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International Labour Organisation (ILO)

Multi-bilateral Programme of Technical Co-operation

Project Document

Project title: Development of ANC Vocational Training Centre,
Dakawa (Phase IIb)

Project language: English

Project site or venue: Dakawa, Tanzania

Starting date: November 1984

Duration: 26 months

ANC contribution:

Donor contribution: US\$768,530

Co-operating Agency: African National Congress (ANC)

Signed: _____
On behalf of ANC

Date: _____

Signed: _____
On behalf of donor

Date: _____

Signed: _____
On behalf of ILO

Date: _____

I. Background

The African National Congress of South Africa (ANC) considers the development of a Vocational Training Centre as a top priority task and as such would welcome any further technical and capital assistance in its endeavour. The Centre will be an integral part of the Dakawa ANC Settlement Development Scheme. Dakawa, an abandoned area of farmland, was donated by the people and Government of Tanzania for settlement of ANC members. It is located some 60 kilometers north-west of Morogoro, on the newly built highway to Dodoma, the future capital of Tanzania.

During Phase I (mid 1983 to September 1984), a major breakthrough will have been realised with the support of the ILO and financial assistance from the Government of Finland, UNICEF, UNHCR and others. The project site, which was bushland, will have been cleared, an access road to the Centre completed, a dormitory with a capacity of 54 students and an administration block and classroom/library complex built, and the workshop blocks and sheds will also be ready when Phase IIa of the project terminates in April 1985. The Centre has also been provided with drinking water and electric power supplies for immediate and short-term requirements. Furthermore, some basic equipment for the initial courses will also be supplied prior to the start of Phase II. In this regard, UNHCR has already indicated its agreement to earmark, for 1984, US\$180,000 for equipment for the Centre.

The continued development of the Dakawa Vocational Training Centre is therefore the primary aim of phase IIb. This will enable the ANC to eventually become self-sufficient in skilled manpower for its multi-dimensional self-help schemes. The ANC, moreover, believes that one of the best means by which the neglected education and training of hundreds of the South African refugees can be rehabilitated and strengthened is the development of such a Centre with the participation and involvement of the ANC trainees themselves. In this endeavour, the continued assistance, as provided for in this project phase, becomes equally indispensable.

II. Target groups

The group who will benefit from the project are the ANC members of all walks of life and background. More specifically: youth - who have completed a secondary education, to prepare them for entry into productive employment; adults - who are in need of basic skills to prepare them for self- or wage-employment; and others who are already engaged in production programmes/village development activities but are in need of skill upgrading training; youth and adults - to improve their daily life skills for home and village improvements; and women - who are in need of basic skills to prepare them to undertake a specific and well-defined income-generating activity or to produce items of appropriate technology for their own use.

III. Objectives

(a) Development objectives

Attainment of self-sufficiency in skilled manpower through education, training and employment services. As such the Vocational Training Centre

will complement the educational services provided by the Solomon Mahlangu Freedom College (SOMAFSCO) and provide the manpower required for the development of the Dakawa ANC Settlement Development Scheme. A further development objective is the adoption of self-reliant approaches to the satisfaction of basic needs and provision of adequate services for the ANC members.

(b) Indicators of development objective achievement

- A considerable number of graduates of the Solomon Mahlangu Freedom College will be selected for training in the VTC.
- Provision of basic services, involving community participation.
- Increased number of people engaged in productive employment within the framework of the Dakawa Settlement Scheme.
- Progressive operation of the Dakawa Settlement Scheme, including construction of the planned villages.

(c) Immediate objective

By 1987, the Vocational Training Centre will be capable of planning and implementing training programmes to cater annually for at least 100 trainees (residential) in six to eight occupational areas and for an approximate 200 adults (men and women) in basic and upgrading skills training.

(d) Indicators of immediate objective achievement

- (1) The Vocational Training Centre will have adequately trained administrative and instructional staff in sufficient numbers.
- (2) A demand-oriented (i.e. based on actual and potential employment opportunity) and flexible vocational training programme for ANC members will be operational.
- (3) Relevant curricula, training standards, materials and audio-visual aids developed and utilised.
- (4) Guidelines and manuals for continuous evaluation of the trainees (i.e. in terms of participation and quality of performance) prepared and adopted.
- (5) A substantial percentage of those completing their training enter into productive employment within ANC-defined projects in Tanzanian settlements or elsewhere.
- (6) A substantial and increasing percentage of the goods and services required by the ANC settlements are produced by those who benefitted from training.
- (7) More than 50 per cent of the planned development projects/activities within the framework of the Dakawa Scheme are effectively completed with the participation of those who received training from the VTC.

