also anticipated that the final reports from the majority of the eight on-going studies will be available by March/April 1983. It should therefore be possible to distribute these reports and to convene the ad hoc meetings of experts to assess the findings (see Agenda item 4) during April/May in preparation for a meeting of the manpower development sub-committee in May 1983.
3. On the basis of the recommendations of the May 1983 sub-committee meeting and of the decisions of SADCC Ministers in June the period (June to September) will be used to prepare the project dossiers for presentation to donors at the November Conference having first been approved by a sub-committee meeting to be held at the beginning of September.

SOUTHERN AFRICAN DEVELOPMENT COORDINATION CONFERENCE

REGIONAL TRAINING COUNCIL

16 - 17 NOVEMBER 1982

Policy goals for regional manpower development

1. At the last meeting of the Regional Training Council in November 1981 it was agreed (see Record of Meeting, paragraph 4) that a formal statement of the aims of the manpower development sub-committee together with an outline of appropriate policy goals for this sector should be drafted by the Swaziland Government for consideration by S.A.D.C.C. members.
2. Hitherto, the conceptual framework for the work of the R.T.C. and the basic statement of policy objectives has been the document BASIC GUIDELINES FOR REGIONAL COOPERATION IN MANPOWER DEVELOPMENT AND TRAINING which was adopted by the November 1981 meeting and subsequently endorsed by SADCC Ministers in Blantyre. As with that document this present paper draws its inspiration from the Lusaka Declaration and is proposed as part of the on-going process of refining our conceptual apparatus, referred to in the preamble to BASIC GUIDELINES.
3. We take as our starting point and fundamental goal paragraphs 1 and 2 of BASIC GUIDELINES. Thus:

"The driving force of development is Man. Manpower Development in all its aspects (continuous qualitative and quantitative qualification of the work-force) is therefore an essential component of social and economic development.

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4. It is envisaged that the May 1983 sub-committee meeting will offer the opportunity for a full review of the region's manpower priorities. As a result of this review and of the findings of the currently on-going consultancies it may be appropriate to request donor support for further consultancies. Terms of reference for these studies will be drafted between June and September and, after approval by the September sub-committee meeting, presented to donors at the November conference. It is hoped that the second round of studies will be fielded promptly enough for project dossiers to be drafted, approved and presented to the November 1984 donors conference.

5. As regards "internal" activities, it is hoped that fieldwork on the Inventory project will commence in February 1983 and will be completed by August/September. This would allow a preliminary report to be made on the project to the proposed September 1983 sub-committee meeting and the publication of the first edition of the Inventory in January 1984. On the basis of this timing, the first meeting of training officials to discuss the exchange of students on regional programmes would take place in January/February 1984 and the annual exercise of up-dating and extending the Inventory would commence at about the same time.

6. The meeting may wish to consider the proposed work programme.

Manpower development and training will benefit the peoples of member states as a whole. Raising peoples' capacities and their scientific knowledge, is a basic factor in their liberation, in their identity as persons capable of transforming nature and society. Work, as the right and duty of each and every citizen, is a basic premise in raising standards of living both materially and spiritually."

4. The basis of the initiative underlying SADCC as a regional organisation is that the achievement of the goals of economic and social development for the peoples of the region is facilitated, and the means available to achieve this goal enhanced, by cooperative action amongst the organisation's members. The aims, therefore, of the sub-committee responsible for regional manpower development are

- (a) to collect information on the region's demand and supply of various types and levels of skilled manpower with regard to both the national needs of SADCC members and also as the needs of the SADCC region as a whole;
- (b) to establish priorities amongst all the possible areas for activities of regional cooperation;
- (c) to examine the available training/education facilities available within the region for the training of skilled manpower;
- (d) in the light of the above to identify, formulate, and propose concrete measures through which regional cooperation in manpower development can be advanced;
- (e) once measures for regional cooperation have been identified, to document them fully and to mobilise resources for their implementation either from within the region, from SADCC's international cooperation partners, or by a combination of both;
- (f) to monitor and review progress in the implementation of specific activities in the field of regional cooperation in manpower development;

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4. contd.

- (g) to collect and disseminate to member governments information relevant to regional manpower development in order to assist in strengthening cooperation in this field;
- (h) to identify and propose administrative and organizational measures that will serve to strengthen the framework within which regional cooperation can take place;
- (i) to collaborate fully with other sectoral bodies within SADCC on both specific cooperation activities and on the modalities of cooperation in general.

5. As was stated at the start of this paper, the activity of refining and developing policy goals is an on-going process drawing its impetus from the need to modify the direction of one's efforts in response to a deeper knowledge of the circumstances surrounding one's actions or in response to perceived changes in those circumstances themselves. Thus policy becomes an evolving entity adapted on the one hand to our level of experience of regional cooperation in the field of manpower and, on the other, to the stage of development of the forms of cooperation themselves.

6. At this present stage it is possible to identify three objectives for cooperation activities in the field of regional manpower development. These are:

- (a) To provide the skilled manpower needed to initiate and to maintain SADCC's own programme of cooperation activities. It is clear that as most countries within the region face critical shortages of skilled manpower to undertake their own national development activities a major constraint on the implementation of a programme of additional activities of a regional nature will be the supply of skilled personnel. The development therefore of a successful programme of regional activities depends on SADCC's ability to train the manpower needed to staff that programme;

6. contd.

- (b) At the present stage, and for a variety of reasons many trainees from SADCC member countries are forced to seek their training outside the SADCC region. Such a proceeding is often expensive and is one where the sender country has little control over the relevance or appropriateness of the students training programme. Our objective therefore, becomes to strengthen SADCC's own training capability so as to allow students and trainees who would otherwise been trained overseas to acquire the necessary skills within the region;
- (c) Reference has already been made to the critical shortages of skilled manpower faced by most of the SADCC member countries. One of the objectives of SADCC policy must clearly be to enable national manpower targets to be met and alleviate such national skill shortages through a programme of appropriate regional cooperation activities.

7. It is apparent that the achievement of these objectives will require a diverse range of different types of cooperation activities. However, it is possible to specify certain criteria for these activities based on the need to minimise the costs of achieving the sector objectives and on the fact that an embryonic regional training capability already exists. The basic criteria, therefore, is to seek the optimum utilisation of existing facilities, where these are in operation and where they meet the region's needs, before embarking on the establishment of new facilities. Where existing facilities are inadequate the criteria should be to strengthen and expand an existing training capability rather than to establish a totally new one. A third criterion must be to ensure a more uniform development of the regions training capability and to avoid concentrating this development in certain areas. However, this need must be balanced against the advantages of locating certain kinds of training programme in close proximity to each other and any other technical considerations.

