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'HINUTES OF A MEETING HELD ON 24.7.85 WITH THE ILD REPRESENTATIVES.

Distribution : Director, Mazinbu.

Secretary for Education.

Education Secretariat

Comrade Meni Msinang

Comrade Ossie Dennis.

Present : Mr Sansett EILog

Mr Nielsen ILO

Kalovi Repo

Cde Tikly

Cde Makgothi

Cde Schoon

. Cde Maphisa

1. Purpose of meeting.

Mr Sansett explained that hni'as on a fact finding mission to prepare for the ILO's trfi tite evaluation of southern African liberation novent projects funded by the ILO, which is to take place early next year.

Note : The bulk of the lecting cqnstisted of questions from Mr Sansett and our esponqws.

2; Vocational Training Quantity. w. 0

Why was Kalevi in Dar as Saint. bufore he was cleared for Mazinbu ?

Clearance procedure has been tightened up and it now takes . a full three months.

Mr Samsett then indicated that it was unusual to start an assignment before clearance had been obtained.

To what extent is curriculum development specified as part of Kalevi's job in the project documents ?

It is spelt out in the project specification.

Does Kalevi have a supervisor in the ANC ?

He is responsible to the Director, Mazimbugnnd the Co-ordinator, Dakawa on administrative matters. In addition he will be working with an ANC counterpart, due to arrive in August.

Are fields of study spacificied in Project Document 2 A ?

Such fields have been specified at a recent meeting; They are, to begin with : construction carpentry, plunbing, bricklaying and electrical.

What is the length of Kalevi's contract ?

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One year initially, but it can be extended.

What is Kalevi doing ?

He is working on curriculum development, advising on administrative structures and will assist with the selection of instructors. It has not yet been decided on a starting date for students, but it is likely to be early October. At this juncture Kalevi explained the modular approach that has been decided on for the curriculum. Cde aohenmed explained that the modules will be tied to the developmental needs of Dakawa for the time being.

What is the background of the ANC counterpart ?

He has extensive experience in Canada as a VTC instructor.

What is the present use of the facilities at the VTC ?

One or two rooms are used for accommodation. The Dakawa administration and the technical department are using some office space. Kalevi will establish his office there. Students will start moving in next month.

Is it a good thing to establish our own permanent facilities rather than to make use of existing centres in Tanzania and other countries ?

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We need to train people for the needs of our projects.

We also need to make use of skills as they develop in order for the projects to progress; In addition, when we go home the facilities at Mazinbu and Dakawa will be handed over to the Tanzanian government - we are thus also involved in Tanzanian development.

At this point Mr Nielsen intervened to indicate that there had been considerable language difficulties when we had trainees in the Dar es Salaam VTC where the medium of instruction is kiSwahili.

Later (in the discussion on the earlier Vocational Training programme) it was pointed out that the decision to build our Own VTC was influenced by the lack of success of the vocational training programme.

what is the position of financing Phase 2(a) and 2(b) ?

Mr Nielsen intervened : UNDP has approved finance for the training component of 2(b); There are still certain formalities to be worked out, but it is virtually certain that the Finns will finance the buildings in 2(ai).

What is the expected no. of trainees ?

when fully operational, the VTC will have up to 200 students - i.e. 100 people will qualify per year.

What is the population of Mazimbu/Dakawa at present ?

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Approximately 33 God.

What do we intend to do with the excess of trainees who cannot be absorbed here and at Dakawa.

They will be absorbed by ANC projects in other areas.

The Finnish contractor has reported certain difficulties with the ANC in the construction, in particular that the ANC did not fulfill some of its contractual obligations.

What is our view of the difficulties.

This should be discussed either with Cde Spenser Hodgson or Cde Ossie Dennis who dealt with the contractor.

At a later meeting, Cde Spenser dealt with this question.

. How has the ANC round cooperation from the ILO on this project ?

Very satisfactory.

At this point, Kalevi Repo left the meeting and Cde Martin Maphisa was called in.

3. Secretarial course.

Mr Samsett indicated that 16 had been on the course and that there had been a good report from the consultant.

How were the trainees being utilised ?

Cde Mahooned gave a break down of their utilisation.

What is our assessment of the course ?

We are very satisfied. There has been a great improvement in work, especially productivity and efficiency.

