

Labour Resource and Research Institute (LaRRI)

Annual Report 2003

"Our mission is to empower workers and their trade unions to influence policy-making in favour of the poor. LaRRI's work shall promote critical thinking and debate from a pro-labour perspective."

"Our vision is to help build a society based on social justice and equality with a strong and vibrant labour movement that is democratic, accountable to its members, and capable of promoting and defending the rights and interests of working people."

Foreword

The year 2003 has proven LaRRI's popularity, integrity and commitment to the African labour movement. We are proud to have made a contribution to the struggle for social justice. Today, LaRRI can confidently claim that it has established itself firmly on the ground which is reflected in the growing demand for the institute's services. This does not only apply to Namibia but also to the SADC region and the African continent where LaRRI is playing a prominent role in the African Labour Research Network (ALRN). The increase in LaRRI's activities has necessitated an increase in staff and LaRRI now employs 5 full-time staff members.

In all its endeavours, LaRRI aims to contribute to the building of a society based on social justice and equality with a strong and vibrant labour movement that is democratic, accountable to its members, and capable of promoting and defending the rights and interests of working people. These ideals inform LaRRI's work and found expression in LaRRI's mission and vision statement.

Research, education, information and strategic networking remain the institute's key areas of activities and we always ensure high quality work that enhances the organisation's reputation. Among the highlights of the year 2003 were our publications on the New Partnership for Africa's Development (NEPAD) and the working conditions at Ramatex as well as the graduation of our first group of labour diploma students.

The director of LaRRI, Herbert Jauch, has been the driving force behind this success, together with the rest of the institute's talented and dedicated staff. I take this opportunity to express my sincere gratitude to the entire staff of LaRRI for their unwavering commitment.

While acknowledging and appreciating the generous support from our international partner organisations, we are proud of our efforts to become financially self-sustainable. This will ensure LaRRI's long-term survival.

Finally, I want to extend a warm word of thanks to my fellow trustees on the LaRRI Board for their energy and commitment they showed towards building this institution.

Doufi Namalambo
Chairperson
LaRRI Board of Trustees

Abbreviations

ACTSA	Action for Southern Africa
ALRN	African Labour Research Network
ATN	African Trade Network
CTUC	Commonwealth Trade Union Council (CTUC)
EPA	Economic Partnership Agreement
EPZ	Export Processing Zone
FDI	Foreign Direct Investment
FES	Friedrich Ebert Stiftung
FNV	Federatie Nederlandse Vakbeweging (Netherlands Trade Union Federation)
FOS	Fonds voor Ontwikkelingssamenwerking (Belgian Fund for Development Co-operation)
GPN	Global Policy Network
GUF	Global Union Federation
IFWEA	International Federation of Worker Education Associations
IIRA	International Industrial relations Associations
ILO	International Labour Organisation
ILRIG	International Labour Resource and Information Group
ITGLWF	International Textile, Garment and Leather Workers Federation
JCC	Joint Consultative Committee
LAC	Legal Assistance Centre
LaRRI	Labour Resource and Research Institute
MUN	Mineworkers Union of Namibia
NAFAU	Namibia Food and Allied Workers Union
NAFTU	Namibia Federation of Trade Unions
NALEDI	National Labour and Economic Development Institute
NAPWU	Namibia Public Workers Union
NATAU	Namibia Transport and Allied Workers Union
NBC	Namibian Broadcasting Corporation
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organisation
NUNW	National Union of Namibian Workers
NQA	Namibia Qualifications Authority
PSI	Public Services International
RAU	Rand Afrikaans University
RLS	Rosa Luxemburg Stiftung
SADC	Southern African Development Community
SASK	Suomen Ammatiliittojen Solidaarisuuskeskus (Trade Union Solidarity Centre of Finland)
SATUCC	Southern Africa Trade Union Co-ordination Council
SEATINI	Southern and East African Trade and Negotiations Institute
SME	Small and Micro Enterprise
SOE	State-Owned Enterprise
SPSS	Statistical Programme for Social Sciences

SSC	Social Security Commission
TNC	Transnational Corporation
TUN	Teachers Union of Namibia
UK	United Kingdom
USA	United States of America
UNI	Union Network International
UNAM	University of Namibia
WTO	World Trade Organisation
ZaCTU	Zambia Congress of Trade Unions
ZiCTU	Zimbabwe Congress of Trade Unions

1. Introduction

During 2003, LaRRI expanded its activities further and increased its staff to cope with the growing demand for the institute's services. This included various research projects for trade unions, NGOs and development organisations as well as seminar papers and a host of education activities.

