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SUMMARY REPORT FROM VISIT TO DAKAWA, MASIMBU OG DSM

The main purpose of this Summary Report is to provide the Ministry of Foreign Affairs (S.A) representatives with input to the Annual Conference with INO in Lusaka October 1988. New-wmsam-w 4\_, WWWWWWWWWW .11 -N.m.\_wu\_w\_u,.,mlwww ?,

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1. ' OVERALL OBJECTIVE AND A138

It will be necessary to define the overall objectives and the short and long term goals of the Norwegian Assistance to ANC in a development perspective, politically; . ' admin.e tiveay end te chnically.

Based on discussions with representatives from MFA, the Rebel Norwegian .xbassy in DSM, ANC, NPA and other organisations who have been or presently are involved in the development of De? awe and Masimbu. the following overall wh.ertlxglep% bims are proposed as guidance for the V ) Norwegian assistance:

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/y a The Norwegian assistance shall be provided to assist

(2 the ANC organization in their preparation for the

( governing of a liberated South Africa

r e .As the means to reach the above Objective. the Norwegian assistance shall also aim at making the ANC Dakaera settlements self- reliant and sustainable.

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e To reach the above Objective and Aim. the utilisation of the Norwegian assistance through the development of the Dakawa infrastructure and other agreed services, . shall aim at providing ANC with relevant training opportunities in professional fields such as Project and Constructi on Management, Community Development Planning and Vocational skills.

/ The Norwegian assistance could thus be termed a learning 4 . process where the input in terms of planning and physical 1 development Of the two settlements is the main ingredient in this process

2. ' PROPOSED PRIORITY ACTIVITIES

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Norplau prepared in 1984 a Development Plan for Dakawa

F3 which in principle is still being used as the basis for awgiegrammiwg and\_gggggt153. It is understood however, that

t t" prlcritie , tlmin3 e.nd costs have changed since then. It is therefore considered necessary for ANC to scrutinize, re-prioritize and update the Development Plan. ANC have

but themselves recognized and pointed out this requirement.

The rain and immediate issues to be considered in connection

with the p. opsed updating of the Development. Plan should

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Definition 0: ha ovswg .gsjecrxves an'a SHORT - and  
IO'C TEE , OLLS and T? GETS for the DAKAWA  
developmct, completion and operation.  
G D.?-niti r f devel05m. at prioritiez  
V Planning of ghesed development, definition of required  
rcsnurce: and tiring  
-Y/ a Defin'tion cf a.n overall ANC Project Development  
Organization. also ccsidering the involvment of the  
main donors in the strengthening and training of ANC  
personnel  
2.2 A\_Cwagziic1333293 in the De velggmgng gag Qggra agj on  
5311.11.13 ":2 s.  
a All parties invol ed in ihe past and resent developmeht  
--\_-- \_...\_ --  
, activitzes is or DakaTE'EEVe expressed concern about the  
t\_ limited inv rolvmeht of the .ANC organization in these  
activitzcs. The reasons for this limited involvment may be  
many, but it is considered important to analyse the various  
practice; ways and means by which ANC's involvment may be  
encouraged and intensified. The basis for this analysis  
should inter 3111 be:  
e the requirements for updating of the Development Plan  
/L and the resulting Activity Plan and a definition of the  
v rele to be played by ANC as a "Client" or users  
Organization in this process  
9 the manpower resources available wlthin the ANC  
organization  
a the willingness of the various donors to participate in  
the support and training activities considered relevant  
and necessary to develop ANC as a Client/users  
Organization ...o  
Initiaiiy the deveiopmeht of ANC as a Client Organization  
shat 'd focus on the following issues:  
1 Oxerall CoordLnation (planning and implementation  
activities and donor input)  
% Proaect Hananagement and Administration  
%' Pla annlng er d Design  
% Implementa.tlon Coordination and Construction -,  
. SszervisiQn and Control  
4 Oper ration and Haihtenance  
utilizing the deve -opment programme as the basis for  
rt :weht and implementa tion of relevant training and  
. activities  
ts)  
. 3 \$.21..e.o.r.t..t\_-1.b.sz- 12125.1: .Cm wmmmm  
t . i  
dur ing the visit in September revealed  
t we asures are needed to avoid serious  
: ms, particularly with reference to the  
Sezernge swstem at Masimbu. It is therefore recommended  
that the f0 llowing immediate steps are taken:  
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N . an Operlition lnd Maintenance/Repair Organization shall be developed at Hasimr u, based on the recommendations of the Moralen Maintenance Manual and with the cxziaiuncc of the Norplan Site Representative  
% .Joh Dezcriptiona for key positions shall be developed  
% The activities needing immediate attention shall be sgocified and a corresponding Action Plan prepared  
# The existing Maintenance Paanual shall be updated and further C';'veloped. if need be with the assistance of Norplan  
u A maintenance inspection shall be carried out at Dakawa and necessary planning and budgetary steps taken to maintain as need be the already developed infrastructure and building constructions  
110.9211. 62.0 12.213193.