- (8) A substantial percentage of women and girls are participating in the training programmes.
- (9) Effective monitoring, vocational guidance systems and training follow-up programmes are adopted.

IV. Assumptions

- (1) ANC continues to implement the Dakawa Settlement Development Scheme.
- (2) Predetermined targets for the implementation of the Dakawa Scheme are set in attainable terms.
- (3) ANC members continue to participate in self-help development projects.
- (4) ANC to formulate and implement non-formal vocational training programmes related to self-reliant approaches to the village/community development.
- (5) Secondary graduates from the SOMAFSCO accept to continue their training at VTC.
- (6) Adults, including women, have time to participate in training programmes and that such programmes are scheduled at a suitable time and delivered at the on-the-job situations with supplementary training at the Centre.
- (7) The turnover in staff of VTC does not exceed 90 per cent during the 1985-87 period and not more than 70 per cent thereafter.
- (8) That proposals submitted to ANC for further development/strengthening of VTC gain the necessary financial backing.

V. Outputs and activities

A. Outputs

- (1) Organisational chart of the VTC formulated and approved by all concerned.
- (2) Management (2) and administrative support staff (14) appointed.
- (3) Five instructors appointed at full instructor positions at the Centre prior to the starting of the course in February 1985 and five additional instructors trained to take up post by 1986.
- (4) Instrument developed for determining training requirements vis-à-vis employment opportunities and/or village development activities.
- (5) Curricula and related training materials developed for the technical areas, such as carpentry, masonry, electrical, plumbing, tailoring, etc.
- (6) Methodology for non-formal vocational training developed and applied.
- (7) Procedures established for preparation of training standards, tests and certification.

- (8) Procedures and instrument established for the placement and follow-up of former trainees.
- (9) All the training workshops (carpentry, bricklaying, plumbing/electrical and tailoring) properly equipped.
- (10) One hundred and fifty young people trained and 200 adults - men and women - trained in occupational areas such as bricklaying, plumbing, carpentry, electricity, tailoring and in technologies appropriate to their local environment.
- (11) Recommendations formulated for consideration by the ANC National Executive Committee for further development of the VTC. This may include extension of the programme to cover training in other occupational areas.

B. Activities

- (1) Prepare an organisational chart for the VTC and submit proposed chart to a meeting with the ANC National Executive Committee for approval and implementation (November 1984).
- (2) Appointment of management, instructional and other administrative staff (November-December 1984).
- (3) In-service training of instructors (December 1984-January 1985).
- (4) Prepare relevant curricula and tools equipment lists (December 1984).
- (5) Recruitment/selection of first batches of trainees (December 1984/January 1985).
- (6) Organise the first courses in carpentry, bricklaying, plumbing (February 1985).
- (7) Organise the first course in electricity and tailoring (April 1985).
- (8) Planning and implementation of a training programme (fellowships) for the additional instructors required (beginning April 1985).
- (9) Identification of skilled labour requirements of the Dakawa Settlement Development Scheme and in each economic activity (continuing throughout the project).
- (10) Validation of training objectives, curricula, methodology (continuing throughout the project).
- (11) Preparation/adoption of training materials and audio-visual aids (continuing throughout the project).
- (12) Preparation of guidelines for the establishment of training standards, tests and certification (December 1985-January 1986).
- (13) Preparation of instruments for the placement and follow-up of the trainees (March 1986).
- (14) Planning and organisation of short-term courses for adults (men and women) to cover basic technical skills, upgrading of technical skills and daily life skills (July 1985-continuing).

- (15) Planning and implementation of mobile training action (August 1985 and continuing throughout the project).

Note: It is planned that the Chief Technical Adviser will submit a more definitive work plan in consultation with the ANC National Executive Committee. The establishment of curricula and other training activities will be made with the participation of the key members of ANC and the trainees themselves.

