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Your ref.: Our ref.: A LOS/NT 60/87/ 391% DSM 1987 . 02 . 24

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Dear Sir,

Re: THE ANC SA VOCATIONAL TRAINING CENTRE DAKAWA

We would like to call the embassy's attention to the need for some clarification on tasks and responsibilities concerning this project. Decisions are required in order to keep the schedule stated in T.O.R. dated 86.12.12, envisaging start of training programme by 88.01.01.

Our draft for an "Action Programme", delivered in February, refers. This document lists planning tasks and other deliveries required in order to establish the VTC.. Theoretically all the tasks could be handled by Norplan. We recognise, however, that for a number of reasons, economy being one, it is desirable to encourage participation by funders and resources beyond the Norwegian Government and Norplan, provided a sound and coordinated development can be ensured.

So far, Norplan has been asked to do some basic planning for the project, and further tasks have been envisaged. We would now like to invite the Ministry's and ANC's decision on further tasks. As one aspect we propose that a coordinating role in planning ggg\_implementation is assigned to Norplan as the executing agency of the Norwegian assistance to this project. If the embassy agrees to our suggestion, we assume you will pass this proposal on to ANC and invite their view on this matter. The coordinating roles should be carried out in close cooperation with ANC, ANC holding the ultimate coordination and planning responsibility.

The Education Planning and School Structure Document (T.O.R. 3.1) and the development of curriculum for vocational subjects constitute the "core" of the planning work. When developing that curriculum, it is also very practical to clarify the conditions for teacher recruitment, teacher training, curriculum development on general subjects, teaching aids, and required equipment. Producing the above mentioned document, curriculum and clarifications thus constitute a package of work that should not be divided in order to ensure a consistent and well coordinated project. The cost of such a package will be ( up to NOK 3.000.000.

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The cost for preparing a fully-fledged VTC and running it will be considerably higher than this amount. To what extent further Norwegian funding will be required, depends on successful acquisition and integration of contributions from other donors.

According to the T.O.R., curriculum work is scheduled to start at 87.03.01. Recruitment of external staff is another crucial issue, normally requiring 9 month's time. Both points indicate that a decision on the above mentioned work package and earmarking of funds should be made rather soon, and we suggest no later than by the next coordination meeting, envisaged to take place in April.

Norplan will consider it a part of their coordinator responsibility to look carefully for opportunities for including other contributions in the project, to carefully examine the feasibility of possible contributions, and to prepare considerations for ANC decision.

Among the deliveries listed in the Action Programme, delivery of machinery and other types of equipment and material are very feasible for non-Norwegian assistance. Providing some expatriate staff members, and some ANC-teacher training may also be feasible for contribution from other donors. Even some parts of the curriculum development, and some parts of teaching aids may be feasible for non-Norwegian contributions, but that cannot be concluded at this stage. In any case, any contributions should be delivered in close cooperation with Norplan as coordinator, and should be done in strict accordance with the planning documents approved by ANC.

We have stated that the suggested coordinating role of Norplan should be carried out in close cooperation with ANC. The routine quarterly coordination meetings on high level will be one important channel for such cooperation.1 To facilitate contact and cooperation in the time between the coordination meetings, we suggest that ANC appoint VTC-committee based in Mazimbu. We think assistance beyond the Norwegian one could be utilised more effectively if such a committee was empowered to accept assistance on the behalf of ANC. To facilitate Norplan's examination of possible contributions, one should allow direct contact between Norplan and possible contributors for exchange of professional information on education matters

The assignation of Norplan to implementation and coordination responsibility is closely linked to the clarification of the role and responsibility of other parties already involved in the project, TLC and Finida being the most important ones.

Concerning ILO, we consider the cancellation of their project Phase IIb "as it is defined today" (Compare minutes of meeting at 86.10.16) of importance, as our suggested work package and coordinating role is only meaningful if

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such a cancellation is carried out. We ask you to kindly provoke ANC's action on this matter. However, we have learned that ILO is very open to other types of more limited assistance to a project where the core of the planning is handled by Norplan. Therefore it is advisable that a cancellation of Phase IIb is combined with an invitation of ILO assistance which can be fitted into the Norplan coordinated project. (We would like to mention that we are fully aware of ANC's considerations on the various aspects of ILO's assistance, and as coordinator we will pay due attention to this when preparing possible ILO contributions for ANC decision).

Concerning Finida, it is even more urgent that the cancellation of Phase IIb should not exclude further assistance. We advise that the cancellation of Phase IIb is announced without further delay, and that an invitation for continued assistance is emphasised by holding a coordinating meeting with Finida, preferably on a high level. Such a meeting could be arranged to coincide in time with the ANC - Norway coordination meeting envisaged to take place in April.

#### Conclusion

In order to keep the schedule envisaging commencement of the VTC by 88.01.01, we ask the embassy to invite ANC's view and action as follows:

1. Appointing a VTC-committee based at Mazimbu.
2. ILO and Finida being announced the cancellation of Phase IIb and invited to contribute within a Norplan-coordinated project.

Norplan being assigned a coordination responsibility in close cooperation with ANC, allowing professional contact to other possible contributors. Norplan doing a "core" work package including Education Planning and School Structure Document, vocational curriculum, and clarifying conditions for teacher recruitment, teacher training, curriculum development on general subjects, teaching aids and required equipment. Earmarking up to NOK 3.000.000 for VTC for 1987.

A high-level meeting being held between Finida, ANC, Norplan and the embassy to review the VTC project and to seek Finnish contribution opportunities.

Yours truly  
for Norplan A/S

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Arild Brock