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8. The present training capability within the region is the outcome of the heterogeneous historical experiences of the SADC member countries under their common heritage of colonialism. However, differences in the structure of educational systems, differences in the level of development of educational systems and differences of language should be regarded not as barriers to regional cooperation in the field of manpower development but rather as the kind of diversity which within the framework of SADC serves as a source of vitality and strength.

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SOUTHERN AFRICAN DEVELOPMENT CO-ORDINATION CONFERENCE

REGIONAL TRAINING COUNCIL

16 - 17 NOVEMBER 1982

Report on progress in the field of regional manpower
development since the meeting of the Regional
Training Council held November, 1981

1. The November 1981 meeting of the Regional Training Council marked an important stage in the development of an effective programme of cooperation in the field of human resources for the S.A.D.C.C. region. Prior to that meeting arrangements for coordinating activities in this crucial area had been largely ad hoc. However, as the result of a decision endorsed by Ministers at the Mbabane Council meeting in June, it was agreed to set up a permanent sub-committee of the S.A.D.C.C. Standing Committee of Officials to coordinate S.A.D.C.C.'s manpower activities, to strengthen regional cooperation in the fields of manpower and training and to evolve policy guidelines to direct future work in this area.

2. Over the subsequent twelve months the work of the Swaziland Government has been directed towards five main areas. These are:

- (a) Establishing a conceptual framework within which S.A.D.C.C.'s cooperation in the field of manpower development can most effectively proceed;

2. (b) Designing mechanisms and procedures to enable cooperation activities on the ground to proceed smoothly and effectively;

(c) Identifying priority areas for regional cooperation in manpower development;

(d) Where priority areas have been identified but where the information needed to establish the most appropriate form of cooperation activities is lacking; formulating and mounting, with donor assistance, a series of investigative studies. These studies are designed to provide the information necessary for a full and comprehensive assessment of the region's manpower situation for specific kinds of skills and to undertake the preliminary work of project identification;

(e) Where priority areas have been identified and where agreement has been reached on the most appropriate form of cooperative activity; the design and formulation of suitable projects and arrangements for their implementation.

3. The basis of the conceptual framework used to guide the work of the Regional Training Council over the past twelve months has been the document: BASIC GUIDELINES FOR REGIONAL COOPERATION IN MANPOWER DEVELOPMENT AND TRAINING which was adopted by the R.T.C.'s November 1981 meeting and which was subsequently endorsed by S.A.D.C.C. Ministers in Blantyre. Since then considerable experience has been gained in the practice of regional cooperation and it is felt that a review of our original policy statement may now be appropriate. In particular, as we are now approaching the stage of project implementation it is felt that some of the points outlined in the original document require elaboration with regard to their practical application. The Government of Swaziland is, therefore, tabling a draft policy paper as Item 3 on the Agenda.

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4. The mechanisms needed to facilitate regional manpower cooperation on the ground were established during the November 1981 R.T.C. meeting. At that stage, due to the level of development of the work in this sector, it was felt that only relatively simple procedures were required. As a result of the experience gained from the operation of these procedures over the last twelve months it is felt that the present meeting might be a suitable opportunity to review the working of our existing mechanisms and to propose certain extensions to this aspect of the sub-committee's coordinating activities. This will be done under Item 4 on the Agenda.

5. It will be recalled that the initial selection of priority areas for cooperation was the outcome of official-level discussions held in Mbabane in August 1980. Most of the subsequent work of the R.T.C. has been based on this initial list of areas. Two factors, however, have modified the original selection. Firstly, the identification of manpower and training projects by governments responsible for other S.A.D.C.C. sectors. The development of work in many sectors is resulting in project proposals designed to meet the manpower needs of those sectors. This issue was first raised at last November's R.T.C. meeting when the question of liaison between R.T.C. and the other sectoral sub-committees was discussed. Since then consultations have taken place between the Swaziland Government and both the Government of Angola and the Coordinating Committee of S.A.T.C.C. concerning training projects in their respective sectors. Item 7 on the Agenda is one outcome of these contacts. It is felt, however, that cooperation of this kind should be extended to include all the other S.A.D.C.C. sectors. Accordingly, Item 6 on the Agenda proposes concrete measures to improve coordination on the identification and design of S.A.D.C.C. training projects which originate in sectors other than that responsible for manpower.

6. The second factor which has served to modify the initial list of priority areas is Swaziland's own on-going programme of development work. This has resulted in additional areas being identified and proposed as additions to the original list. One such proposal was for a study of MANAGEMENT AND PUBLIC ADMINISTRATION which was presented to officials at this year's Luanda meeting and subsequently endorsed by the SADCC Ministers.

6. contd.

This proposal stemmed from work done some time ago by the Council on the management training institutions ESAMI and IDM. A second proposal is for a preliminary study to be undertaken on the possible role of distance teaching programmes in the S.A.D.C.C. region and/or the use of the broadcasting media for educational purposes. A more detailed proposal for this study will be tabled under Item 9 of the Agenda.

7. At this stage it is not envisaged that further changes or modifications to the original list of priority areas will be necessary in the immediate future. It is felt that the present choice of areas provides the basis of a substantial programme of regional cooperative activities and that any further modifications or additions should be deferred until the final reports of the various studies are available and until more experience has been gained in the implementation of regional projects and in the systematic identification of the region's training needs.

8. For manpower as with a great deal of the work currently being contemplated for S.A.D.C.C., an important constraint on the formulation of concrete policies for regional cooperation and on the identification and design of projects is the shortage of basic information on conditions within the region. At the manpower sub-committee's November 1981 meeting, therefore, it was proposed to seek donor assistance to mount a total of nine consultancy studies corresponding to the priority areas identified at the August 1980 seminar. The object of these studies was to assess the regions training facilities in the various skill areas; to estimate regional demand for the skills concerned and, on the basis of both these sets of information, to identify possible projects for regional cooperation. In some cases too, the studies were intended to undertake the preliminary identification and design work on suitable project proposals. During November meeting two of the proposed studies in the area of veterinary medicine were dropped due to duplication of the work of studies proposed by other sectors. A further study in the field of transport was referred to S.A.T.C.C. for advise and comments. Of the six remaining studies outline terms of reference were drafted and circulated to the international community at the Blantyre Conference, which was also held in November 1981. During the discussions with donor agencies in Blantyre, it was agreed to allow a further opportunity for the examination and appraisal of the draft terms of reference and to seek definite commitments as regards funding later in 1982. Accordingly,

Study 7. Management and Public Administration

Funding from USAID and Portugal agreed in principle. Detailed terms of reference and workplan under discussion. No firm date for implementation.