The highlights of the year included our publications on NEPAD and the working conditions at Ramatex, as well as our project on trade issues and mutual health schemes. LaRRI also continued to play an active part in the African Labour Research Network and contributed a paper on foreign investment in Africa as well as a booklet on trade unions in Africa to the network's activities.

The year under review saw the graduation of our first group of labour diploma students, the computerisation of our resource centre and LaRRI's first strategic planning meeting to provide direction for the institute in the years to come. The graduation of our labour diploma students took place in Durban, South Africa, and was held jointly with our sister organisation, the Workers College. It was a huge success and resulted in increasing interest in the labour diploma course.

2003 demonstrated once again that LaRRI has become a well-known part of the African labour movement and we are proud to have made a contribution towards the struggle for social justice.

2. The LaRRI Board

During the year under review, the LaRRI Board of Trustees consisted of **Cuana Angula** - former general secretary of the Namibia Food and Allied Workers Union (NAFAU), Adv. **Andrew Corbett** - legal practitioner and former director of the Legal Assistance Centre (LAC), **Ranga Haikali** - former secretary general of the National Union of Namibian Workers (NUNW), **Markus Kampungu** - former secretary general of the Namibia National Teachers Union (NANTU) and founder member, **Peter Naholo** - acting secretary general of the National Union of Namibian Workers (NUNW), **Doufi Namalambo** - former vice-president of NANTU and founder member, and **Nepeti Nicanor** - gender activist. **Franzina Nowases**, former vice president of the Namibia Federation of Trade Unions (NAFTU) and long-standing trustee resigned from the board due to her increasing work-load which did not allow her to remain on our board. Two new board members will be appointed in 2004 to fill the current vacancies.

The board held two full meetings during the year, on 16 June and 28 October 2003. In addition, the Board's **Management Committee** consisting of Doufi Namalambo (chairperson), Markus Kampungu (vice-chairperson), Cuana Angula (treasurer) and Herbert Jauch (director- ex officio) met on 19 May and 30 September 2003. The board decided that LaRRI should work with all trade unions in Namibia and maintain its close

links with its African sister organisations. Other key decision taken by the board included:

- to establish a board-subcommittee consisting of trade unionists to meet once a year and advise LaRRI on the services the institute should render to the unions;
- to seek accreditation from the Namibia Qualifications Authority (NQA) for the formal accreditation of the labour diploma in Namibia; and
- to gradually expand LaRRI's reach beyond the labour movement to other organisations that share LaRRI's vision and mission.

3. Staffing

We were disappointed to lose Barney Karuombe as our researcher in the middle of the year. Barney co-ordinated most of our research projects and he was also the author of LaRRI's booklet on the New Partnership for Africa's Development (NEPAD). He left LaRRI for 'greener pastures' in the public service and we wish him all the best with his new assignment.

All other staff members remained with LaRRI, **Ndinelago Shipiki-Shaanika** as administrator, **Herbert Jauch** as director and **Selma Amwele** as administrative assistant. In addition, **Cons Karamata** and **Ntwala Mwilima** joined LaRRI as researchers and are now working for the institute on a full-time basis.

We also worked with several researcher and lecturers on a contract basis and wish to extend a special word of thanks the following persons:

- **Hilma Shindondola** for her outstanding research on Ramatex
- **Jade McClune** for his in-depth analysis of local and global water politics
- **Lucky Uiseb** for servicing and maintaining our computers
- **Silas-Kishi Shakumu** for his assistance with the booklet on trade unions in Africa and with workshops on affirmative action
- **Jerry Mameja** for his assistance with data processing on the SPSS system
- Tate **Japhet Shapama Hellao** and his son **Mervin** from **Spatzi's Catering** for looking after our well-being during many workshops and diploma classes
- **Elly Shipiki** for his assistance with the paper on historic strikes in Namibia
- **Marius Kudumo** for facilitating LaRRI's strategic planning meeting
- **Veronique Kankindi** for computerising a large part of our resource centre materials
- **Daniel Oherein** from e-strides Africa for updating our website
- **Alfred Angula, Ruusa Shipiki, Doufi Namalambo, Volker Winterfeldt, Pempelani Mufune, Phaniel Kaapama, Clement Daniels and Sackey Aipinge** for their enthusiasm and dedication as lecturers in our labour diploma course.