## 2.4

It is apprecia ate a the t a number of the above recommendations will take ine, con nsiderati an and planning to lmplement, particularl y those referring to the more long-term development objectives.

To fa:lll ate the process as recommended above and to ensure a coordinated role among the main donors, lt l5 recommended that ANC plans and organizes a Donor Conference as soon as practically possible.

It is expected that HPA and other relevant Norwegian input may assist ANS in the planning and organizing of the Conference

Ihe focus of the Conference should be on items such as:  
a Donor ass istance in strengthening ANC as a Client  
o.F ganiza tlon as described under para 2. above  
Donor coordination requlements and activities  
Procurement coordination, particularly with reference  
\_ to future Operatlon and Maintenance activities

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NORWRt's ASSESTANCE TO ANC

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s Summary Report we shall not go into details as  
3 ur observations and recommendations re the  
input to the development of the Dakawa and Hasimbu  
5 t3-. Ba.sed on the recommendations glven ln l. and  
? :e the longe.erm Norw. egian assistance will obviously  
demenu on the acceptance cf these recommendations and the  
r l thus may be defined for Norway's input. Further  
? ons will, however, be given in the full report to  
f rt

esent Agreement between NFV and NPA it is  
55 what is ideally egg practically expected  
the implementation of the Norwegian

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5.1

A; previously mentioned there is neither reference to objectives nor goal: and targets for the Norwegian assistance co. Neither is there reference to this assistance's role in an overall ANC Development Programme. There is 1 reference in the agreement to guidelines to be issued by MFA to YFE, but such guidelines have not so far been forthcoming. The only document we have seen which may serve as a guide to the NPA activities is the budget developed as a result of the annual negotiations between ANC and MFA.

The responsibility for the Norwegian  
4C 1.01.88. Certain transition and take-  
over

from the previous Project Management  
plan) have reportedly been experienced.

Phi took over the  
assistance to AA  
over problems in  
organization (No

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This, added to normal teething problems in establishing a project oriented organization in Norway and Tanzania from scratch has resulted in relatively limited activities in the field so far in 1988. It is, however, understood that NPA expects to be able to utilize/commit the funds available for 1988, depending on whether or not certain construction contracts will be signed during the remaining months of 1988.

The budget for  
forthcoming 1989

Norwegian contribution

will be presented for discussions in the  
annual conference in October calls for a  
contribution of about 40 million NOK for 1989. We

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,c-a'dJ 33%!" " '3'

(a) The lack of objectives, goals and an agreed overall  
programme for the development of the ANC settlements  
has already been mentioned

(b) Likewise has the need been emphasised for defining the  
Norwegian assistance's role in such overall development  
plans and the short- and long-term role to be played by  
ANC as a Client in this development

(c) It is believed that neither ANC nor NPA are at present  
sufficiently organized to administer a substantial  
annual sum of 40 million NOK meaningfully.

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which should therefore be based on what is

The planning approach

considered feasible with present organizations including  
realistic plans for immediate strengthening.

The Activity Plans and Time Schedules to be developed for  
the remainder of 1988 and the programme for 1989 should thus  
reflect the existing capacity and capabilities of the  
ANC project organization rather than the expected  
allocation of Norwegian funds

Ideas in context will be dealt with in the main Report.

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are concerned about this approach for several reasons: saw.