Study 8. Criteria for success of Regional Training Institutions

Fieldwork for seven anglophone members completed and draft report received. Discussions in progress concerning completion of the fieldwork for the entire region and preparation of the final report.

9. Three projects were discussed at the November 1981 meeting of the R.T.C. It was agreed that a project involving the Institute of Development and Management (I.D.M.) should be deferred pending the resolution of certain queries arising from the recommendation made by the March 1981 manpower officials' meeting that I.D.M. should collaborate closely with the Eastern and Southern Africa Management Institute (ESAMI) in Arusha and that both institutions should take on a broader S.A.D.C.C. role. It was felt that, until these queries had been resolved, the presentation of a viable project to donors would be difficult. The two remaining projects were presented at the Blantyre Conference and as of November 1982 the position regarding both is as follows:

Project 1: Zambian Air Services Training Institute

Funding still being sought.

Project 2: Mananga Agricultural Management Centre

Interest in this project was shown by West Germany. We have been informed, however, that the German budgetary situation will not allow the project to be considered for funding before 1984. A scaled-down version of the project has been submitted to the EEC and is currently under consideration by Brussels.

8. contd.

initial expressions of interest on the part of donors were followed up in January and February 1982 and negotiations entered into concerning detailed terms of reference for the studies, the recruitment of consultants and arrangements for implementation. As of November 1982 the position regarding each of these studies is as follows:

Study 1. Training for the sugar industry

Funding still being sought.

Study 2. Technical training for the mining sector

Agreement in principle concerning West German funding. Detailed arrangements not worked out and no date for implementation.

Study 3. Health training

Funding obtained from NORAD. Team of three consultants recruited. Fieldwork now in progress.

Study 4. Training of teacher educators

Funding obtained from SIDA. Consultant recruited for Phase 1. Interim report and proposals for fieldwork in Phase 2 due end November 1982.

Study 5. Comparability of educational levels

Funding from USAID and Portugal agreed in principle. Detailed terms of reference and draft workplan also agreed. Recruitment of consultants underway. No firm date for implementation.

Study 6. Regional Manpower Information

Study funded and implemented by ILO/SATEP. Fieldwork complete, final report expected shortly.

10. It will be recalled that the question of an inventory of training facilities and programmes was discussed by the region's manpower experts at the Regional Training Council meeting in November 1981. The importance of detailed and accurate information in this area was stressed at that meeting, if exchanges of students, staff and learning materials between member countries are to be facilitated. A proposal was therefore tabled by the Swaziland Government to extend the existing outline inventory so as to make available to the relevant training agencies comprehensive data on the scope and level of training programmes available within S.A.D.C.C. The meeting agreed to refer this proposal to member governments for consultation and study. The proposal was also tabled at the Luanda Council of Ministers meeting where it was endorsed by S.A.D.C.C. Ministers. Item 8 on the Agenda is designed to offer the opportunity for this meeting to take an in-depth look at the proposal and to discuss the question of its implementation.

11. It will be recalled that Ministers in Blantyre decided that member governments should nominate a permanent contact point within their administrations to be responsible for liason in the area of manpower cooperation between the member government concerned and the Chairman of the Regional Training Council. Accordingly, in March 1982, member governments were invited to nominate an appropriate liason official and to communicate the details of their nomination to the Regional Training Council. The details of the manpower contact points so far received are as follows:

Botswana	-	Mr. O.K. Matambo Director of Economic Affairs
Lesotho	-	Mr. Maieane Director, National Manpower Development Secretariat
Malawi	-	Mr. B.S.M. Mangulama Department of Personnel Management and Training
Mozambique	-	Mr. A. Marrufo SADCC contact point
Zambia	-	Mr. R.H. Mataka Cabinet Office
Zimbabwe	-	Dr. I. Mandaza Secretary, Ministry of Manpower Planning and Development

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12. Discussion of future meetings and of the work programme for the manpower sector will take place under Item 11 of the Agenda.

Source: SADCC COORDINATION PROGRAMME ON SOIL AND WATER CONSERVATION
AND LAND UTILIZATION (Swedforest Consulting AE, December 1982)

3. THE ROLES OF GOVERNMENT AND THE ROLE OF SADCC

3.1 Inter-governmental cooperation

SADCC is an inter-governmental institution and this Report is therefore concerned with the roles of governments and the people they govern rather than with those of corporations or voluntary agencies. In this Chapter, we suggest the aims and objectives of inter-governmental cooperation in the field of soil and water conservation and land utilisation, discuss some of the advantages and disadvantages of cooperation relating to particular governmental functions and propose a number of activities over a three-year period.

Four of the nine SADCC countries are also members of the Southern African Regional Commission for Conservation and Use of the Soil. SADCC may derive much technical learning from this source through those members.

3.2 Aims

The Coordination Programme aims to help the governments of member countries

- a) to improve their performance in relation to soil and water conservation and wise land use;
- b) to avoid conflicts of interest that may arise out of environmental degradation;
- c) to develop policies and practices based upon involving the people in conservation activity; and
- d) to integrate relevant disciplines and the contributions of the various concerned institutions in solving problems of conservation and land utilisation.

3.3 Objectives

The Coordination Programme will have the following objectives:

- a) To bring about a rational sharing of training and other technical facilities among member countries.
- b) To bring about a purposeful sharing of data, information, knowledge, and know-how relating to the aims of the Programme.

- c) To assist in setting up and running joint field programmes where they are necessary or desirable.
- d) To assist countries or groups of countries in preparing projects, particularly those for which external financing is sought.