VI. Inputs

A. Donor contribution

The donor will provide financial inputs as indicated in the attached project budget (Annex I), the components of which are described below:

Project international staff

- One senior Technical Training Adviser (26 m/m)
- One expert in building construction (12 m/m)
- Short-term consultants (equipment, specific areas in training)
- Two associate experts (curriculum development and electricity)
- Project support staff (two secretaries, driver)
- Project evaluators (see item VIII).

The job descriptions for the international staff, including the associate experts, are included as Annex II to this document. The job descriptions for the consultants will be prepared by the senior expert. The envisaged roles of the consultants are that of providing short-term assistance to the project in resolving specific technical problems, including the preparation of an equipment list. Where feasible, consultants will be recruited from the region.

Training

Fellowship programme

Ten officials will be accorded fellowships. Five instructors will be awarded fellowships for training at instructor training centres in the region or elsewhere, which averages four man/months per person. Three fellowships for the management and advisory staff, which averages one man/month per person, will be designed to provide the opportunity to gain knowledge of programmes being offered by countries in the region and how those programmes are planned and implemented. Two fellowships will be implemented by the Turin Centre concerning curriculum development and production of low-cost training materials and audio-visual aids.

Sub-contracts

The sub-contractor's input will be used to pay for external collaborators employed by the project to undertake a specific activity, such as to collect information and other data required by the project personnel. Also, it will be used to offer remuneration to ANC technical personnel who act as resource persons/lecturers to training courses.

Travel on official business

This will primarily be for internal travel by the project international staff.

In-service training

This will be for upgrading of instructors appointed at the Centre.

Equipment

The project will require expendable and non-expendable equipment to supplement that which has already been agreed to by other donors. Some project office equipment will also be provided within the project budget.

Miscellaneous

The budget line for miscellaneous costs includes the reporting costs and sundries (e.g. insurance, maintenance and repair of project vehicle, etc.).

B. ANC contribution

Personnel

ANC will pay, according to its administrative procedures, the salaries and allowances of local staff, including the principal, instructors and supporting staff. The engagement of casual labourers, as required in connection with the activities of the Centre, will also be provided by the ANC.

Buildings/premises

All of the buildings and auxillary physical facilities developed under Phase I and the project site will be allocated for the execution of Phase II activities. Maintenance and running costs will be met by the ANC.

Trainees

Trainees will be given board and lodging at the centre when undergoing training. Training allowances and food may also be provided to non-residential trainees.

VII. Institutional framework

The project Phase IIb is a logical extension of Phase I and Phase IIa, with identical development objectives, but different in terms of immediate objectives, inputs, outputs and activities. Administratively, the project as a whole will continue to be an integral part of the Dakawa Development Directorate, headed by a director who is responsible to the ANC National Executive Committee. The principal of the VTC will report to the director. The proposed organisation chart of the centre is attached as Annex III.

VIII. Reporting, monitoring and evaluating

A tentative plan of work will be prepared by the CTA after the first month of operation.

A progress report will be prepared every six months and supplied to ANC and the donor agency after technical clearance by the executing agency.

A mid-term review of the project will be undertaken in November 1985 with the participation of ANC, ILO and the donor agency and an end of project evaluation is also envisaged. The evaluation will be arranged in consultation with all of the parties concerned.

IX. Potential significance of the project

(a) To the African National Congress (ANC)

The project is of top priority and of paramount importance to enable the ANC to meet the needs of its members and to alleviate the burden of too much dependency on the host country, the frontline states and the international community, whose continued moral and material support and humanitarian act is highly appreciated. More specifically, the project is to meet the immediate requirements of the Dakawa Development Settlement Scheme for skilled manpower. To accelerate development, the project will attempt to facilitate the efforts made by the ANC in providing relevant training opportunities to its members.

(b) To the Government of Tanzania

The project fits into the long-term national development plan, besides providing training, employment opportunities and other services to the adjoining communities. Any physical development at the Centre will remain the property of the Government of Tanzania, when the ANC members return to their native land after the independence of South Africa or the abolition of apartheid has been achieved.

(c) To the donor

The project is a viable and visible humanitarian act for those who try to help themselves.

