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MEMORANDUM

TO: Treasury General DATE: 3/1/92

cc. P.D/DOE/ T.F-Sindiso

FROM: M. Tikly

UNDP/ANC PROJECT DOCUMENT FOR A PROJECT COORDINATION AND
MANAGEMENT DEVELOPMENT UNIT

The attached Project Document has been prepared by UNDP in collaboration with the ANC's Regional Structures in Tanzania. Essentially, it concerns the setting up of an 8-person administration unit in Tanzania to help us coordinate the winding up process at Mazimbu and Dakawa.

Once approved by UNDP it will provide a budget of US\$135 000 to cover salaries, equipment and running costs for the Unit up to June 1993. There is 51 further allocation of US\$60,000 for training.

Since we will have to keep a core of people in Tanzania to administer the winding up of Mazimbu and Dakawa, including donor relations and coordination with Tanzanian authorities, this Project will cover some of the envisaged costs for the core group.

I propose that we have a meeting to:-

- a) discuss the Project Proposal
- b) decide who to nominate as the Units personnel.
- 0) decide where it should be based and how it will relate to the Mission.

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UNITED NATIONS DEVELOPMENT PROGRAMME

PROJECT DOCUMENT

Number and Title: ANC/91/. . . Project Coordination and
Management DeVelopment Unit

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ACC/UNDP Sector and

sub-Sector: 1220 UNDP and cost-sharing .__n_l

. financing:

Executlng Agency: UNDTCD

UNDP .

Counterpart Implementing IPF:

Agency: Project Coordination Others:

and Management Development

Unlt Government or

. Third-Party Cost sharing:

Estlmatd Starting Date: '

December 1991 ' . UNDP cost sharihg:

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Counterpart Inputs: In Kind

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Brief Degcriptign

This project will undertake an institution building
initiative designed to assist in establishing and developing a
Project Coordination and Management Development Unit for ANC in
Tanzania. The Unit will be able to enhance ANC capacity to
coordinate, implement, maintain and monitor projects. It will
also assist in addressing current and future training needs of
ANC staff.

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Signed on behalf of ANC

Executing Agency

UNDP

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A. CONEEXT

1. Descgption o: the Sub-sectog

During the ANC's years in exile,
the Government of Tanzania

has generously given refuge to thousands of ANC cadres and
donated land for their settlement and use. over the years, the
ANC has established, with the assistance of the international e__
community, two'lagge settlements in Tanzania catering for
thousands of refugees which how include:

- a) a high school with classrooms, laboratory, dormitories,
library, etc. and facilities to serve over 1000 pupils;
- b) two primary schools with a capacity of 600 pupils;
- c) tWO pre-school centres with a capacity of 300 children;
- d) a hospital and clinic;
- e) two large farms with livestock, piggery, dairy, crop
prodhction, and farm machinery workshopsf
- f) a Vocational Training Centre with a capacity of over 200
students in eix trade lines;
- 9) an Education Orientation Centre with classrooms,
dormitories, etc. to cater for 120 students;
- h) induetrial centres including furniture, leather, and
garment factories, mechanical workshops, stores,
construction facilities, and other service/production
facilities;
- 1) extensive buildings including over 200 permanent houses,
.halls, kitchens, administrative offices;
- j) a deVeloped infrastructure to service the above including

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road networks, drainage, water supply, electricity supply, seWerage systems, etc.;

As the projects have grown and diversified, so has the need for further assistance to effect the most rational utilization of V

available internal and external resources to run, maintain, and develop the settlements. Further, the need has developed to " m" ' increase and diversify sources of assistance, e.g. international agencies, intergovernmental and non-governmental organizations, to self-generate proposals, and to negotiate their development into new projects.

This entails, inter alia, developing the ANC's capacity to manage development projects and coordinate aid. It will require a pooling of efforts amongst the myriad of structures that have emerged to keep the settlements running and the training of existing personnel. '

with the unbanning of the ANC and subsequent political and economic motivation for international support to be shifted into South Africa, as evidenced at the ANC International Donor Conference held in Arusha in February 1991, it became imperative that the ANC seek alternative, transitional strategies that would gradually phase out dependence on external donors and build the capacity of the ANC to generate more of their own resources. Self-sufficiency is the overriding goal.

2. Countenggggt Strategieg

ANC aims at upgrading its capacity to effectively and efficiently coordinate, implement, maintain and monitor the

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phasing out its projects supported by the U.N. and other donors.

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ANC also seeks to establish the institutional capacity to provide necessary management development regarding training for its organizations and personnel.