4. Research

During the period under review, LaRRI carried out several research projects including:

- A participatory research project for Public Services International (PSI) on Namibia's public sector, its unions and **public sector restructuring**. The research findings were published by PSI as part of its series on public sector restructuring in Southern Africa.
- A research project on **international trade** issues was carried out in co-operation with the Commonwealth Trade Union Council (CTUC) and Action for Southern Africa (ACTSA). The research findings were published in the form of a trade reader for trade unions and as workshop materials which were already used for workshops in Zambia, Zimbabwe, South Africa and Namibia.
- A research paper on **Foreign Direct Investment** (FDI) in Africa was presented at a meeting of the African Labour Research Network (ALRN) in Cape Town, South Africa. The paper formed part of a 'social observatory project' that will monitor transnational corporations (TNCs) in Africa over the next 3 years.
- A paper on '**land and livelihood in Namibia**' was presented at a regional conference in Cape Town, South Africa.
- A feasibility study regarding the possibility of introducing a **mutual health insurance scheme** for the poor in Namibia was carried out for the Fund for Development Co-operation (FOS). The findings were presented at a regional meeting of FOS partners in Windhoek.
- A research paper on the history of **workers' strikes in Namibia**, particularly the 1968 strike in Walvis Bay and the general strike of 1971-72 was prepared for Khanya College in Johannesburg, South Africa. This paper will be published by Khanya College as part of a Southern Africa strike history booklet in 2004.
- A study into the labour conditions at the **Ramatex** textile company in Windhoek. This company constitutes Namibia's most spectacular investment since independence and our study received widespread public attention.
- A study into **water privatisation** (both as a global and local phenomenon) was carried out and will be published in early 2004.
- A paper on '**NEPAD and Trade**' at an African seminar in Johannesburg, hosted by the ALRN and NALEDI in May. We also presented a paper on **EPZs in Southern Africa** at a sociology seminar of the Centre for Sociological Research, Rand Afrikaans University (RAU), Johannesburg, South Africa.
- A discussion paper on '**Black Economic Empowerment** from a Trade Union Perspective' was prepared for the NUNW and presented at a leadership seminar in Windhoek.
- A paper on the effects of **trade liberalisation** on the Namibian economy was presented at a trade conference in Johannesburg, hosted by the International

Federation of Workers Education Associations (IFWEA) and the Global Network in Johannesburg, South Africa.

- A paper on the state of **gender in Namibian trade unions** and presented it at a meeting of the ALRN in Johannesburg, South Africa.
- A paper on the state of the **NEPAD debate** in Namibia and presented at an NGO seminar in Harare, Zimbabwe.
- A paper on **women workers in Namibia's EPZs** with special reference to Ramatex was presented at a conference dealing with the effects of liberalisation on vulnerable women. This conference was organised by the Labour Research Service (LRS) and the 'Women on Farms Project' in Cape Town, South Africa.
- A report on **workers' rights and labour standards** was prepared for the Labor Rights Fund, Washington, USA.
- A paper on '**Workers in Southern Africa**' was presented at a conference on 'Futures in Southern Africa' in Windhoek and at a seminar of the Centre for Policy Studies (CPS) in Johannesburg, South Africa.

The research report of a study on the Namibian labour market (carried out in 2002-03) was almost completed and will be published in early 2004.

3. Education

The highlight of the year was the graduation of our first group of **labour diploma** students in Durban. Twenty (20) students passed the course successfully and completed their modules on trade union history, Namibia's political economy, labour law, health and safety, collective bargaining and globalisation. Our students graduated jointly with their South African counterparts and also participated in a joint seminar on trade union education in the region. The graduation took place at the University of Natal and was covered by the media, including South Africa's e-tv.

LaRRI is proud that Namibia was the first country in the SADC region (outside South Africa) that has successfully run a labour diploma course for trade unions. There is now great interest in Zimbabwe, Lesotho and Swaziland to follow the Namibian example. We are very grateful to the Workers College in Durban (particularly to its director Kessie Moodley) for the ongoing support they rendered to LaRRI.