(d)

To the ILO

Like previous assistance given to the National Liberation Movements in general and to the ANC in particular, the project falls within its mandate for social justice and for the abolition of apartheid in South Africa, in fulfillment of recommendations contained in paragraph 6(a) of the updated Declaration concerning the policy of apartheid in South Africa.

ANNEX I

Project budget covering contribution from donor
(in US dollars)

Country: Tanzania

Project No:

Title: Development of ANC Vocational Training Centre, Dakawa

Code	Details	Total		1984		1985		1986	
		W/M	\$	W/M	\$	W/M	\$	W/M	\$
10	<u>PROJECT</u>								
	<u>PERSONNEL</u>								
11	<u>EXPERTS</u>								
11.01	Vocational Training Adviser	26.0	201 500	2.0	15 400	12.0	92 400	12.0	93 700
11.02	Expert Building Construc.	12.0	83 900	-	-	10.0	69 900	2.0	14 000
11.03	Consultants	6.0	46 300	1.0	7 800	3.0	23 100	2.0	15 400
11.99	SUB-TOTAL	44.0	331 700	3.0	23 200	25.0	185 400	16.0	123 100
13	Admin. Support Personnel		23 200		1 200		11 000		11 000
15	Travel on Official Business		3 000		400		1 100		1 500
16	Other Costs (Evaluation Mission)		6 000		-		-		6 000
19	COMPONENT TOTAL		363 900		24 800		197 500		141 600
20	<u>SUB-CONTRACTS</u>								
21	Sub-contracts		5 000		-		2 500		2 500
29	COMPONENT TOTAL		5 000		-		2 500		2 500
30	<u>TRAINING</u>								
31	Fellowships		58 700		-		33 100		25 600
33	In-service Training		2 000		1 000		1 000		-
39	COMPONENT TOTAL		60 700		1 000		34 100		25 600
40	<u>EQUIPMENT</u>								
41	Equipment		165 000		80 000		60 000		25 000
49	COMPONENT TOTAL		165 000		80 000		60 000		25 000

Code	Details	Total		1985		1986		1987	
		W/M	\$	W/M	\$	W/M	\$	W/M	\$
50	<u>MISCELLANEOUS</u>								
52	Reporting								
	Costs		4 400	-	-				4 400
53	Sundries		17 500	500		10 000			7 000
59	COMPONENT								
	TOTAL		21 900	500		10 000			11 400
90	SUB-								
	TOTAL		616 500	106 300		304 100			206 100
60	<u>PROGRAMME</u>								
	<u>SUPPORT</u>								
	<u>COSTS</u>								
68	Programme								
	Support								
	Costs (13%)		80 150	13 820		39 530			26 800
	TOTAL								
	PROJECT		696 650	120 120		343 630			232 900
70	<u>PROVISION</u>								
	<u>FOR COST</u>								
	<u>INCREASES*</u>								
71	4% - 1984		4 800	4 800					
	8% - 1985		27 490			27 490			
	17% - 1986		39 590						39 590
99	GRAND								
	TOTAL		768 530	124 920		371 120			272 490

*The provision for cost increases will only be used if prices increase above the calculated level. It will not be used to increase project inputs.

ANNEX II

Job description

General field (Title of project): Development of ANC Vocational Training Centre, Dakawa

Title of post: Senior Vocational Training Adviser

Duty station: Dakawa

Duration of appointment: 12 months with possibility of extension

Scheduled starting date: November 1984

Terms of appointment: see overleaf

General project information:

The ANC Vocational Training Centre is an integral part of the Dakawa Settlement Development Scheme. The Centre is aimed at enabling the ANC to become self-sufficient in skilled manpower for its multi-dimensional self-help development scheme. As is well known, the majority of the population of South Africa have been for many years victims of the Government's apartheid policy and have been denied access to skilled jobs and management positions. The Centre is located some 60 kilometres north west of the ANC Mazimbu Camp in Morogoro on the newly-built highway to Dodoma, Tanzania.

Description of duties:

General:

The Senior Vocational Training Adviser will be required to advise and assist the ANC National Executive Committee in the development of the Vocational Training Centre in Dakawa in the planning and implementation of a vocational training programme directed towards self-reliant development of ANC members. In this regard, the Adviser will co-operate closely with the authorities concerned and co-ordinate the work of the project with the Dakawa Settlement Development Scheme and the Solomon Mahlangu Freedom College (SOMAFECO). The Adviser will also co-operate closely with other agencies, national, bilateral and multi-bilateral agencies concerned with providing assistance to the ANC.