Moreover, the recognition of the ANC as a legal organization in South Africa presents an immediate challenge, especially in L_H-preparing its cadres to share the responsibilities of the Government there.

Given all the above considerations, ANC strategy is to establish a credible and capable unit for project coordination and management development. This Unit is envisaged as a transitional step towards building a broader and stronger management development institutional entity to serve the future needs of ANC, especially when it will participate in and share the responsibility of running South African affairs.

3. Prior and on-going assistance

Prior technical assistance has been limited to various missions and consultancies to undertake monitoring, evaluation and formulation of projects and various training programmes, as

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detailed above. These training programmes, although significant in number, have been on an ad hoc basis and the training rather diffused without a specific focus on project management or coordination, or capacity building of sustainable institutional mechanisms responsible for management development and training.

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4. Institutional Frame lgg

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The ANC has recently undergone restructuring of its exile administrative structure. In order to accommodate the transfer of its headquarters to Johannesburg, it has decentralised authority to local administrations.

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This Management

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ering Committee for the Unit. t

The Committee, which has the authority to enter into direct negotiations with donors, has established various sub-structures

to carry out its tasks, such as the Projects Management Board

Farm Management Committee,

Education and other relevant

-epartments). The Unit itself will be

the focal point of this

project.

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B. PROJECT JUSTIFICATION

1. Problem to be addressed

The need for assistance to the ANC for project management and aid coordination arises from a lack of concentration on this area in prior technical assistance.

The four major areas of current U.N. assistance to ANC area -.

- a. education and human resource development
- b. health services and infrastructure
- c. agriculture and food production
- 'd. development of indigenous capacity for development aid planning, coordination and administration

But all the above assistance, necessitates the establishment of a proper institutional mechanism in the ANC for coordination of technical assistance and capital aid inputs from external donors.

There is a shortage of skilled staff and experience. There is no effective coordination of inputs of various donors, leading to a poor rate of delivery and volume of delivery of technical assistance. Additionally, there is poor communication between cooperating partners. These factors inhibit the optimal utilisation of resources. Moreover, there is a need for the establishment of in-ANC institutional capacity to initiate and deliver management development and training services required to enhance the management skills abilities of ANC personnel.

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2. Expected end of project situation

- a. systematic identification of immediate and long-term development needs and their articulation into concrete proposals for presentation to donors;
- b. Coordinated inputs from various donors with a view to maximising effectiveness of aid received;
- c. active participation by ANC personnel in the formulation, design, implementation, management, and monitoring of donor assistance to their development activities;
- d. strengthened institutional capabilities of the ANC to enhance the managerial skills of its personnel to carry out their responsibilities in a more effective and efficient manner.

One significant result of the project would be to ensure that the ANC begins to play the role of implementing agency for its own projects and the UN agencies act as cooperating agencies. The project also will be helpful in fulfilling a major objective of the ANC leadership which is that the results of the technical assistance received from donors should transcend the current, immediate needs of the settlements in exile. The assistance should contribute to the development of the management capability potential needed for the establishment and functioning of relevant institutions when cadres with training and expertise return to South Africa, with the ANC as a major moving force in sharing the responsibility of running the civil service in their country.

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3. Identify beneficiaries

Primary beneficiaries will be the two main settlements and respective projects in Mazimbu and Dakawa, and other ANC organizations. Secondary beneficiaries will be personnel of the Project Coordination and Management Development Unit, staff in the settlement and respective projects, members of ANC who will receive training prior to their involvement in the possible sharing of the responsibilities of the Government in South Africa.

4. Begging for assistance from QEQE

Prior to this document, the UNDP sent a mission to the ANC in Tanzania which verified that the time was right to establish a project coordination and management development unit. In view of the present lack of ANC expertise in establishing and developing institutional capabilities, UNDP-sponsored efforts are clearly needed. In the light of the worldwide expertise of UNDTCD in institution-building, management development and project management, it seems appropriate that UNDTCD carry out the responsibilities as the executing agency in the project.

C. IMMEDIATE OBJECTIVES

objective ;

To establish a project coordination and management development unit.

Output 1.;

Specialized and competent project coordination and management development unit.

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Activity 1.1.;

Place \$elected ANC personnel to manage the unit. (See enclosed mission report.)

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Purchase agreea upon equipment necessary for operating the unit. (See enclosed mission report.) L_n_

Activity 1.1.3

Use consultancy services and on-the-job training to build internal management systems of the unit. (See enclosed mission report.)

Output 1.2

Effective coordination and mobilization of on-going and futur5 assistance to ANC.

Activity 1.2.1

Maintain planned and systematic coordinatibn with UN agencies and other donor organizations.