During 2003, we offered the second labour diploma course to cater particularly for participants from various regions within Namibia. The course format was changed and classes for each module were arranged in one-week blocks. Thereafter, students had to write assignments and their examinations. During 2003, a module and gender and

affirmative action was included in the diploma and our students were offered additional writing skills and computer skills courses.

Other **education activities** of LaRRI in 2003 included the following:

- A session on the challenges facing trade unions in Namibia at a NAFAU-SASK planning workshop
- A NUNW-FES education planning workshop and sessions on trade union investments and on challenges for the labour movement at a strategic retreat of the NUNW
- A research and writing skills training workshop for the Namibia National Teachers Union (NANTU)
- Workshops on occupational health and safety in Luderitz and Otjiwarongo
- Workshops on organising & recruitment workshops in Gobabis and Tsumeb
- Workshops on globalisation & privatisation in Tsumeb, Keetmanshoop and Otjiwarongo
- Workshops on affirmative action in Okahandja and Otjiwarongo
- Presentations on employment creation and poverty alleviation, social movement trade unionism and NEPAD at the NUNW trade union school in Otjiwarongo
- NUNW workshops on the proposed bill on State-Owned Enterprises and the new Labour Bill in Windhoek
- A presentation on women in trade unions at the NUNW gender workshop in Swakopmund
- Workshops on trade issues for unions in Namibia and South Africa. We also assisted the Zimbabwe Congress of trade Unions (ZiCTU) and the Zambia Congress of Trade Unions (ZaCTU) with materials to organise trade workshops for unionists in their respective countries
- A workshop on public sector restructuring with the Namibia Public Workers Union (NAPWU) and PSI.

In addition, LaRRI participated in an ITGLWF-NAFAU workshop on Ramatex and gave a lecture on globalisation to second year students at the University of Namibia (UNAM).

4. Resource Centre

During the period under review a large part of our resource centre materials were computerised and can now be accessed through a resource centre dictionary and keyword searches. Veronique Kankindi was employed on a contract basis to enter our books, magazines, articles and papers on the CDS/ISIS programme. LaRRI bought the Dewey Decimal Classification Book to enter all materials on that system Unfortunately this process could not be completed by the time Veronique took up a permanent post with the Polytechnic of Namibia in September 2003.

The resource centre and financial administrator Ndinelago Shipiki-Shaanika successfully completed the first year of her diploma in information studies at the University of Namibia and also passed the labour diploma course in 2003. This formed part of LaRRI's staff development programme.

The resource centre is used on a regular basis by trade unionists, our labour diploma students as well as students from UNAM and the Polytechnic. Newspaper cuttings on labour and development issues were updated and now cover the period of January 1998 until December 2003. Selma Amwele was appointed on a permanent basis as administrative assistant to service requests from visitors and to complete the computerisation of our resource centre.

5. Publications

In line with the requirements of LaRRI's working class constituency, we published several 'popular' booklets during 2003. In addition, we published some research papers, articles, seminar papers and opinion pieces for local newspapers. This included the following:

A booklet on the **New Partnership for Africa's Development (NEPAD)** which was launched at a public panel discussion in Windhoek. Speakers included representatives of government, NGOs, and the South African Embassy. The discussion was well attended and led to a lively debate about the NEPAD programme. An edited version of the panel discussion was also shown on NBC TV. Due to demand from organisations in Southern Africa, the NEPAD booklet had to be reprinted after 3 months.

The booklet on **privatisation in Africa** had to be reprinted due to huge demand from various African countries. The booklet was also translated into Portuguese to make it accessible to Angola and Mozambique.

LaRRI wrote a booklet on **trade unions in Africa** for the African Labour Research Network (ALRN). This booklet was launched at the World Social Forum (WSF) in Mumbai, India in January 2004.

Opinion pieces on the **land question** in Namibia, on the **World Trade Organisation (WTO)** and on **Foreign Direct Investment (FDI)** in Africa were published in The Namibian newspaper.

Articles on the importance of **living wages** and **labour conditions in the SME sector** were written for the newsletter of the Ministry of Labour.

Articles on **Export Processing Zones (EPZs)** and **labour relations in the fishing industry** were prepared for the bi-weekly newspaper New Era.

A **trade reader** for trade unions and a **workbook on trade issues** were published as part of the joint project with the Commonwealth Trade Union Council (CTUC) and Action for Southern Africa (ACTSA), both based in London, UK.

