

; SPM J O&HQWOB ) Si  
. ' PROJECT DOCUMENT  
,Jihbar and title: ,ANC/90/001/A/01/31 E  
Umbrella Project for 3  
Management Training for ANC UNDP a d cos: ;  
Duration: One year 3  
Project lice: Arusha. Tanzania UNDP i  
Bambay, India 1?? 5215.599  
Dar-es-Salaam, Tanzania Other 5  
ACC/UNDP sector and Govt. or thirdvpatty  
subsector; ' 1220 Management Training cost ehAring S  
E ecutlng agency: United Nations Development  
' Programme. Office for UNDP & cost sharing \$21515QQ  
Project Services  
Counterpart  
lmplementing agency: African National Congress H  
(ANC) ln Dat-es-Salaam  
Associated agency: Commonwealth Fund for  
Technical Cooperation (CFTC)  
Estimated starting /  
Q ce: September 1990  
Counterparc inputs: in kind '  
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Brief description: South Africa faces several skill shortages in higher level and trained  
manpower in all areas. The Black majority of the population is considerably under-  
represented or not represented at all at every level of both private sector and public  
management.  
Since the unbannlng of the liberation movements of South Africa. including ANC, in Februa  
ry  
1990 there 15 a pressing need to train and upgrade personnel who will fill key administra  
tive  
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immediately after the transition to a post apartheid agglety.  
The present project is planned to provide training in various fields of management to the  
ANC  
Eggff end followers.  
On behalf of: Signature Date Name/ticle (please type)  
\_\_\_\_\_, .-\_-.- ..., ""B .....

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ARC :  
' OAU Liberation :  
Committee  
CFTC  
Office for  
Project Services:  
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UNDP :  
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United Nations official exchange rage at date of last signature of project document:  
USS 1:00 -

#### A.1. Description of the subsegtgz

Education and training are the key issues to be addressed in all endeavours that aim to assist the South Africans in exile. In the present system of management and administration, under law and decrees which have their roots in the inequal and unjust applications of the apartheid concept, the black majority of the South African people has been ignored and they have been excluded from all specialized, technical and managerial training. While in exile, either in the frontline countries of asylum or at overseas locations, the South African refugees are trying to attain skills and knowledge to be able both to support their exile settlements and, even more importantly, to prepare them for the challenges that await them upon their forthcoming return to South Africa.

ANC has systematically over the years sought assistance from various donors in order to provide training to their followers at various levels and in various fields. Management training and training in administration is high in priority for the ANC leaders as a tool to improve the level of self-reliance of the ANC cadres in the management of external assistance and other fields of administration.

Basic education and vocational training is being offered to ANC followers in their settlements and in various frontline countries where they attend normal host country educational facilities. Support is given by various UN entities, including UNDP, and by a group of bilateral and multilateral donors, as well as by some international NGO'S and IGO'S such as the Commonwealth Fund for Technical Cooperation (CFTC).

Management training for ANC is organized at present at various specialized learning institutions at locations which best suit for the requirements of people originating from South Africa.

In line with the political developments that are taking place in South Africa, ANC is also reshaping its administrative structure, especially on the external side. The intention of ANC is to have in place, prior to their return home, properly trained incumbents manning all parts of their administration. In addition it is indispensable to accumulate a stock of skilled professionals to take up duties in a future democratic South Africa.

#### A-2. W

The long-term strategy of ANC is to mobilize sufficient awareness  
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among their followers of the need for acquiring a sound education to prepare for the opening of opportunities for all in technical, professional and managerial employment, as well as active participation in the political, economic and government spheres. The immediate goal of ANC is to develop a sound capacity for meeting the basic needs of the settlement communities, including in the management of them, while at the same time building the 'technical and managerial skills necessary for full participation in the post-apartheid South Africa. The ANC has established five priority areas for their development perspectives. They include the development of an indigenous capacity for development in planning, administration and coordination. This overall strategy has been followed also in implementing the UNDP's special assistance programme for national liberation movements.