3.4 Guiding principles

As an introduction, it is useful to recall the policy guidelines for SADCC coordination, presented by the Government of Lesotho and endorsed by the Ministers of Agriculture at their meeting in Harare on 5th November, 1982. They are outlined in Appendix B, and may be resumed as follows:

- ".....Land use practices must change and conservation measures must be introduced and practised - not only by our departments of state but by all our rural families."
- "Cooperation between countries does not absolve national governments of their responsibilities towards their peoples."
- "SADCC provides the opportunity to avoid potential conflict between countries"

We have also kept in mind three professional requirements derived from our observations set out in Chapter 2:

- a) The urgent need for action on the ground;
- b) The need for careful thought and planning;
- c) The need for people of different disciplines and functions and from different countries to meet, discuss and get to know each other, in order that their combined knowledge and energy may be put to good effect for "the improvement of the total welfare of all (our) peoples" (in the words of President Masire).

In drawing up suggestions for the Coordination Programme, we have reviewed each of the main roles of government; keeping these policy and professional guidelines in mind.

The overall strategy of the Coordination Programme proposed is based on a three-step principle:

- Step One: Learning Projects in the form of seminars or workshops, bringing people from all countries together to work on data.
- Step Two: Action-Learning Projects designed in the Step One seminars or workshops, in the form of sustained work in which all countries may participate, to develop methods and methodology (e.g. pilot projects, demonstration projects, consultancy studies, etc. ...)
- Step Three: Joint Programmes, involving two or more countries, which require ongoing executory action (e.g. joint monitoring, international river basin management, permanent arrangements for sharing training facilities, etc. ...)

Step One Projects are discussed below. Further details on them and some ideas for Step Two Projects and Step Three Programmes are given in Appendix H.

3.5 The Programme

For ease of reference, the projects proposed are listed on the next page.

3.5.1 Starting-up

To launch, and put energy into, the Coordination Programme, the first need is for the people having power and influence in environmental conservation in the different member countries to get to know each other, understand each other's situations and needs, and thrash out the priorities for the Coordination Programme as a whole. This is the aim of the first seminar on "Integrated Planning and Conservation Strategies".

The opening seminar should have the task of looking at the proposed Coordination Programme as a whole, commenting on it and re-designing it where necessary.

Learning Projects (Step One) *Action-Learning Projects
(Step Two) or Joint Pro-
grammes (Step Three)Year 1

- | | |
|---|---|
| 1. Seminar: "Integrated planning and conservation strategies" | A. Newsletter |
| 2. Seminar: "Developing methodology for cost-benefit analysis of conservation projects" | B. Consultancy study on cost-benefit analysis of conservation projects |
| 3. Seminar: "Monitoring systems for environmental control and planning" | C. Demonstration field project(s) on monitoring systems for environmental control |
| 4. Workshop: "Training facilities" | D. Demonstration field project(s) on desertification monitoring systems |
| | E. Sharing training facilities |

Year 2

- | | |
|---|--|
| 5 Seminar: "Involving the people" | F. Test or pilot projects on integrated approaches to farmers |
| 6. Seminar: "Management of programmes and projects" | G. Consultancy studies as required |
| 7. Seminar: "River Basin Management" | H. Joint pilot project(s) on integrated land-use planning and management |
| 8. Workshop: "Applied Research and Laboratory Facilities" | I. Setting up international cooperation institutions if required |
| | J. Sharing applied research and laboratory facilities. |

Year 3

9. Seminar: "Conservation Policy-Making"

* The direct costs of the Learning Projects, seminars and workshops, are estimated at about US \$ 300,000 in Year 1 and US \$ 325,000 in Year 2. These include the expenses of participants, as well as the costs of organisation.

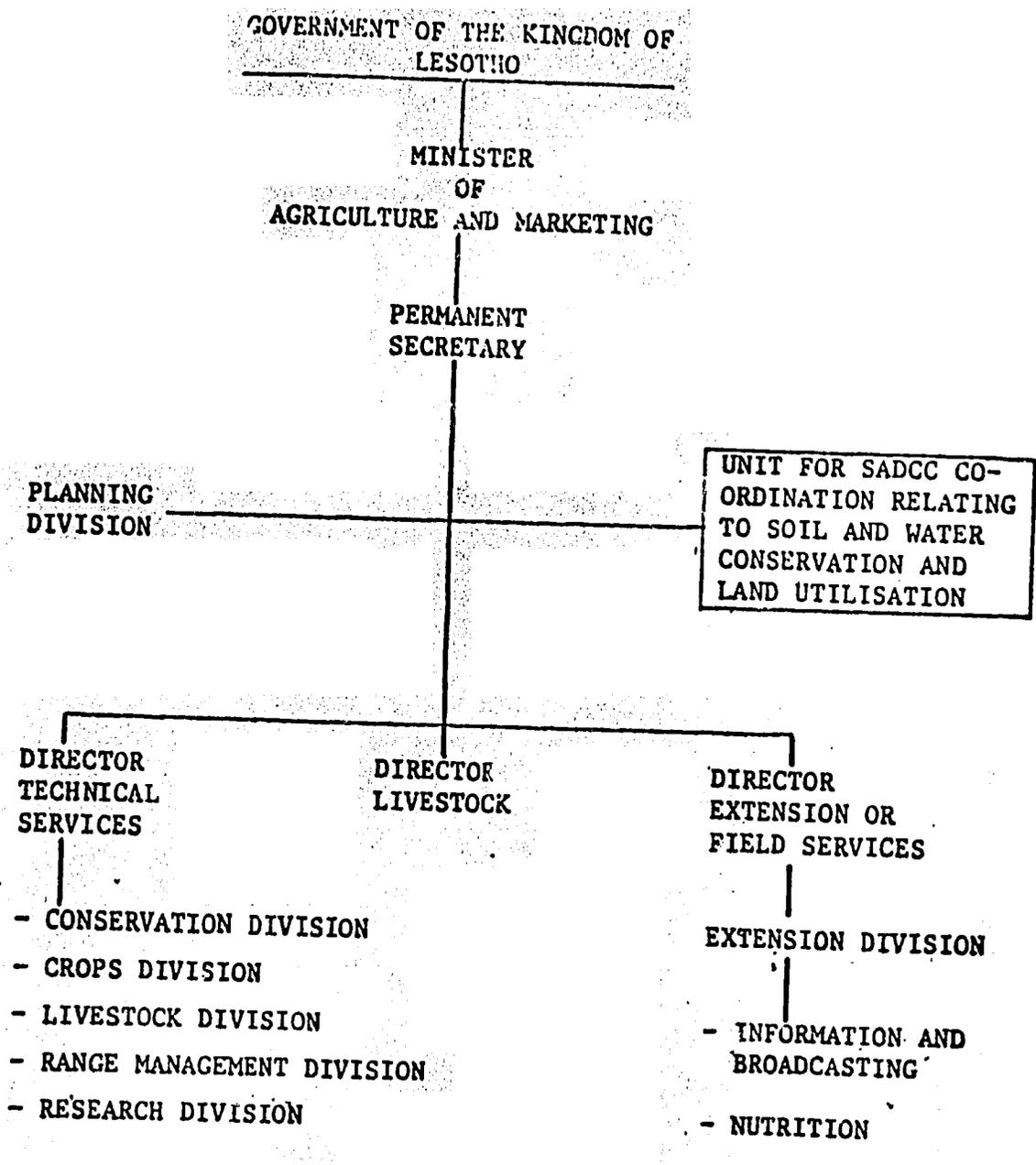


Figure 4.1. Overall structure of the Ministry of Agriculture showing the position of the Coordination Unit.