How many do we expect to undergo similar training in the future ?

15 to 30 every two years.

From whom did the initiative for the course come ?

From the ANC.

What has happened to the equipment made available for the course ?

The typewriters and photocopier are still being used on the complex.

Office management course.

15 ANC candidates, mostly senior officials, did the course.

The comrades who did the training have expressed great satisfaction with the course.

From whom did the initiative come ?

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From the ANC.

HOW many trainees are likely to need to undergo similar courses in the future.

10 to 20 people every two years.

Training of rehabilitation start.

Is this something new for the ANC ?

This is the first group being trained. The initiative for case jointly fro: the ILO and the Department of Health.

what is being done for the rehabilitation of people with mental disorders ?

The Department of Health is to take further initiatives.

Given the number of people with mental disorders, is it not creating problems to have the rehabilitation staff trained just for physical rehabilitation ?

There is a module on mental health in the training programme.

Which is the largest group, the physically or aentally disabled ?

Both groups are important. The Department of Health is taking further initiatives.

What will happen to the trainees ?

Some will work here, some in other areas.

Was the adainistration here involved in the initiative to set up this programme.

No. The ILO in conjunction with the Department of Health took the initiative.

what is our assessment of the course ?

It seems to be running smoothly.

Has the ILO fulfilled its obligations ?

There are no problems.

will there be a need for this training in the future ?

Yes. It needs discussion With the Departnent of Health.

A meeting was arranged with Comrade Doctor AMO for later in the day.

Jilly Pnnbo.

Mr Sansett expressed some sceptisisn that Jimmy Panbo was correctly deployed as Boarding Master after ILO training in social security.

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How did the training come about ?

The initiative came from HQ? who had been offered the fellowship by the ILO.

Was this fellowship useful ?

That depends on the expansion of work in the ANC.

Did the ILO fulfill their obligations ?

Yes.

Other Incitements.

Comrade Director apologised for our not yet having supplied the requested information to the ILO. The reason for this was that many of the fellows had been redeployed to other areas and we had last contact with some of them. Full details were available through the fellows.

Comrades Mhaleh and Martin then gave a breakdown of the present deployment of most of the fellows.

Vacationnel training programme.

There was some difficulty in discussing this programme adequately as the programme pre-dates the work experience of all those present at the meeting.

From the point of ILO this course was a failure. Why was this so ?

It is possible that our vetting procedure was not adequate.

In addition, the difficulties experienced in this programme contributed to our decision to start our Own VTC.

Why did the ANC supply substantially less candidates than did the PAC, who were also involved in the programme.

Possibly our selection procedures were stricter. Also, maziabu was just getting underway and our people were needed here.

Who initiated the programme ?

Not clear, but probably us.

What were the reasons for the delay in implementation of the course ?

There seemed to be funding problems. In addition there were not sufficient tools at the Dar es Salaam VTC.

What was the ILO's part in the project.

Not clear.

Pipilincoprudjoots;

Mr Sansett supplied us with a form indicating presently

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and projected expenditure by the ILO on southern African liberation projects. The form gave a percentage breakdown by sector.

As a matter of urgency - i.e within a week - Mr Samsett wants us to supply him with our views of the percentage of money available for each sector in the light of our projected needs.

ACTION : Comrade Director.

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PART Th1: EL

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General .1.

The trlpartlte evaluation of ILO's anti-apattheid programme will take place in 1986, the present document serving as an input to the work of the evaluation misslon. The main purpose of this document is therefore to provide factual information that can be used to support the conclusions and recommendations that the mission will eventually arrive at.

For this reason, part III of this document has been limited to briefly discussing some of the major issueo chat the evaluation mission might wish to . pursue, but does not intend to draw the conclusions of the experiences with the individual projects as described in part II of the document, since this will be done by the evaluation mission, based upon their own experiences and discussions with the people in the field.

Oblectives of the anti-agattheid Brogramme

In the report of the Tripartite Conference on Apartheid, Lusaka, 1984, the long-te m oblectives of the anti-apartheid programme are explained to focus on regional cooperation and the extensinn Iof planning, training and employment activltles for the transitional and post-independent periods In Namibia and South Africa, grouped under the following general headings:

(1) strengthenlng the planning and administrative capacities of national liberation movement: and trade unions for transition to independence or majority rule;-

(2) strengthening the women' I snetiuns within national liberation movements in response to women' s definition of their development

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needs; and

(3) assistance to the frontrline ihd neighbouring States with a focus on decreasing economic ahg social dependence on South Africa.