A.3. Erigr agd ongoing assistegca directed to the same sub-sector; UNDP has not been previously assisting ANC directly in the area of management and public administration. At the moment, however, there is a project under formulation which will assist ANC to establish and staff their Aid Coordination Unit. The project is expected to be approved by June 1991.

Various other donors have sponsored ANC participation in management training programmes at various locations. Notably the Commonwealth Fund for Technical Cooperation (CFTC) has been active in this field and, with funding both from their own sources and from third party funds, have supported ANC followers to attend management training courses in the United Kingdom and other Commonwealth countries. Fellowships have also been granted for participation in training courses at the Eastern and Southern Africa Management Institute in Aruaha.

Individual study fellowships have been granted to ANC students by some bilateral donors, for management studies overseas.

A.4. The institutional framework for development efforts in the W521:

ANC is reshaping and concentrating its administrative structure, and a development planning and coordination unit will be opened in Dar-es-Salaam, to be headed by the present head of the Projects Department in Johannesburg. The development coordination will be the responsibility of this unit, for which people will be trained. The ANC administration will be located in Johannesburg in the foreseeable future, and trained cadres would be required for the posts to be filled at that stage. -

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## B. PROJECT JUSTIFICATION

8.x. 0 lem to be addressed: the resent s' atio

Management training is not being offered to ANC or any other majority group in South Africa today. The opportunities to study management and public administration are limited and scarce. The CFTC is both organizing and funding training courses in these fields, and it also co-manages the South African Extension Unit in Dar-es-Salaam. At the moment this is practically the only - organized training programme for ANC in basic skills required for further studies in management and public administration.

3.2. Expepted end of project sitggtign

expected that there will be a need to accomodate new trainees into subsequent training courses. This will be addressed at a later

" Stage 0

8.3. Iggget beneficiaries

The target beneficiaries are 60 ANC students to attend management training courses outside South-Africa, and 660 students studying at the South African Extension Unit in Dar-es-Salaam.

8.4. Engjject strategy and institutignal arrangements

The implementation of these training programmes will be the responsibility of the CFTC. The executing agency on behalf of UNDP will be the Offiee for Prqject Services, which will precure for the subcontract with CFTC.

CFTC has long been arranging similar training opportunities for South-Atricans, and their training programme Covers Various undertakings under joint financing or costesharing arrangements with other donors. '

These programmes have been planned and will be implemented in close cooperation with ANC and the selected training institutions.

8.5.1Ihe reasons for external assigtanceeftgm UEDP

UNDP provides funding for a group of projects for national liberation movements (NLM's) through the special assistance programme;for the NLM'e. Training and assistance to enhance the self reliance of the NLM's in management are key priority areas as identified for and approved in the Programme document which relates to the 4th cycle period. V

#### 8.6. Special considerations

CFTC is an Intergovernmental Organization (IGO), with which UNDP has developed an established working relationship. Work with CFTC is complementary to UNDP's own efforts with the NLM's. Women will be assured an equal opportunity to attain participation in the scheduled training events.

#### 8.7. Coordination arrangements

The Regional Bureau for Africa of UNDP (REA) will monitor training efforts offered by various donors to South Africans through an internal task force. The training available to ANC will fall within the normal co-ordinating function of the RBA for the NLM programme.

#### (N.B.8. Support capacity

ANC has established an aid coordination unit, which will provide limited controlling capacity and support in coordination. In light of the return of ANC followers to South Africa it is expected that the results will be put in use in the forthcoming administrative and managerial reshaping of that country.

#### C. EV ' i " JECTIVE

The development objective of the NLM special assistance programme that relates to education and training, places the emphasis on the development among NLM cadres of adequately trained and experienced technical, managerial and administrative personnel. They will be capable of engaging actively in the development of their settlements in the countries of asylum and, eventually, in their country of origin when they return there as full-fledged citizens.