Activity 1.2.2

Facilitate effective coordination and necessary linkages between various programmes, projects and activities.

Activity 1.2.3

Assess varioua areas of ANC needs which require external technical assistance.

ActiVity 1.2.4

Rationalize and formulate programmes, projects, proposals for required technical assistance.

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Activity 1.2.5

Revise, modify or up-date
rejects to suit changing requirements
on-going technical assistance
programmes and provisions (when it is
necessary to do so).

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Activity 1.2.6

Compile inventory of potential sources of assistance and
secure suitable resources for determined needs.

Activity 1.2.7

Review and evaluation of on-going projects
policies and procedures
and programmes taking into consideration position
of UN agencies and other donors.

Output 1.3

Activity 1.3.1

Enhance abilities and skills of ANC staff members in project
management to include identification, formulation,
(See mission report
on Management Development Programme.)

Activity 1.3.2

Develop appropriate and effective internal management
accounting and finance, supply,
systems in the unit - personnel,
MIS, project analysis etc.

Activity 1.3.3

Use applicable and modern project management techniques for
project implementation, monitoring, appraisal and reporting.

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Output 1,5

ANC in-house institutional capacity to carry out and/or coordinate required training programmes and consultancy services.

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Expose unit's coordinator, human resource specialist and financial; and project analyst to seminars/ study tours relevant "W" to their responsibilities

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Expose the selected human resources specialist in the unit responsible for management development to an appropriate training of trainers programme. - W.

Activity 1.4.3

Assign potential ANC staff members to serve as counterparts for consultants involved in providing training and consultancies included in the activities of the project.

Activity 1.4.4

Plan and implement required negotiation seminar (see mission report).

Activity 1.5,5

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Plan and implement project management programme (see mission report).

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Plan and implement Consultancy and training services required institutional activities - internal management systems of the unit. (See mission report.)

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Qgggglgggg_in Managemggg_gevelopment'

This consultant will assist the staff of the unit in establishing the management development function of the unit on a professional institutional basis. In addition, the consultant will foresee the possibility nm. of the unit to be strengthened to be ready to carry out further responsibilities to prepare Ahc personnel for future assignments when they return from exile, The consultant should have at least a Masters degree in management with at least 15 years direct, practical involvement in management development and training in trainihg end/or management develophent institutional. & centres. 81 h/m, US\$12,000)

Consultant in ya Eggjgg; Operagions

The consultant should be selected from UN operating staff with direct experience in the above-mentioned task. (3 m/m, US\$12,000).

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Short-term consultants (Internal Management Systems)

These consultants will assist the staff of the Unit in developing the internal management systems necessary for the Unit (i.e., accounting, personnel, project management, monitoring) by using the computer. These consultants will be recruited locally, preferably from well-known institutions with relevant experience in institutionalizing the above-mentioned internal systems. The work of these local consultants will be coordinated with the work of the above-mentioned consultants. (12 m/m, US\$12,000)

ghggt:tepm_ggnggl;gnta (Project Management and Management Improvement) h

These consultants will carry out consultancies and training services aiming at improving the performance of project personnel in the field and management cadres who run the settlements or other ANC entities.

These consultants will be recruited locally based on their relevant qualifications and expertise in the above-mentioned issues. Preferably, they may be chosen from professional institutions. (12 m/m, US\$12,000)

Equipment

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(See attached mission report.)

US\$60,000

Training

Study Tours, US\$25,000

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E. RISKS

None

F. PRIOR OBLIGATION

Prior to the starting date of the project, ANC will make available the selected personnel for the Unit on a full-time basis. 3 .

G. PROJECT REVIEW, REPORTING AND EVALUATION

The executing agency will provide field substantive.

backstopping after the fourth month at the actual starting date of the project. The project will be subject to a tripartite review (joint review by representatives of ANC, the Executing Agency - UNDTCD - and UNDP) at least one time. The Coordinator of the Unit shall prepare a Project Performance Evaluation Report. He will also prepare the final report upon completion of the project.

H. LEGAL QUESTIONS

The assistance extended by the United Nations Development Programme (UNDP) to the National Liberation Movements (NLMS) recognized in its area by the Organisation of African Unity (OAU) is governed by the relevant decisions of the Governing Council on the subject. It is of a strictly development character and is intended to assist both the PAC of Azania (SA) and African National Congress of South Africa, to prepare themselves through proper training of their respective followers, for full and responsible participation in the administration and development of their country when conditions have improved sufficiently for .-. t "Amagmwmngzm
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them to return therer It takes into account the consideration that the beneficiaries sponsored by these NLMS live in countries of asylum within Africa, the fact that the assisted NLMS are not SOVereign statesjcapab;e of meeting the full range of counterpart obligations and, in this reear, the stipulation that efficiency and flexibility within the mandate and procedures of UNDP arenww paramount.