A booklet on working conditions at the Malaysian textile company **Ramatex** in Namibia was published and received extensive media coverage. It became the 'talk of the town' for several weeks and also drew international attention. This booklet became so popular that it had to be reprinted after 6 weeks.

A research paper on **FDI in Africa** was published as part of the Social Observatory Project of the African Labour Research Network (ALRN).

An updated **country profile** on Namibia, including socio-economic developments was prepared for the Global Policy Network (GPN) and is available on the organisation's website (www.globalpolicynetwork.org).

6. Networking

As LaRRI has become a well established and known organisation in Namibia, the SADC region and beyond, the organisation's networking activities increased again during 2003. The following are some of the meetings, discussions and other activities we held during the year:

- Meeting with the Global Union Federation Union Network International (UNI) and the Finnish Trade Union Solidarity Centre (SASK) to discuss ongoing LaRRI and trade union projects in Namibia.
- A planning meeting of the African Labour Research Network (ALRN) and SASK to prepare a 'social observatory project' to monitor transnational corporations in the SADC region.
- Attending the opening of the regional office of the Rosa Luxemburg Foundation in Johannesburg, which was followed by a seminar on the impact of and resistance to globalisation. This event was attended by RLS' partner organisations in Southern Africa, including SEATINI from Zimbabwe, Khanya College and the Workers College in South Africa.
- Co-hosting a meeting of the Fund for Development Co-operation (FOS)' labour partners in Southern Africa to discuss the current and future programmes in the region. This meeting was attended by unions and labour service organisations from Angola, Mozambique, Zimbabwe, South Africa and Namibia.
- Meeting with representatives of One World Action to discuss a possible co-operation on trade issues. One World Action supports a programme aimed at raising NGO awareness on trade issues and LaRRI participated in its workshop on the topic.
- Meetings with researchers from the University of Oslo, Norway, to discuss a global research project on casualisation and outsourcing (including labour hire).
- Attending a workshop on 'campaigning against the WTO' in Johannesburg, South Africa, organised by the Africa Trade Network (ATN).
- Attending a workshop on Economic Partnership Agreements (EPAs) in Harare, Zimbabwe, organised by the TRADES Centre. We also participated in an International Trade Campaign Conference held in New Delhi, India, organised by Christian Aid, UK.

7. Funding

LaRRI has established solid partnerships over the past few years. The Netherlands Trade Union Federation FNV supported LaRRI's work since the institute's inception and was soon joined by the Trade Union Solidarity Centre of Finland (SASK) and the Belgian Fund for Development Co-operation (FOS). In 2001, LaRRI entered into a 3 year agreement with the Rosa Luxemburg Foundation (RLS). The support rendered by these organisations carries the core costs of LaRRI's operations. In addition, LaRRI recovers about 40% of its expenditure through direct payment for services rendered and through funding for specific short-term projects. We wish to thank the Commonwealth Trade Union Council (CTUC), the Friedrich Ebert Foundation (FES) and the Labor Rights Fund for commissioning us to carry out such projects during 2003.

We are very pleased to announce that all our supporting organisations have responded positively to our request for extending the current partnership agreements. As a result, LaRRI's core funding has been secured until 2006 and we aim to recover 50% of our costs through payment for services by then. This will ensure the long-term financial sustainability of the organisation.

8. Other activities

- ◆ LaRRI held a strategic planning meeting in February to review the institute's first 5 years and to map out a vision and mission as well as a strategy for the next 5 years
- ◆ LaRRI staff participated on NBC TV panel discussions (talk of the nation) on education and on the war in Iraq
- ◆ We participated in a workshop on human capital development organised by the Ministry of Higher Education
- ◆ We also participated in a panel discussion on the land issue, organised by the Centre for Global Education.
- ◆ Radio interviews on NEPAD, Ramatex and affirmative action were given to Cosmos radio.
- ◆ A questionnaire on the labour situation in Namibia was completed for the Swedish trade union federation. This information will be used to develop new Swedish support programmes.
- ◆ LaRRI assisted the NUNW with a proposal for the revival of the union newsletter (The Namibian Worker). This proposal was presented to and approved by the education institute the German trade union federation (DGB Bildungswerk). LaRRI also discussed current and possible future projects between German and Namibian trade unions.
- ◆ Two students from UNAM's adult education department were hosted by LaRRI to do their practicals from February - April.
- ◆ We updated our website, which was re-designed by e-strides Africa. We also set up personal e-mails for staff members