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#### D. IMMEDIATE OBJECTIVES OUTPUTS AND ACTIVITIES

##### D.1. Objective 1

To increase the technical capability, knowledge and skills of 20 ANC followers in management and public administration.

Key outputs related to immediate objective 1.

1.1

20 South-African ANC community leaders trained in local Government administration to enable them to occupy senior local government posts. 4

## Output 1.2

Report by CFTC on the achievement of the participants of the training course.

Activities related to immediate objective 1.

f Activity 1,1,1 Egspgnsible parties

Select and nominate participants ANC, CFTC and the All-India 1 for an initial 2 months' tailor- Institute, under overall t made course at AlleIndia Institute supervision by CFTC.

of Local Self Government Centre in Bombay, India. '

Activ . .2

Plan and conduct the training The All-India Institute course.

Aqtjvity 1.1.3

Assign participants to 8 months' CFTC and University of attachment to local authorities Birmingham , ;in the United Kingdom.

AQLiEiLX\_;AllA

Assess and verify the achievement CFTC of the training course.

AQLXLl1\_1424A

Prepare an achievement report CFTC

D.2. immegiate'ogjective 2

To raise the level of knowledge in menagement principles and techniques of 20 selected ANC staff of the production units of the settlements in Mazimbu and Dakawa.

Outputs related to immediate objective 2

Output 2.1

20 selected ANC production unit staff trained in basic supervisory management principles and techniques.

Out ut 2.

A supervisory management training programme handebook specific to V ,

ANC needs.

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Set of guidelines for organizing in-plant training courses for ANC  
Iproduction units.

ut 2.

A report by CFTC on the achievement of the training goals of the  
course. .

Activities related to immediate objective 2

Activity 2.1.1

Prepare the training course for  
target beneficiaries

Activity 2.1.1

Select the participants of the  
training course

t 2.1.3

Conduct the training course

Activity 2,1.4

Assess and verify the achievement  
of set training goals of the  
course

Activity 2.2.1

Design and produce the ANC  
specific handbook for supervisory  
management training programmes

Act vit 3 1

Formulation of guidelines for  
organizing in-plant management  
training courses for ANC  
production units

Activity 2.4,1,

Prepare an achievement report

Res 0 ble er s

CFTC in collaboration with  
the Institute of Financial  
Management, Dar-es-Salaam  
(IFM)

ANCauthorities hlMazimbu,  
Dakawa and Dar-es-Salaam  
IFM

CFTC in collaboration with  
IFM

ANC Manpower Development  
Department with support  
from ILO and CFTC in Dar-  
es-Salaam

ANC Manpower Development  
Department with support  
from ILO and IFM and CFTC  
CFTC

To raise the level of managerial and administrative knowledge and skills of 20 Senior administrators of ANC. ' t uts re ated to ediate 'ective

Outgu: 1.1

20 senior ANC administrators trained durin Arusha, Tanzania, in vari management and training.

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A report by CFTC on the achievem course.

9 2 Weeks at ESAMI in one areas of senior level corporate ent of the training goals of the (h

Activ ies related to immed' te ob'ec e 3

Agtivity 3.1.1 es 0 5 e art

Select and nominate the ANC in collaboration with participants CFTC

. Activ;ty 3.1.2

Conduct the training course ESAMI

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Assesa and verify the achievement CFTC in collaboration with of the training course goals ANC

EMMA;

! ' Report on the achievment of the CFTC training course goals

D.4. Immediate objective 4

To provide edbcat\$onal support for ANC followers attending "0" and "A" level courses in basic English, Mathematics, Agriculture and .Science.

"Outpugs related to immediate objeggive 1

Qgtpgt 5.1

Tuition and cost for education material procured for 666 students studying at the South African Extension Unit (SAEU) in Dar-es-Salaam, for the academic year ending in June 1991.