The identification and design of pl,iects is el50 guided by a number of short-term obiectives for the progradme,_set out by the ILO as follows:

(1) assistance to improve the

of apartheid victims 11

- i (2) helping South Africans and Namibians who are now residing in front-line and neighbouring States to overcome the discriminatory (education and training they have experienced under apartheid;
- .(3) strengthening the organisational or administrative capacity of national liberation movements and Southern African countries to accommodate and care for victims of apartheid;
- (4) assistance to enable workers in South Africa, including migrant workers, and workers' organisations to defend their rights and interests against apartheid;
- (5) increased training and employment opportunities for women victims of apartheid.

The following 20 projects have been included in the present evaluation, reference being made to the evaluation of each individual project presented in Part II of this document, which are numbered as follows;

1. Training of junior level labour administrators, SHAPO
2. Workers' education - Black trade unions of SA
3. Workers' education - migrant workers Lesotho
4. Fellowships - employment/development: planning for NLMS
5. SATEP technical assistance - Southern Africa for NLMS
6. Workshop on rural development, Namibia, SWAPO
7. Vocational training centre for ANC, Dakawa
8. Small enterprise development for refugees, Lesotho
9. Secretarial training course for ANC
10. Office management course for ANC
11. Fellowships vocational training, ANC and PAC
12. Vocational training for centre, SWAPO, Angola
13. Training of rehabilitation staff, ANC, PAC and SWAPO
14. Vocational rehabilitation of war victims, SHAPO
15. Assistance to migrant workers, Botswana and Mozambique
16. Office management course for SWAPO and ANC
17. Fellowships in social security for SHAPO, ANC and PAC
18. Other fellowships for SWAPO, ANC and PAC
19. Seminars on equality of opportunity, 1983. ANC and PAC
20. Seminars on equality of opportunity, 1984, ANC and PAC

Of these 20 projects, the majority, or 17 projects, have been negotiated with and involve the national liberation movements directly in the implementation. Because of that, the programme as well as the individual projects will be distinctively different from programmes which are implemented with national governments as the counterpart.

A basic assumption, which is made when these development projects are designed, is that...

and political situation in the country remains fairly stable throughout the implementation period and afterwards. In most of the cases, this will turn out to be true.

The situation with the national liberation movements, on the other hand, is very different. Already during the initial design of the projects, a basic assumption was made that there will be two distinctly different historical phases; namely, the pre- and the post-independence periods. In many cases, but not in all, the short-term objective addresses itself to the pre-independence period, while the development objective will be concerned about the post-independence period. This means that an evaluation usually will be limited to the immediate objectives, and can only make assumptions of the potential impact after independence. The lack of stability and predictability of the situation in the near one note distant future might imply that the relevance of the stated objectives for a project might change, but it could also imply that the relevance of projects in achieving a stated objective might change.

This situation should be taken into consideration when the relevance and usefulness of projects involving national liberation movements are being appraised. The number of external factors influencing the development of the project but which are beyond the control of the donor and the recipient, might be larger than in traditional projects involving national governments. From the information available, there is no doubt that all the projects of the programme, with reference to their stated objectives, are relevant to the programme objectives as listed above. Not all the programme objectives, however, are addressed directly by the projects under review.

Table 1. Projects versus long-term objectives

LONG TERM OBJECTIVE PROJECTS PERCENTAGE OF BUDGET

- 1) Strengthen planning/admin. capacity of NLMs and TUs . 11% 10
- 2) Strengthen women's section in NLMs/women's needs 13
- 3) Decrease economic and social dependence on RSA 9 .13 , 90

1-0.0 3 .1 1_ 100

' t In a number of projects, however, women are included in the activities and they will indirectly contribute to the objective..