PROPOSED PROJECTS AND PROGRAMMES

The proposed projects and programmes (Chapter 3.5) listed below are described in this annex. Projects 1-9 are learning projects in the form of workshops and seminars while projects A-J can be described as action learning programmes based on joint work.

Learning Projects

1. Seminar on integrated planning and conservation strategies.
2. Seminar on developing methodology for cost-benefit analysis.
3. Seminar on monitoring systems for environmental control and planning/monitoring of desertification and range land degradation.
4. Workshop on training facilities in the region.
5. Seminar on involving the people.
6. Seminar on management of projects and programmes.
7. Seminar on river basin management.
8. Workshop on applied research and laboratory facilities.
9. Seminar on conservation policy-making.

Action Learning Programmes

- A. Newsletter
- B. Cost-benefit analysis of conservation projects
- C. Monitoring systems for environmental control
- D. Monitoring desertification and degradation of range lands
- E. Sharing training facilities
- F. Integrated approaches to the farmers
- G. Consultancy studies
- H. Integrated land-use planning and management
- I. International co-operation in river basin management
- J. Sharing applied research and laboratory facilities

Action learning programmes B, E, G and J, which conceptually are self-explanatory, will be described by the learning projects. The other action-learning projects are very briefly described here; during the learning projects their form will be refined.

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Learning Project 1:

Seminar on Integrated Planning and Conservation Strategies

Soil and water conservation should figure in every planning programme concerning man's physical environment. Especially in fragile environments, man has to live (and plan) with great concern for Nature. Bad planning and mistakes may be disastrous not only for the present generation but also for future development. Proper planning of land-use and conservation therefore needs a multidisciplinary approach, integrating not only the physical background variables but also man and his activity (past and present, traditions etc.).

Many development programmes (i.e. Landuse planning, Rural development planning, River basin management) in the SADCC Region already integrate soil and water conservation in planning work while others, called "integrated" tend to integrate everything except soil and water conservation.

This seminar aims to survey existing programmes in order to compare different approaches to the problem in different environments. Participants will learn from each other's projects and meet the important people involved in integrated planning. The seminar will suggest further projects within this field, promote further co-operation between people from different disciplines and countries and enable the more detailed planning of the Co-operation Programme to be done taking full account of the needs in each of the member countries.

PARTICIPANTS:

3 or 4 from each country (landuse planners, ecologists, economists, social scientists, senior administrators)

DURATION:

3 weeks

PREPARED INPUTS:

Swedforest report, reports from each country co-ordinator

Learning Project 2:

Seminar on Developing Methodology for Cost-Benefit Analysis

Economic data on conservation work - or lack of it - are hard to come by. The use of such data is twofold:

- (1) To help decision-takers when deciding upon the allocation of resources, by enabling them to compare the merits of conservation programmes with those of other programmes.
- (2) To help planners and administrators to decide upon priorities between various conservation programmes.

The seminar will review the different approaches being used in the Region and elsewhere. Combining the knowledge of the technicians with that of the economists, the seminar should take the first step towards developing the simplest possible methods for use in the various types of environment in Southern Africa and design the next steps to be taken - by consultants or one of the participating institutions.

PARTICIPANTS:

3 or 4 from each country (drawn from among agriculturalists, planners and economists)

DURATION:

2 weeks

PREPARED INPUTS:

Case studies from the Region, either from ongoing projects or based on data collected through activities in this programme

Learning Project 3:

Seminar on Monitoring Systems for Environmental Control and Planning/Monitoring of desertification and Range Land Degradation

Very little has so far been done to monitor environmental changes within the region. Both natural and man-caused changes can be observed and quantified. These data are a necessary basis for the choice of planning and conservation strategies or for evaluating the physical impact of certain conservation programmes.

Several approaches can be used for a monitoring programme but basically two principles can be followed - direct measurements and remote sensing, or a combination of the two.

By monitoring the sediment transport in rivers it is possible to estimate the current rate of soil erosion as well as variations due to changed landuse or to the introduction of soil conservation measures in the drainage area.

In combination with studies of erosion hazards (rainfall erosivity, soil erodability etc.) in an area, the river monitoring programme can pin-point both high risk zones and areas with high erosion that may therefore be a high priority for conservation works.

Remote sensing can be used for both landuse and erosion-mapping. The repeated air photography in some of the member countries can be a good base, while the other countries and the larger-scale monitoring programmes (desertification), have to rely on satellite imagery in combination with field studies.

PARTICIPANTS:

3 or 4 from each country, chosen from among remote sensing experts, climatologists, soil scientists, agriculturists, foresters, agricultural engineers, hydrologists and sedimentologists

DURATION:

2 or 3 weeks

PREPARED INPUTS:

Reports from each country co-ordinator

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Learning Project 4:

Workshop on Training Facilities in the Region

Through the SADCC Region several institutes and programmes already train personnel for landuse planning and conservation. Tanzania, for example, is in charge of hydrology training within the SADCC programme for manpower development. Other courses are still, however, only given at a national level even if their programmes are well suited for neighbouring countries with similar environments.

Examples of fields for sharing of training facilities in the Region are:

1. Landuse planning courses
2. Soil conservation training programmes
3. Applied water conservation training

By combining the resources from the various countries it may be possible to run certain, specialized programmes with more students and during longer periods than within one country programme.

PARTICIPANTS:	Heads of relevant training institutions in the Region
DURATION:	2 weeks
PREPARED INPUTS:	A consultant's report on facilities in the Region

Learning Project 5:

Seminar on Involving the People

The outcome of any conservation programme depends on how it is accepted by the people. Everyone has to be concerned about soil and water conservation, the administrator, the planner, the technician and the local population. The multidisciplinary approach in planning and conservation therefore has to include the social aspects as well as the economic and technical approaches.