- ◆ LaRRI attended meetings of the employment creation taskforce and participated in the deliberations aimed at establishing a national pension fund in Namibia under the auspices of the Social Security Commission (SSC).
- ◆ We provide information on security guards for the Namibia Transport and Allied Workers Union (NATAU)
- ◆ LaRRI attended a workshop on child labour hosted by the Ministry of Labour and the ILO.
- ◆ We made a presentation on the international experiences with privatisation at a round table discussion, hosted by the FES in August. We also participated in a NBC radio panel discussion on the same topic
- ◆ LaRRI held a meeting with Peter Hardie from the Transafrica Forum in the US to discuss union education in Southern Africa and LaRRI's contributions to this process.
- ◆ We also met with Sarifa Moola from the Umtapo Centre in SA to discuss NEPAD, Ramatex and gender issues
- ◆ LaRRI attended the World Congress of the International Industrial Relations Association (IIRA) in Berlin
- ◆ We assisted the NUNW with comments on the second draft of the Bill on State-Owned-Enterprises (SOEs) and with ideas on the issue of water privatisation.
- ◆ We attended a meeting hosted by the Bank of Namibia to bring together Namibian research organisations with a view to update each other and share views and knowledge.
- ◆ We held a meeting with the new representatives of Oxfam Belgium to discuss possible areas of co-operation in future.
- ◆ We supervised a LLB student at UNAM who wrote a thesis on EPZs and Ramatex
- ◆ We attended the labour relations round table on the new Labour Bill.
- ◆ We granted an interview to a German radio station on the issue of globalisation and Ramatex.
- ◆ We participated in a NBC radio programmes on human rights; on the collapse of the WTO round in Cancun and on the effects of globalisation on Namibia.
- ◆ An interview was given to the New Era newspaper on the issue of labour relations in Namibia
- ◆ A meeting was held with government's World Bank consultants on the question of education and the labour market in Namibia
- ◆ A meeting was held with a representative of the Teachers Union of Namibia (TUN) to outline LaRRI's education programmes on offer.
- ◆ LaRRI met the Minister of Labour to discuss the publication of a booklet on the new Labour Act that is expected to come into force in 2004. The Minister is keen to publish such a booklet as a joint venture between LaRRI and the Ministry.
- ◆ A meeting was held with the South Africa based Norwegian Ambassador, Jon Bech, to discuss labour issues in Southern Africa.

9. Financial Statements (provisional)

Income received in 2003:

Payment for research on health insurance (FOS)		94 782,82
Payment for research/education on trade issues (CTUC)		162 700,00
Payment for workshop facilitation (NUNW/FES)		76 400,00
Payment for research and publications (ALRN/NALEDI)		54 934,00
Payment for research (International Labour Rights Fund)		28 521,24
Payment for travel to trade conference (Christian Aid)		8 925,84
Payment for country paper update (GPN)		3 088,61
Book sales and Labour Diploma fees		10 809,75
Payment for research and workshop facilitation (PSI)		35 395,00
Computer sale		1 000,00
Payments for photocopies		3 210,56
Payment for research training (NANTU)		14 900,00
<i>Sub-total (payments for services rendered):</i>		494 667,82
Organisational support received:	FNV	216 482,08
	SASK	163 524,00
	RLS	437 608,00
	FOS	157 000,51
<i>Sub-total (organisational support)</i>		974 614,59
TOTAL INCOME:		1 469 282,41

Expenditure:

Equipment		57 622,99
Maintenance of equipment		4 587,50
Vehicle maintenance and transport		910,96
Printing and photocopying		104 025,25
Telecommunications		39 176,42
Insurance		17 170,00
Advertisements		5 528,11
Entertainment and panel discussions		6 961,75
Subscriptions		23 208,00
Stationery		16 672,69
Courier services		2 046,00
Audit fees		19 394,75
Salaries		505 674,85
Contract staff and field expenses		218 626,25
Travel		120 498,69
Training and Workshops		51 483,44
Staff development		7 048,40
Petty cash		7 769,67
Sitting allowance for trustees		3 150,00
Bank charges		6 198,99
TOTAL EXPENDITURE:		N\$ 1 367 754,71
<i>Surplus for 2003:</i>		N\$ 101 527,70