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with some exceptions, most projects are designed to serve the long-term and short-term needs of the national liberation movements. As indicated in Table 1, (' projects are designed to strengthen the planning/administrative capacity of NLMs/Trade Unions (long-term objective 1). Examples are the secretarial and office management courses (project nos. 9; 10, 16) or the high level fellowships (project nos. 4, 17). This group of projects accounted for only 10% of the funds. Nine projects will directly or indirectly contribute to the decreased economic and social dependence on RSA (long-term objective 3), for instance, by helping migrant workers, refugees or war victims to become self-sufficient (project nos. 3, 8, 14). Ninety percent of the funds are used in support of this long-term objective. However, it should be noted that the lion's share of this is used in the construction of the two vocational training centres for ANC and SWAPO (project nos. 7, 12). None of the projects are designed in direct support of long-term objective no. 2: strengthening women's section in NLMs. It should be noted, however, that a number of the projects are involving women who will also benefit from the programme.

Table 2. Projects versus short-term objectives.

SHORT-TERM OBJECTIVES PROJECTS PERCENTAGE OF BUDGET

1) Self-reliance of apartheid victims 4 14

2) Education and training 66

3) Administrative capacity 3 2

4) Workers' rights and interests 16

5 Employment for women

m

15 98

As seen from Table 2, 15 projects are directly related to the short-term objectives of the programme, accounting for a total of 98% of the funds. The remaining five projects are fellowships and seminars designed to support more long-term needs. Two-thirds of the funds are used in support of education and training, most of which are used for the construction of the two vocational training centres mentioned above. Again there are no projects directly designed in support of the employment of women. It should be noted that the way the objectives are defined causes a methodological problem. Since the first 4 objectives are related to areas of activities, and the last objective is related to a target group, we are up against a dilemma when making a breakdown of funds. Obviously, the courses in secretarial training are designed for the employment of women, nevertheless, we have found it more relevant to include it under objective no. 3. improved administrative capacity. In fact, a little less than 1/3 of those who have been trained for periods of more than six months under the anti-apartheid programme are women.

A150, Independent trade unions and Black workers inside South Africa have been identified as target groups (long-term objective no. 1, short-term objective no. 4). So far the programme has, only to a limited extent, addressed these groups through a series of seminars for trade union leaders from RSA (project: no. 2). This project was not, however, altogether a success partly because of a decision made by the donor to exclude the NLMs from the activities. Apart from the project mentioned above, 3 other projects have involved the exiled trade unions of the NLMs, which have little or no influence on activities inside the countries.

In conclusion, the selection of projects appear to support the objectives of the programme, the exception being that none of the projects are designed specifically for women as the only target group. By and large, black independent trade unions and black workers inside South Africa have been excluded from the programme.

Identification and formulation of projects.

The initiation of the anti-apartheid programme in 1981 resulted in a number of initiatives from the different technical departments of the ILO to identify possible projects within their area of competence that would be in agreement with the objectives of the programme and of benefit to the NLMs. The initiative was quite successful and no doubt represented a big leap forward in the support to the NLHs. But the urgency and magnitude of the exercise with a large number of project ideas being developed during a short period might have caused problems. It appears that several of the projects were developed not in response to genuinely articulated needs expressed by the NLHs, but on the basis of assumptions made in 1980 on what would be a useful project for these organisations. It is also evident that the time and resources available did not allow for necessary studies of needs, available resources, and the current situation, to be used as a basis for project formulation. As a consequence, the initial design of the projects in some cases leaves much to be desired. In some cases this has caused serious problems during the implementation.

Following this logic, the 20 projects under review could be divided into two distinct groups: those which were designed as a result of the first ILO initiative, and those which have been identified and designed later (Table 3)

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Table 3. Success versus time of design.

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Largely Positive Several Problems

Projects defined and formulated

before 1982 5 9

Projects defined and formulated later A 2

On the basis of the assessments of the individual projects set out in Part II of this document, it appears that only 5 out of 14 projects from the original "package" have got a full score, while in the case of 9 of those 14 projects (602) there have been problems during implementation in terms of outputs, or usefulness. In the second group consisting of the remaining 6 projects, a have got full score (672), while there have been problems with only 2.

Statistically, because of the small sample. this is not a strong argument. . But supposing there is a trend, it is tempting to suggest that the basis for the formulation of the latest projects has been a better understanding of the prevailing situation and the needs of the recipients. In 3 of the A positive cases, the project was identified by the NLMS.