The seminar will review some of the past and present approaches - social, political, religious, economic, educational, technical - to the rural and urban people in the Region regarding environmental degradation and conservation.

By learning from the different approaches the seminar will consider whether a joint programme in this field would be useful or not.

PARTICIPANTS:

3 or 4 from each country selected from among government officials responsible for national or provincial extension services, public education programmes and concerned local or national politicians

DURATION:

2 weeks

PREPARED INPUTS:

one case study prepared by each participant

Learning Project 6:

Seminar on Management of Projects and Programmes

The main management problems recognised in the Region in connection with the implementation of conservation work are:

- (i) Integrating knowledge from different disciplines.
- (ii) Integrating the efforts of different public departments and institutions
- (iii) Management with limited resources of qualified manpower.

The aim of the seminar is to bring together top project or programme managers to focus on these problems, using their own experience in management as the basis and introducing relevant management concepts and theories.

It may be that a programme of management training should be developed for senior and middle management - a point that the seminar should consider.

PARTICIPANTS: 3 or 4 from each country drawn from among field project and programme managers

DURATION: 2 weeks

PREPARED INPUTS: Description of field programmes for which participants are responsible (one from each country), consultant's report based on data from preceding seminars and workshops

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Learning Project 7:

Seminar on River Basin Management

A river basin is a natural unit, well suited for both an integrated resource assessment (land and water) and for monitoring of environmental hazards in relation to various development schemes.

Integrated planning for a river basin development involves specialists from many fields. The seminar will bring these people together and the discussions will give guidelines for the continued work in the Region.

PARTICIPANTS:

2 or 3 from each country drawn from among planners, hydrologist, ecologists and senior administrators

DURATION:

2 weeks

PREPARED INPUTS:

Reports from each country (examples of river basin programmes from the Region)

Learning Project 8:

Workshop on Applied Research and Laboratory Facilities

Background data from applied research is essential for any improved soil and water conservation work in the Region.

The sharing of experience will cover many fields of research, all important for soil and water conservation:

- Assessment of erosion hazards (climatology, soil science, geomorphology and agronomy)
- Plot experiments on soil erosion
- Experiments on run-off and soil loss in small representative basins
- Sediment transport and reservoir sedimentation
- Comparative laboratory analyses of soil and water samples
- Integrated landuse planning.

Advanced research exists within these fields in the different SADCC countries. Often, however, the facilities are too small or understaffed to serve the whole Region. By strengthening the present organisations, organising joint research programmes and exchanges of ideas, the applied research in the Region will be even more valuable for planning and conservation. The workshop will suggest fields for future co-operation.

PARTICIPANTS:

2 or 3 from each country selected among researchers and administrators working with applied research and research management

DURATION:

2 weeks

PREPARED INPUTS:

Consultant's report on facilities in the Region

Learning Project 9:

Seminar on Policy-making relating to Soil and Water Conservation
and Land Utilization

It is anticipated that over the first two years of activity at the administrative and technical levels, the Programme will reveal much interesting information regarding how relevant policies are formulated in the Member countries, as well, perhaps, as a number of specific issues which will need to be discussed at the policy level between the Member countries.

The idea of this Seminar is to bring together decision-takers to consider both the policy-making process and specific issues. The occasion should also serve for a top-level review of the Programme and decisions regarding the future.

PARTICIPANTS: 2 from each country (principal secretary and planning chief)

DURATION: one week

PREPARED INPUTS: from the Co-ordination Unit

Action Learning Programme ANewsletter

A monthly (bi-monthly) newsletter from the Co-ordination Unit in Maseru will inform organisations and field workers in member countries about the planned or ongoing joint work in landuse planning and soil and water conservation. News on literature, techniques and methods can also be presented, either as reviews or as original papers based on actual work in the Region. The exchange of ideas is important and we therefore expect the newsletter to develop into a forum for opinions and thoughts as well as being an informative medium for the SADCC-joint programmes.

The newsletter will be printed by simple off-set techniques allowing reproductions of pictures and drawings, but not to the extent (or standard) that can be found in regular, scientific, journals, in which publication of longer articles will still be more appropriate. Abstracts or short summaries of findings would better be published in the newsletter.

Action Learning Programme C

Monitoring Systems for Environmental Control

Based on findings and needs specified during the seminar the Co-ordination Unit will promote the development of monitoring programmes for environmental control in the Region.

All countries have hydrological networks observing river run-off in at least the main rivers. At marginal extra cost these networks can be developed into water sampling stations monitoring soil erosion and changes within the different drainage areas. In some cases these networks have to be complemented by studies of small representative basins. Experience of this type of work already exists in the Region.

The river monitoring programmes will be complemented by remote sensing methods mapping the high erosion areas, landuses etc. in relation to the sediment transport figures in the streams.

The cost of this type of programme depends on the areas chosen by the seminar. It is, however, suggested that the model should be tested in areas with good background information. The yearly cost for a hydrological gauging station is about 3,000 US \$ and the additional cost for water sampling should not be more than 600 US \$.

Action Learning Programme DMonitoring Desertification and Degradation of Range Lands

Fuelwood collection, burning and overgrazing are the most serious threats to many of the arid and semi-arid environments in the Region.

The large scale changes within these environments can, however, be monitored by remote sensing methods (satellite imagery) and limited field checks. Desertification cells have, for instance, been mapped in central Tanzania and ongoing programmes on other (Northern) African countries use satellite images for monitoring desertification.

A programme for Southern Africa will observe the development of sensitive environments from successive LANDSAT images and report threatened and critical areas to the local conservation units.

Action Learning Programme F

Integrated Approaches to the People

Any successful planning and conservation programme needs the support of the local people and their personal involvement in the work.

By understanding local traditions and customs many mistakes can be avoided in the planning process.

The people has to be involved from the planning of a programme to its implementation and evaluation. An assessment of both the natural resources and the social and cultural aspects has therefore to be made as an integrated part of the planning.

The learning from some of the past and present methods of involving the people can be fed into new conservation programmes in the Region.

Action Learning Programme H

Integrated Landuse

Planning for integrated landuse has to take into account not only the optimal, short-term use of land and water resources but also the environmental hazards related to the various planning alternatives.