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E I. PROJECT BUDGET COVERING UNDP CONTRIBUTION
1 (In US Dollars)
Country: ANC
Project Number: ANC/B1/
Project Title: Project Coordina
tion and Management Development Unit
1151 Consultant in Management
Development
1152 Consultant in UN Project ,
Operations (UN staff) 3 _
E1199 Subtotal
1500 Project Personnel Travel
1600 Mission Costs
1700 NPPP I _
1701 Internal Systems " 12 12,000
.1702 Project Management and
Improvement 12 12,000
(V 1703 Unit's Staff (8) " 62,000
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1900 Component Total 221 135,000
2000 Subcontracts

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990( Grand Total 221 296,000 -

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20.5 Parallel to the establishment of the unit, there is an urgent need for 10-12 ANC staff members to be exposed to a basic project management programme to enhance their project management skills. This need can be met along the same proposed modality for PAC as described earlier.

Aid and Project Coordination and Management Development Unit
21. Due to the multi-dimensional nature of the proposed unit, ANC authorities and the mission were in concert to call this entity "Project Coordination and Management Development Unit." The unit will be located in Dar es Salaam but will operate also in Mazimbu. The duration of the project will be 24 months starting December 1991. The focal point of the project will be the unit itself with the ANC Management Committee carrying the responsibility as the Steering Committee of the project.
Responsibilities of the Unit

22. The newly established unit will be entrusted with the following responsibilities:

22.1 To secure funding from UN agencies and other donors with respect to new project proposals and programmes;

22.2 To coordinate on-going technical assistance projects and programmes for management development and training from UN agencies and other donors;

22.3 To provide project accountability to the ANC, UN agencies and donors;

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22.4 To formulate, revise and modify proposals for assistance;

22.5 To provide economic and financial assessment of funding and technical needs;

22.6 '

To appraise and monitor the execution, implementation" and extension of on-going projects;

22.7 To install a computerized system of financial accounting and budgeting for ANC projects and.

_g programmes;

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22.8 To speed up the rate of delivery of assistance and ensure proper utilization and effectiveness of allocated project resources;

22.9 To coordinate periodic and joint (i.e., TPRs) evaluation of technical assistance projects and programmes;

22.10 To submit progress and financial reports to ANC, UN agencies and donors as required:

22.11 To improve communication and accessibility to ANC headquarters, UN agencies and other donors;

22.12 To initiate, rationalize and carry out or coordinate management development endeavors (training and consultancies) to strengthen management capabilities of Y

ANC organizations and enhance managerial skills of its personnel to carry out their responsibilities in a more effective and efficient manner;

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22113 To assist in institutionalizing sustainable management development capabilities to meet the future changing requirements and demands of ANC, including helping current ANC entities to mobilize their various resources and adapt their activities to fit future changes which future circumstances of the Liberation movement may require.

Begsonnel

23. The staff of the unit will be composed of the following personnel for a period of two years:

Job Qualificatiggg Monthlx

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1. Project Coordinator MSC in Economic Planning _ 90,000

Advanced diploma in

, project management

1 many years of relevant experience

2. Human Resource MSC in labour and 80,000

Specialist management; Advanced diploma

in international personnel

management

3. Financial and MSC in economics 80,000

-Project Analyst Diploma in project

management

4. Project Accountant Advanced diploma in 60,000

accounting with experience

5. Administrative Assistant 60,000

6. Computer Operator 60,000

7. Receptionist/Typist 40,000

8. Driver/Messenger 40,000

The estimated cost of all the above personnel for 24 months on a full-time basis is approximately US\$62, 000.

Equipment

24. Given the fact that the unit will be newly established, it will require setting up a new office in Dar es Salaam, improving offices in Mazimbu and establishing an effective communication system. ANC will allocate adequate office space in a new building in Dar es Salaam. 1g";

Dar es galaam

1 laptop PC (portable)

1 printer (with powerbacks)

4 software packages (project management, personnel management, word processing and accounting)

1 metal filing cabinet

1 photocopy machige - N

1 vehicle

a 'mbu

1 fax machine

1 telex machine with memory

1 PC with printe;

The total cost estimate of expendable and non-expendable equipment in Dar es Salaam and Mazimbu would be approximately US\$60,000.

Consultancy ggrvices

25. The newly established unit needs to receive three kinds of consulting services:

(a) bonsulting services to assist the unit to institutionalize effective internal management and