According to the records, in none of the 20 cases, project formulation was preceded by sufficient studies, exceptions being the 2 vocational training centres, where technical studies related to the construction of facilities were carried out by ILO as a part of the tender procedure. Apart from these two cases, there have been fact-finding missions of short duration, for all that might be worth, only in 7 other projects. In most of the cases, the projects would probably have benefitted if the recipient organisations had been actively involved in the design of the projects, not only passively . through consultations.

Most project documents have been developed in agreement with the standard developed by the ILO. In other cases, there is a lack of definitions and consistency that may not only be confusing for the evaluation team, but might actually have created problems during the implementation of the projects because outputs, objectives, target groups, etc. are not consistently defined. In many cases, the immediate objectives were unrealistic in relation to the scope of the project activities, and as the rule rather than the exception, indicators were either unrealistic or impractical to use.

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;;e experienCrs of lLO with tne NLM programme is very recent. Only in the last 3 years has the programme been fully operational, with 12-14 projects being run simultaneously.

To some extent, the problehs encountered during the implementation of projects will be different with NLMS as counterparts as compared with national governments. As a rule, there is a lack of technical, material, logistic and administrative resources in addition to the problems of providing skilled labour and qualified candidates for training programmes. Since the leadership of the organisations is frequently on the move, decisions will often be delayed. But at the same time. there Will usually be a strong eommitment to the projects by the organisations (in contrast to the bureaucratic governments) which will eventually determine the success of the project.

In the recognition of this, and that there is a need for different organisational solutions in order to deal with the NLHs, the responsibility for the coordination of the programme has been assigned to a separate branch office within the ILO. Two associate experts have subsequently been assigned as liaison officers between the Nth and the ILO in the region. This hetup no doubt has been useful in sorting out problems as they surface, linking in between the NLMS and the individual branch offices of the ILO responsible for the implementation of the individual projects. It is also evident that the presence of associate experts, and their particular commitment to the programme have been invaluable in the implementation of the activities. All the Nth emphasised the usefulness of their work; lubricating the machinery and in several cases also powering it (project nos. 7,14).

Because of the special nature of the NLMS, being highly politicized organisations, there is a need for special attentions when experts ste recruited. ln the 20 projects under review, international experts have been recruited in 13 of the projects. Seen as a whole, the experiences with the selection of international staff is fairly positive.- In 5 projects the selection at experts have caused problems. (In two ceses the experts were recruited by sub-contractors.) The general impression is that the problems could be traced back to a lack of international experience, a lack of commitment and a lack of identification with the problems of the NLMS. It is decesssty, therefore, that emphasis is made not only on the candidates' professional qualifications. but also on their attitudes and personal

engagements, and that the NLME are provided with such information for their assessment of the candidates. It should be noted that positive experiences have been made with the use of experts from the region with their advantages in adopting to the cultural situation and identifying with the recipient. The experiences with other inputs provided by the ILO is generally good, causing no serious problems, except in the case of the vocational training programme in Tanzania (project no. 11) and the pilot vocational centre in Angola (project no. 12). The implementation of projects in Angola have proved particularly difficult, and special measures are needed in order to handle the implementation of projects in that country in the future.

Fifteen out of 20 projects required manpower inputs of different categories from the NLMI. In 7 of these projects, the organisations have failed to produce the required number of people at sufficiently qualified candidates. Apart from reflecting a general problem facing the NLMs that will also have to be taken into consideration in the future, this situation also reflects a general lack of pre-studies as input to the design of the projects on behalf of the ILO.

In general, the experiences with the implementation of the programme, with a few exceptions, are good. A number of problems caused by the selection of personnel, lack of inputs, technical backstopping, etc. have been experienced, but not of a disturbing dimension causing in most cases no more than minor delays. One factor that has contributed strongly to this result is no doubt the commitments of the NLHs, which have helped to overcome problems as they arise.

Performance of the programme.

The anti-apartheid programme is largely a training programme (19 out of 20 projects) with a big investment component in the construction of vocational training centres in Angola and Tanzania. Seven of the projects are seminars or courses of short duration. Eight of the projects are providing fellowship programmes in various trades and professions. Two projects provide information and training for migrant workers. Finally, there is one advisory project in addition to the two vocational training centres. The outputs of these activities in terms of people trained are set out in Table 4:

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Vocational, professional training

more than 3 months

Seminars, courses

less than 3 months

Information to migrant workers 0

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t In addition, the two vocational training centres are expected to produce 200 candidates per year, of which 332 were women.