Different landuse planning systems exist in the Region. The aim of this project is not to compare the systems as such but to introduce a planning approach and practice based on ecological principles and the involvement of the people.

Joint fieldwork in, say, 4 pilot project areas (in different types of environment) will introduce the planners and conservationists to practical multidisciplinary work. Learning from the project areas will stimulate planning and conservation work elsewhere.

Suggested types of environment:

- a) semi-arid range land area
- b) high rainfall mountain area (with natural forests)
- c) urban fringe zone area (fuelwood problems, urbanisation, intensive farming).

Action Learning Programme I

International Co-operation in River Basin Management

Sharing of hydrological background data already exists both between several of the SADCC countries and between them and other neighbours. Water development programmes and more genuine river basin development programmes are discussed on a joint basis in various parts of the Region.

Several rivers originate in one state and discharge in other countries that may have fewer water resources and a drier climate. The water resource has therefore to be shared and jointly managed in order to avoid future conflicts.

Sharing a river basin, however, means not only sharing the water resources but also the responsibility for the common area and all its resources. Joint planning and development are therefore a way to optimise both the land use and conservation.

Based on the experience from the seminar (project 7) the countries will propose one or two joint programmes to test ideas and share experience of river basin management within the Region.

QUESTIONNAIRE ON DATA BANK REQUIREMENTS FOR S.A.D.C.C.
MEMBER COUNTRIES (FISHERIES)

1. Name of CountryDate.....
2. Office completing questionnaire
3. Name, designation and address of Officer completing this questionnaire (please print)
4. List of Ministries, Departments and other Agencies in your country who would use or wish to use a SADCC Data Bank
 - a) b).....
 - c) d).....
 - e)
5. Which of the above mentioned Agencies in section 4i.) collect and ii) use the information.
 - i) LIMNOLOGICAL DATA

	i. i.	ii. ii.	i. iii.	ii. iii.	i. iv.	ii. iv.
1. Water quality						
2. Primary productivity (algae)						
3. Secondary productivity (Zoo Plankton)						

5. ii) DATA BANK USES

	a)		b)		c)		d)		e)	
	i.	ii.								
<u>Fisheries Resources</u>	:									
1) Distribution of fishery resources and status of species	:									
2) Numbers - (surveys)										
3) Fishery quotas and statistics										
4) Imports/Exports										
5) Sport fishery statistics										
6) Antipoaching/Law enforcement										
7) Internal trade statistics										
8)										
9)										
10)										

KEY:- i) Ministry/Department which collect the information or do surveys
 ii) Ministry/Department which use the information

6. Data Gathering and Input Resources

- 1) What qualified staff and degree of expertise is available?

- 2) What training needs would your country have in order to make full use of a data bank?

The Executive Officers, Technical Officers and Shorthand Typists Grade I (D3) will continue to be accelerated to K2409 per annum in the B3 Salary Scale Segment: and

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3. What volume of data of the various types listed under 5.3 and 5.4 would you anticipate being available for input to the Data Bank on a monthly or annual basis (monitoring programmes)?

.....
.....
.....

7. Output/Feedback Requirements

Please specify, in order of priority, the type of outputs and frequency of feedback your Government or the various Agencies using the Data Bank would require.

.....
.....
.....
.....
.....
.....
.....

NOTE: ALL UNITS MUST BE METRIC

8. Please return questionnaire to :-

The Director,
Department of National Parks and Wildlife
Management,
P.O. Box 8365,
Causeway,
Harare,
ZIMBABWE

22nd February, 1983

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S. A. D. C. C.

F I S H E R I E S Q U E S T I O N N A I R E

The aim of this questionnaire is to compile basic data on the Fisheries activities within the member States of S.A.D.C.C. so that areas of cooperation for mutual benefit may be identified.

Thereafter the wishes of member States will be implemented to the best advantage through the channels identified by consultation and guidance from S.A.D.C.C. .

A QUESTIONNAIRE FOR COLLECTION OF DATA FOR A REPORT
ON FISHERIES DEVELOPMENT CO-OPERATION BETWEEN S.A.D.C.C. STATES

1. Background Information

1.1 Name of Country.....

1.2 Population

1.3 Total Land Area

1.4 Area covered by water (including E.E.Z).....

1.5 Approximate date when Fishing started

1.6 Approximate date of the start of Government involvement in
 Fisheries.....

1.7 What other countries fish in your territorial waters?

1.8 Total Annual Fish Yield (i) National

(ii) External

(iii) Total

1.9 What percentage of animal protein produced does fish represent?
 (please tick)

100-81% 80 - 61% 60 - 41% 40 - 21% 20 - 11% 10 - 0%

1.10 How is the fish processed ?

Unprocessed (fresh)

Iced

1.10

Sundried



Canned



Smoked



Fishmeal



Salted



Other fish products
(specify)



1.11 Infrastructure available (e.g. Training School, Boatbuilding, fishmeal plant et. cet.)

1.12 Please append policy statement of your Government/Fisheries Department.

1.13 Please append list of national and international staff with with indication of their specialised subjects.

1.22 Please append policy statement of your Government/Fisheries Department.

1.13 Please append list of national and international staff with indication of their specialised subjects.

TYPE OF FISHERY

	Tick	National yield		Main Species (indicate no-indigenous spp)
		Gross Tonnes	Value	
2.1	Is the Country Fishery Marine?			
2.2	" " " " Lacustrine			
2.3	" " " " Riverine			
2.4	" " " " Floodplain			
2.5	" " " " Aquaculture			
2.6	" " " " Sport			
2.7	" " " " Other			

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3. STATE OF MARINE FISHERIES TO DATE.

3.1 Type of Fishery

3.2 Fishing methods employed

3.3 Type of fishing vessels involved

3.4 Date when development started

3.5 Who started the development work?

3.6 How was development financed?

3.7 Total Cost of development to date

3.8 Increase in output

3.9 Value of increase in output

3.10 Number of persons involved in the fishery

3.11 Number of persons involved in ancillary services (e.g. boat-building)

3.12 Seasonality of the Fishery

3.13 Briefly summarize nature of development work carried out to date

3.14 State any constraints to development which have been encountered.

3.15 Future potential for development

3.16 Aspects of fishery not covered above.

STATE OF LACUSTRINE FISHERY TO DATE

- 4.1 Type of fishery
- 4.2 Fishing methods employed
- 4.3 Type of fishing vessels involved
- 4.4 Date when development started
- 4.5 Who started the development work?
- 4.6 How was development financed?
- 4.7 Total cost of development to date
- 4.8 Increase in output
- 4.9 Value of increase in output
- 4.10 Number of persons involved in the fishery
- 4.11 Number of persons involved in ancillary services (e.g. boat-
building)
- 4.12 Seasonality of the fishery1.....
- 4.13 Briefly summarize nature of development work carried out to
date

4.14 State any constraints to development which have been encounte-
red.

4.15 Future potential for development

4.16 Aspects of fishery not covered above

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STATE OF RIVERINE FISHERY TO DATE

5.

