

.r if
I.
I
x hub
.s;l 1 07 salmnag 94.
_%;' (?)Ellk lx x
UNITED NATIONS DEVELOPMENT PROGRAMME
PROJECT DOCUMENT
Number and Title: ANC/91/. . . Project Coordination and
Management Development Unit
_____l_____._____
ACC/UNDP Sector and
SUB-Sector: 1220 UNDP and cost-sharing 7._H____
financing:
Executing Agency: UNDTCD
UNDP .
Counterpart Implementing IPF:
lgency: Project Coordination others:
nd Management Development
Unit
Government or
. Third-Party Cost Sharing:
Estlmatd Starting Date: .
December 1991 ' , UNDP cost sharing:
. _._._____._____
Counterpart Inputs: In Kind
l_____&_
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
.vc staff. '
W
____W
_..____-__w_h.__._____
Signed on behalf of ANC
Executing Agency
UNDP

A. COETEXT

1. Description of the Sub-sector;

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 community, two large settlements in Tanzania catering for

- a) a high school with classrooms, laboratory, dormitories, library, etc. and facilities to serve over 1000 pupils;
- e) two large farms with livestock, piggery, dairy, crop production, and farm machinery workshops;
- f) a Vocational Training Centre with a capacity of over 200 students in six trade lines;
- g) an Education Orientation Centre with classrooms, dormitories, etc. to cater for 120 students;
- h) industrial centres including furniture, leather, and garment factories, mechanical workshops, stores, construction facilities, and other service/production facilities;
- i) extensive buildings including over 200 permanent houses, halls, kitchens, administrative offices;
- j) a developed infrastructure to service the above including

RUB

,u- oeal rhl 11:45 P.07

2

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

I I i I l

available internal and external resources to run, maintain, and develop the settlements. Further, the need has developed to 'hi"i increase and diversify sources of assistance, e.g. international encies, intergovernmental and nOn-goverhmental organizations, 3; self-generate proposals, and to negotiate their development into new projects.

This entails, inter alia, developing the ANC's capacity to manage developbment projects and coordinate aid. It will require emerged to keep the settlements running and the training of existing personnel.

1

i

1

, , i

a pooling of efforts amongst the myriad of structures that have . f f

with the unbanning of the ANC and subsequent political and t

i

1

economic motivation for international support to be shifted into .lth 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 3 gradually phase out dependence cn external donors and build the capacityiof the ANC to generate more of their own resources. % Self-sufficiency is the overriding goal.

2. Countenggt Strategigg

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

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

.

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 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

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.

4. Institutional Frame 4;;

____.&____.____k&

In order to accommodate
the transfer

of its headquarters to Johannesburg,
it has decentralised
authority to local administrations.

Tanzania

settlements has been established at headquarters. In Tanzania, a
. possibility

fo managing, and eventual phasing out of the settlements over a
period of two years has been established. This Management

I ' I y 1 n L'K.

Committtee Wlll serve as the steering Committtee for the Unlt.

The Committee, which has the authority to enter into directx
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

apartments). The Unit itself will be the focal point of this
roject.

_fdlrnl Hiqq

B. PROJECT JUSTIFICATION

1. Problem to be addresssgg

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 areLue.

- a. education and human resource development
- b. health services and infragtructure
- 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 prdher institutional mechanism in the ANC for coordination of.technical assistance and caputal 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.

...-.;,,,,-.1#W1 I ALL I A - tiU

., /

. 6'

2. Expected end of project situegigg

a. systematic identification of immediate and long-term development needs and their articulation into concrete ipropoeals for presentat;on to donors;

b. Geordinated inputs from various donors with a view to maximising effectiveness of aid received;

R11

0. 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 else will be helpful in fulfilling a major

I

.objective of the ANC leaderehip 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 moying force in sharing the responsibility of running the civil service in their country.

3. Eggget beneficiarieg

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 Cogrdination 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 Smith . Africa.

4. geasons for asgigtgnpe from QEQE

. Prior to this document, the UNDP sent a mission to the ANC in Tanzania which verified that the time was right to estab;ish 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 needea.v In the light of the worldwide expertise of UNDTCD in institution-building, management development and project management, it seems appropriate that UND'I'CD carry out the . responsibilities as the executing agency in the project.

C. IMMEDIATE OEJECTIVES

Objective 3

To establish a.project coordination and management development unit.

Output 1.;

Specialized and competent project coordination and management development unit.

Activity 1.1.;

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

ct vit 1.1.2

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

Activitx 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 futurt dssistance 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 various areas of ANC needs which require external technical assistance.

Activity 1.2.4

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

I

a

f3

Activity 1.2.5

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

I

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

Activity 1.2.7 . '

Arrange for monitoring and evaluation of on-going projects and programmes taking into consideration policies and procedures of UN agencies and other donors.

Output 1.3

Effective and efficient management of projects/programme5:

Activity 1.3.1

Enhance abilities and skills of ANC staff members in project management to include identification, formulation, implementation, monitoring and phasing out. (See mission report regarding the Basic Project Management Development Programme.)