Quipg; 4.2

An achievement report on the output 4.1.

Activities related to immediate objective 4

I

Activ .1 Responsible partig:

Procure the payment for tuition CFTC\_in collaboration with  
and study material for 666 students SAEU

Activity 5.1.2 agsgonsible partieg

Distribute study material to SAEU

66a students

(f0 ' Activity 5,2.1

Report on the achievement of the CFTC in collaboration with  
immediate objectives SAEU'

g. Ingnms

I E.1. govgnment Inaugs

Not applicable

E.2. UNDP Inputs inrougn subcontrac; to CFTC

1. Local Governmgnt Training

- All-India Institute of Local Self-Government, Bombay (20  
0 participants for 2 months)

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1. Travel 56,000

2. Board/Lodging 20,000

3. Allowances 7,000

4. Training Fees 17,000

SUBTPAL ' 100,000

2.' augervisory Manggement Training

Institute of Financial Management, Dar-es-Salaam (20  
participants for 3 weeks)

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1. Board/Lodging 12,000

2. Allowances 5,000

3. Training fees 9,000

SUBTOTAL 26,000

3. management training

Eastern and Southern Africa Management Institute, Arusha

(20 participants for 2 weeks).

1. Travel 18,000

2. Board/Lodging 11,000

3. Allowances 5,000

4. Training fees 16,000

SUBTOTAL 50,000

4.5 Support, South African Extension Uni;

South African Extension Unit, Dar-es-Salaam (tuition and  
educational materials for 666 trainees for one academic year)

100.000

TOTAL 276,000

#### F. RISKS

It is not envisaged that there will be risks that would severely affect the implementation of these training programmes. However, in the changing situation in South Africa, it is possible that some of the selected trainees may not be able to participate. It has been brought to the attention of ANC and CFTC that, to the extent possible, some alternate nominees would be selected.

#### G. PRIOR OBLIGATIONS AND PREREQUISITES

There is the obligation from the part of ANC to ensure that the established numbers of qualified candidates are identified prior to committing the subcontracted funds towards the intended training courses. '

'It is expected that the training courses will be designed and other inputs defined prior to commencing the training. CFTC is expected to verify that his prerequisite is complied with.

## H. EBOJECT REVIEWS, REPORTING ANQ EVALUATIOH

CFTC will be reSponsible for preparing a technical achievement report of the end qt each individual training course under this project.

CFTC will be also responsible for financial. reporting to OPS according to the subcontract agreement to be signed between CFTC and OPS.

## 1. LEGAL COEQEKI

The assistance extended by UNDP to the National Liberation Movements recognized in its area by the Organization of African Unity, is governed by relevant decisions of the Governing Council on the subject. It is of a strictly developmental character and is intended to assist the National Liberation Movements of indigenous technical expertise of their respective members for full and responsible participation in the administration and development of their country when conditions have adequately improved for them to return there. It takes into account the consideration that the beneficiaries sponsored by the concerned NLM's live in countries of asylum within Africa and the fact that the assisted NLM'e are not t sovereign states capable of meeting the full range of counterpart obligat ons.

## J. BUDGETS

The project budget covering the UNDP contribution is attached.

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11.  
UDGET COVERING UNDP CONTRIBUTION  
PROJECT 8  
(in 0.5. Dollars)  
f  
African National Congress of South Africa (ANC)  
Country:  
Project title: Umbrella Project for Management Training for ANC  
Project Number: ANC/90/001/A/01/31  
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21.00 CFTC 276.000 276.000  
29 COMPONENT TOTAL 276.000 276.000  
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53.00 Sundry 500 500  
59 COMPONENT TOTAL 500 and  
276.500 276.500  
99 TOTAL FOR THE PROJECT  
mm mum nuuons rlazg . New York, NY 10017 - Telephone: (212) 906 6000 . Cable: UN Dh'vPRO N  
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