The figures reflect the actual plus the expected output at the time of the mission, without considering possible extensions of some of the projects. The two vocational training centres are expected to turn out 200 candidates per year in addition. In Angola, 192 trainees are undergoing training at present, half of them in their second year. No training has started as yet in Tanzania. 361 women altogether are benefitting from the programme. The majority, however, limited to seminars and courses of short duration, while 62 women are benefitting from more long-term training activities. In addition, it is expected that About 70 women per year will be trained at the two vocational training centres.

Table 5. Achievement of outputs.

OUTPUTS ' OUTPUTS

QUANTITATIVELY QUALITATIVELY

ACHIEVED ACHIEVED

Have been fully achieved 10

Acceptable

Less than acceptable 3

Based upon the assessments of the individual projects included in Part II of this document, it is evident that the expected outputs of the total anti-apartheid programme so far have largely materialised. As depicted in Table 5; the assessments indicate that in 11 of the 20 projects the outputs have been fully achieved or are most likely to be achieved. In 7 projects the situation is acceptable with only minor shortcomings, while in 2 cases the output is less than acceptable. Qualitatively, with reference to the expected outputs as set out in the project documents, these have been fully achieved in 10 cases, with minor shortcomings in 7 cases, while in 3 projects the outputs are qualitatively unacceptable.

As stated earlier, the objectives of the individual projects set out in the project document, remain relevant in all the projects. Taking into account, however, that the success of the projects ultimately will be determined by the extent to which they are being followed up by the recipients after being terminated, plus a number of external factors, an evaluation at the present stage obviously has its limitations. With this in mind, and on the basis of the assessment included in Part II of this document, a suggestion would be that in the case of 11 of the 20 projects, it is likely that the immediate objectives will be achieved. The success of 9 of the projects will rely heavily upon the follow-up by the NLMB; to what extent they are using the information produced in further studies, further developing or utilising the skills of trainees in their field of specialisation, designing complementary projects, etc. The prediction for the remaining 3 projects would be that the objectives are not likely to be achieved.

Clearly there are significant differences between the three NLMBs that will determine both the amount and the type of assistance needed from IL0. Since the RSA has an urban-industrialised sector much larger than that of Namibia, the nature of the problems facing the NLMB, and the professional background of the people they recruit is very different. SNAPO on the one hand is up against a language barrier, which is much less of a problem with ANC and PAC. Young Namibian refugees as a result of the school system in Namibia, have generally less formal education than young South Africans. The recruitments of PAC appear to have more of an "intellectual" profile than that of ANC, which leaves them in a position where they more easily can find qualified candidates for training programmes where formal education is required, than ANC and SNAPO. According to OAU, the capability of PAC is far below that of ANC and SNAPO. which are large and long-established organisations with a 12L.

number of settlements in the countries in the region. The capacity of PAC to - absorb assistance from outside is therefore less than that of ANC and SWAPO. It appears that ANC has a more developed infrastructure than both SWAPO and PAL, also in the organisational/administrative sense. ANC therefore seems to be in a better position to put their projects in the picture of future developments, as a result of actual manpower planning being carried out which results in a more conscious utilisation and followup of candidates trained under the programme.

In summing up the experiences with the programme so far, a major problem has been that the programme addresses itself largely to the NLMS. The possibility to provide assistance by the ILO to target groups inside South Africa in favour of independent trade union: and black worker: has not been pursued to any extent. (Also, there is a lack of projects designed specifically to support the women's sections within the NLMB, and in response to women's definition of their development needs.

On the technical side, a major problem has been on the design of the projects, resulting from a neglect of undertaking necessary pre-studies of needs, available resources, etc., and from not actively involving the recipient organisations (the NLMD) in the preparatory phase. The implementation of the projects has been carried out without many serious problems. The special organisational set-up of the ILO for the programme, with a separate department responsible for coordination and with liaison officers in the region have greatly facilitated this. Expected outputs have been achieved to a high degree, and, depending upon the followup of the NLMS in the future, it is likely that the immediate objectives will be achieved in many of the projects.