Activity 1.2.2

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

Activity 1.3.3

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

gm FRI 11:45 I P.Ib

/2_

10

Output 1,3

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

E ! l O ! l I :

Expose unit's coordinator, human resource specialist and financial and project analyst to seminars/ study tours relevant h'" to their rEsponsibilities .

c;ivity; L . Q , 2

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

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 ;.5,5 ,

Plan and implekent projecp management programme (see mission report).

Activigy 1,5.6

Plan and implement consultancy and training services required institutionai activit;e5 - internal management systems of the unit. (See mission report.)

UNDP will pay the salary of the staff
persons) US\$62;000.
following:
Consultant in Aiqugpgwdi
_____.- ._____
itiate, plan,
analyze, negotiate, monitor and

#131 FRI 11:49

12

Qgggggtgnt_in Managemggt_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 management with at least 15 years direct, practical involvement in management development and training in training end/or management development institutions/

9 ,
centres. (1 m/m, US\$12,000)

Consultant in gm Prqjggt Operations

This consultant will assist the operating staff of the Unit in understanding the policies and procedures of the United Nations with respect to technical assistance. The consultant will also help in applying UN procedures (where it is possible and feasible). The consultant will be able to use the computer and provide on-the-job training for operating staff of the unit. The consultant should be selected from UN operating staff with direct experience in the above-mentioned task. (3 m/m, US\$12,000).

H11

CO

13

ghggtgtg;m_ggggglgntg (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:te;m_ggngultgnta (Project Management and Management Improvement)

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

(See attached mission report.)

US\$60,000

Training

Study Tours, US\$25,000

R18

lb

.x

1

L) ')H
 gyfpp111:m
 R6-91FRI 11:50 P.19
 IQ:
 14
 E . RISKS
 None
 F. PRIOR OBLIQTATIONg
 Prior to the starting date of the project, ANC will make
 available the selected personnel for the Unit on a full-time __U_
 n V
 basls. 1
 6. EROJECT REVIEW, REPORT__I'N_G_A_NQ EVgLUATIONK
 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. LEQAL QQEIEKI
 . The assistance extended by the United Nations Development
 Programme (UNDP) to the National Liberation Movements (NLMS)
 recognized in its area by the Organization 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 Afr;ca, to prepare themselves through
 proper ttalning of their respective followers, for full and
 responsible participation in the administration and development
 of their country when conditions have improved sufficiently for
 _-.. mm lw sg'
 luZl'dr):
 e t ". ensamzmmw enumermxu

DEC-;91 FRI 11:51 P.2U

/7

15

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 stathsjcapab;e of meeting the full range of counterpart obligations and, in this regard, the stipulation that efficiency and flexibility within the mandate and procedures of UNDP arehM' paramount.

I ..
 I .
 I. PROJECT BUDGET COVERING UNDP CONTRIBUTION
 (In US Dollars)
 Country: ANC
 Project Number: ANC/B1/
 Project Title: Project Coordination and Management Development Unit
 1151 Consultant in Management
 Development
 i Operations (UN staff) . 3 12,000 . I 3 12,000 I
 E1199 Subtotal
 1500 Project Personnel Travel
 1600 Mission Costs
 1700 mp ' . _-
 1701 Internal Systems J 12 12,000 _
 .1702 Project Management and
 Improvement 12,000 55,000 77,000
 1703 Unit's Staff (8) " 192 62,000 _ 31,000
 1900 Component Total 221 135,000 -
 subcontracts ____

P. 22
 0/91 FRI 11:52
 J7
 4 2.
 zlomegotiation skins (nsmm 22.000 -m_
 2102Project Management: (IDM) 24,000 24,000
 219050000001 40,000 _ 40,000 _
 soocwraining 0 . .-- __
 320C Study Tours 25,000 - 10, 000 15,000
 330CIn0Service Training 10,000 - 3,000 '7, 000
 390C Component Total - 3 5 , 000 -
 4oocnquipment ' -__
 l 410C Expendable Equipment 15,000 10,000 5,000
 i 420CNon-Expendable Equipment , 45,000 40,000
 _____ 8- mal-
 490: 00...,N..m.- 10,451 . Rn nnn i I 50,000 I 10,000 11
 500C Miscellaneous _
 510(Operations and Maintenance 10 , 000 4 , 000
 53 0(Sundry . ._
 590C Component Total 20,000 - 10,000 10
 990(Grand Total 221 296,000 _
)

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;

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;

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 (traininQ and consultantcles) to strengthen manag2ment capabilities of ANC organizations and'eldance managerial skills of its personnel to carry out their responsibilities in a more effective and efficient manner;

ynum Ord1 rnt 11;o4 P.25

15

22i13 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 um
movement may require.

'Fegsonnel

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

0

Job Qualificatiggg Monthly

sgiagy in

Tanzanian

22.9

ghi;lingg_i

1. Project Coordinator M50 in Economic Planning , 90,000

. Advanced diploma in

, project management

' 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. "w"

Dar es salaam

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 machine

1 vehicle

a mbu

1 fax machine

1 telex machine with memory

1 PC with printel

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

consultancy 5ngices

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

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