Specific:

- (a) Be responsible for detailed planning and execution of the project, including training, co-ordination and budgeting of various operations and the preparation of progress and other reports required of the project.
- (b) Supervise the international expert, associate experts and other project staff and co-ordinate their activities.
- (c) Co-ordinate the work of the project personnel with that of the ANC staff whose activities have a bearing on the VTC.

- (d) Formulate an implementation plan for the development of the VTC. Such plan should take into account the accomplishments of Phase I of the project and should be based on actual and potential demand for skilled manpower by the Dakawa Settlement Development Scheme.
 - (e) Be responsible to the ILO for all materials, equipment and local disbursement of any funds furnished to the project through the ILO.
 - (f) Advise the ANC on the selection and training of instructional staff.
 - (g) Initiate appropriate activities, in consultation with ANC officials, to ensure maximum support for the VTC. This includes liaising with donor agencies with a view to gaining support for the project.
 - (h) As necessary, plan, assist and advise instructors in trades that are not covered by the other international expert.
 - (i) Advise and assist in the preparation of curricula, training standards, tests and certification and training software.
 - (j) Carry out other duties as may be agreed upon between the ILO Area Office and ILO Headquarters.
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Qualifications required:

- (a) Professional university education in technical engineering.
- (b) Experience and background in developing polyvalent training programmes in developing countries, preferably in Africa.
- (c) Practical experience in formulating and implementing training systems for the preparation of skilled workers in different occupations and levels of performance.
- (d) Capacity to plan, organise and supervise the activities of others while maintaining effective teamwork.
- (e) Experience in supervising senior government officials on policies and strategies related to vocational training, including preparing technical papers and project documents.
- (f) A good working knowledge of the principles and practices of ILO Modules of Employable Skills and other systems approaches to training at the community level.
- (g) Aptitude to adapt oneself to new working conditions, particularly in rural areas.

Language(s):

Excellent command of written and oral English. A knowledge of South African languages or Swahili would be an advantage.

Job description

General field (Title of project): Development of ANC Vocational Training Centre in Dakawa

Title of post: Building Construction Expert

Duty station: Dakawa

Duration of appointment: 12 months

Scheduled starting date: 1 January 1985

Terms of appointment: see overleaf

General project information:

The ANC Vocational Training Centre is an integral part of the Dakawa Settlement Development Scheme. The Centre is aimed at enabling the ANC to become self-sufficient in skilled manpower for its multi-dimensional self-help development scheme. As is well known, the majority of the population of South Africa have been for many years victims of the Government's apartheid policy and have been denied access to skilled jobs and management positions. The Centre is located some 60 kilometres north-west of the ANC Mazimbu Camp in Morogoro on the newly-built highway to Dodoma, Tanzania.

Description of duties:

General:

The Expert will be a member of an international team. He will work under the supervision of the Senior Vocational Training Adviser and will be required to co-operate closely with other members of the project, as well as with ANC staff in the VTC.

Specific:

- (a) Advise and assist in the training of ANC staff for the planning, organisation and instruction in building construction, including training in masonry, plumbing and carpentry.
- (b) Advise and assist in the preparation of curricula, course materials and training materials related to building construction.
- (c) Advise and assist in the preparation of training standards, trade tests and certification for the construction trades.
- (d) Set up procedures and formulate the instruments for validating training courses and standards for the VTC.
- (e) As a member of the project team, assist in formulating and implementing the overall plan of work of the project and in its objective monitoring.
- (f) Advise on the procedure for the selection of trainees.

- (g) Advise and assist in the preparation of procedures for training follow-up activities.
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Qualifications required

- (a) A recognised teaching qualification in building construction.
- (b) At least ten years' teaching experience in the fields of building construction, preferably in a developing country.
- (c) Competence in a range of practical skills of relevance to village life.
- (d) At least five years' experience in planning and organising polyvalent teaching programmes.
- (e) A good knowledge of curriculum development, instructor training and preparation of training materials, including mass media and audio-visual aids for building construction training.

Language(s):

Excellent knowledge of English. A knowledge of South African languages or Swahili would be an advantage.