Pipeline Projects

During the present mission, the NLMS were confronted with a list of the different areas of professional competence of the ILO, with a breakdown of the funds of the present anti-apartheid programme and of the projects that are in the pipeline. The NLMS were asked to discuss the distribution of funds and make a comparison with their own priorities with reference to the areas of activities of ILO. The NLMS were asked to produce a written statement on this.

The distribution of funds is set out in Table 5. The breakdown indicates that 2/3 of the funds are being used on vocational training, much of it however in institution building. This is expected to continue, especially if the

vocatxonal Lrainlng centre 01 PAC ln Tanzanla is goins to be buzlt. There age no projects in areas such as population/labour pelicies, technology and employment, or public works.

Only ANC presented a written statement of their findings. The following areas were emphasised as priority areas for future cooperation with the ILO:

Assistance to women workers, with emphasis on a child care study programme;

Rural development, particularly agricultural projects;

Employment planning, wuh emphasis on manpower development study programme;

Management development, with emphasis on office, industrial and farm management;

Vocational training with emphasis on technical educationj

Workers' education, with emphasis on adult education programmes;

Table 6. Distribution of funds according to 11.0 areas of activitz. .

PRESENT PIPELINE

FIELD OF ACTIVITY PROGRAMME USD (1) PROGRAMME

Labour Standards ' -- --

Asst. to Women Workers 34.000 (-) 1.140.000 (11)

Migrant Workers 10910.000 (11) --

Equality of opportunity 72.000 K(1) --

Rural development 72.000 (1) --

Employment planning/creation 109.000 (1) -- .

Population/labour policies -- --

Technology and employment -- --

Public works 0 -- --

Management development 156.000 (1) -'

Vocational Training 6.526.000 (66) 8.160.000 (74)

Vocational rehabilitation 1.133.000 (11) 1.271.000 (12)

Labour relations -- _ --

Labour administration 1.04.000 (4) '-

working conditions -- 357.000 (3)

Co-operative development -- 122.000 (1)

Social security . 30.000 (-) --

Horkers' education 406.000 (1o) -

10.036.000 (100) 11.050.000 (100)

During the discussions, PAC and SHAPO also emphasised the need for future projects designed to provide technical education at higher levels. Since there are a number of highly developed industrial sectors in Kwa and Namibia, there will be a need for specialised manpower, not only at the engineering level, but also in technology and employment planning.

One of the areas where the NLMs can benefit largely from relatively small investments is no doubt in further office management training and related projects that can help strengthen the administrative capacity of the organisations. The experiences so far demonstrate clearly that such initiatives are insufficient (or even useless) if they are limited to the training of secretaries, without also training administrators and supervisors. ANC had recognised this and suggested that training in this area should be extended to all levels of the organisation, from the Secretary-General down.

In general, there is a need for new ideas to develop before projects are started. Short-term seminars seem to be useful as starters, helping the recipients in understanding the ideas, the potential of projects and the need for follow-ups from the organisations. If such seminars could be followed up by professional assistance in identifying needs and undertaking necessary pre-studies, the result would probably be more realistic (and more successful) projects.

One important area for all the NLMs is to provide manpower planning assistance to the organisations for their internal manpower planning, and for the coordination of the follow-up of manpower development schemes after development projects have been completed. Assistance in this area would also greatly facilitate realistic planning of future projects.

Finally, and most importantly, is that the experiences with the anti-apartheid programme so far demonstrates a need for an organisational and financial set-up that are able to respond to the needs of the NLMs as they surface without being delayed for years because of the slow-moving multi-bilateral machinery. A separate fund financed by bilateral donors within the framework of the present anti-apartheid programme guided by the NLMS, the donors and ILO would be an ideal solution to many of the problems encountered by the programme so far, and which are described in Part 11 of this document.

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. . And again, an area of activities which has received too little attention is
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the support to independent trade unions and Black workers inside South
I (Erica. Projects in the fields of cooperatives and small-scale industries
have been suggested, as well as the training of trainers in the trade unions,
e.g. in specialised areas like occupational safety and health, in order to
strengthen and improve upon the situation of the Black workers as well as to
enable them to cope with the future intensification of the struggle which
might occur in the country. A failure to address the target groups inside the
country in the future would be a serious shortcoming of the programme, since
it does not necessarily follow that supporting exile national liberation
movements will be the only effective use of resources in the continuing
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efforts to eliminate apartheid rule.