- 5.1 Type of fishery
- 5.2 Fishing methods employed
- 5.3 Type of fishing vessels involved
- 5.4 Date when development started
- 5.5 Who started the development work?
- 5.6 How was development financed?
- 5.7 Total cost of development to date
- 5.8 Increase in output
- 5.9 Value of increase in output
- 5.10 Number of persons involved in the fishery
- 5.11 Number of persons involved in ancillary services (e.g. boat-
building)
- 5.12 Seasonality of the fishery
- 5.13 Briefly summarize nature of development work carried out to
date .

5.14 State any constraints to development which have been encountered.

5.15 Future potential for development

5.16 Aspects of fishery not covered above.

6.

STATE OF FLOODPLAIN FISHERY TO DATE

- 6.1 Type of fishery
- 6.2 Fishing methods employed
- 6.3 Type of fishing vessels involved
- 6.4 Date when development started
- 6.5 Who started the development work?
- 6.6 How was development financed?
- 6.7 Total cost of development to date
- 6.8 Increase in output
- 6.9 Value of increase in output
- 6.10 Number of persons involved in the fishery
- 6.11 Number of persons involved in ancillary services (e.g. boat-building)
- 6.12 Seasonality of the fishery
- 6.13 Briefly summarize nature of development work carried out to date

- 6.14 State any constraints to development which have been encountered

- 6.15 Future potential for development

- 6.16 Aspects of fishery not covered above.

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7.

STATE OF AQUACULTURE FISHERY TO DATE

- 7.1 Type of fishery
- 7.2 Fishing methods employed
- 7.3 Type of fishing vessels involved
- 7.4 Date when development started
- 7.5 Who started the development work?
- 7.6 How was development financed?
- 7.7 Total cost of development to date
- 7.8 Increase in output
- 7.9 Value of increase in output
- 7.10 Number of persons involved in the fishery
- 7.11 Number of persons involved in ancillary services (e.g. boat-
building)
- 7.12 Seasonality of the fishery
- 7.13 Briefly summarize nature of development work carried out to
date.

7.14

State any constraints to development which have been encountered.

7.15 Future potential for development.

7.16 Aspects of fishery not covered above

8.

STATE OF SPORT FISHERY TO DATE

- 8.1 Type of Fishery
- 8.2 Fishing methods employed
- 8.3 Type of fishing vessels involved ;.....
- 8.4 Date when development started
- 8.5 Who started the development work?
- 8.6 How was development financed?
- 8.7 Total cost of development to date
- 8.8 Increase in output
- 8.9 Value of increase in output
- 8.10 Number of persons involved in the fishery
- 8.11 Number of persons involved in ancillary services (e.g. boat-
building)
- 8.12 Seasonality of the fishery
- 8.13 Briefly summarise nature of development work carried out to
date

8.14 State any constraints to development which have been encounte-
red.

8.15 Future potential for development

8.16 Aspects of fishery not covered above

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9.

STATE OF OTHER FISHERY TO DATE

- 9.1 Type of fishery
- 9.2 Fishing methods employed
- 9.3 Type of fishing vessels involved
- 9.4 Date when development started
- 9.5 Who started the development work?
- 9.6 How was development financed?
- 9.7 Total cost of development to date
- 9.8 Increase in output
- 9.9 Value of increase in output
- 9.10 Number of persons involved in the fishery
- 9.11 Number of persons involved in ancillary services (e.g. boat-building)
- 9.12 Seasonality
- 9.13 Briefly summarize nature of development work carried out to date.

9.14 State any constraints to development which have been encountered.

9.15 Future potential for development.

9.16 Aspects of fishery not covered above.

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10.

CURRENT & FUTURE DEVELOPMENT WORK

(Fill one form for each project)

10.1 Project Title.

10.2 Project aims and targets

10.3 State of project.

Completed Ongoing Pipeline Planning Concept

10.4 Starting date

10.5 Source of Finance

10.6 Expected completion date

10.7 Executive agency

10.8 Expected cost on completion

10.9 Estimated increase in output

10.10 Value of estimated increase in output

10.11 Description of work proposed/being carried out.

10.11 Brief description of work proposed/being carried out.

10.12 Constraints

SUGGESTED CO-OPERATION BETWEEN SADCC MEMBER COUNTRIES

Which of the listed proposals will assist the speeding up of Fishery Development in your country ?

11.1 Exchange of research and development information

11.2 Joint ventures in research

11.3 Joint finance for projects

11.4 Joint ventures in investment

11.5 Exchange of experts to implement projects

11.6 Exchange visits of experts in SADCC countries

11.7 Encouragement of export of fishery products among SADCC countries

11.8 Exchange of students

11.9 Regular meetings and seminars for fisheries personnel

11.10 Other proposed spheres of co-operation

Write down any points inadequately covered above or not covered at all but which will assist in presenting a full picture of the past, present and future state of the fishery industry of your country and the desire of your Government in the form of developmental co-operation in the field of fisheries among SADCC states.

ILLUSTRATIVE EQUIPMENT LISTFor the Regional Training Council:Office equipment

2	electric typewriters	\$3,000
2	photocopiers	8,000
1	word processor	10,000
1	mini-computer, including software	16-20,000
1	public address system (portable)	15,000

Miscellaneous office supplies

18,000

telex tapes

photocopying paper

word-processing stationery

typewriter ribbons, stationery

computer stationery

files

Office furnishings

6,000

2 office desks and two chairs

4 filing cabinets

For the SADCC Fisheries Administrative Support Unit:Office equipment

1	electric typewriter	1,500
1	mini-computer, including hardware (\$11,000)	17,000
	printer (2,800)	
	word processor (500)	
	financial model (200)	
	customizer (2,500)	
1	Gestetner stencil scanner	3,600
1	photocopier	4,000

Office furnishings

1,000

1 file cabinet

1 office desk

1 typist desk

2 swivel chairs

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