Job description

General field (Title of project): Vocational Training

Title of post: Associate Expert in Curriculum Development

Duty station: Dakawa, Tanzania

Duration of appointment: 12 months with possibility of extension

Scheduled starting date: January 1985

Terms of appointment: see overleaf

General project information:

The ANC Vocational Training Centre is an integral part of the Dakawa Settlement Development Scheme. The Centre is aimed at enabling the ANC to become self-sufficient in skilled manpower for its multi-dimensional self-help development scheme. As is well known, the majority of the population of South Africa have been for many years victims of the Government's apartheid policy and have been denied access to skilled jobs and management positions. The Centre is located some 60 kilometres north-west of the ANC Mazimbu Camp in Morogoro on the newly-built highway to Dodoma, Tanzania.

Description of duties:

The Associate Expert will be a member of a team of international experts assigned to the ILO-assisted project on the Development of ANC Vocational Training Centre in Dakawa. He/she will work under the direction of the Senior Vocational Training Adviser appointed to head the ILO team and will be required to co-operate with members of the team and his/her counterparts and to:

- (a) set up a procedure for gathering, classifying and analysing data related to actual and potential employment opportunities and other forms of village development activities and their corresponding training requirements;
- (b) undertake research into job and skill requirements for the Dakawa Settlement Development Scheme;
- (c) assist, on the basis of the above, with the establishment of appropriate and relevant curricula for the Vocational Training Centre in Dakawa;
- (d) assist in the formulation and implementation of an overall plan of work of the project and in its objective monitoring;
- (e) undertake other field work as may be required by the project in connection with curricula planning, organisation and monitoring;
- (f) assist with the conception and production of training materials for the Centre;

- (g) perform any other duties as assigned by the Senior Vocational Training Adviser.
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Qualifications required:

- (a) A university degree in economics or technical education or equivalent in experience.
- (b) A sound knowledge of and/or experience in training planning and organisation.
- (c) An analytical mind and the ability to maintain good working relationships with other members of the team.
- (d) Experience in teaching technical subjects would be an advantage.

Language(s):

Good knowledge of English. Some knowledge of South African languages or Swahili would be an advantage.

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Job description

General field (Title of project): Development of ANC Vocational Training Centre

Title of post: Associate Expert in Electricity

Duty station: Dakawa

Duration of appointment: 12 months with possibility of extension

Scheduled starting date: 1 January 1985

Terms of appointment: see overleaf

General project information:

The ANC Vocational Training Centre is an integral part of the Dakawa Settlement Development Scheme. The Centre is aimed at enabling the ANC to become self-sufficient in skilled manpower for its multi-dimensional self-help development scheme. As is well known, the majority of the population of South Africa have been for many years victims of the Government's apartheid policy and have been denied access to skilled jobs and management positions. The Centre is located some 60 kilometres north-west of the ANC Mazimbu Camp in Morogoro on the newly-built highway to Dodoma, Tanzania.

Description of duties:

The Associate Expert will be a member of an international team assigned to the ILO-assisted project on Development of Vocational Training Centre in Dakawa. He/she will be under the supervision of the Senior Vocational Training Adviser.

The Associate Expert will be responsible for assisting in the planning, organisation and implementation of training programmes in disciplines related to electricity. More particularly, he/she will:

- (a) assist in the development of relevant curricula, syllabi and related training materials;
- (b) assist in training instructors in electrical fields and, as necessary, give training to trainers in classroom and workshop situations;
- (c) assist in the preparation of tool and equipment lists for electrical trades;
- (d) assist in the planning and organisation of on-the-job training in electricity for adults;
- (e) prepare and submit to the Senior Vocational Training Adviser reports and technical papers on the technical area of electricity;
- (f) perform any other duties in connection with this assignment which are within his/her particular competence, as designated by the Senior Vocational Training Adviser;

- (g) assist in the preparation of procedures for monitoring and evaluating training programmes for electricity.
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Qualifications required:

- (a) University training in electrical engineering or equivalent technical education.
- (b) Experience as an instructor in electrical trades.
- (c) Experience in workshop organisation.
- (d) Work experience in developing countries would be an advantage.
- (e) Ability to adapt to new conditions, particularly in rural areas in developing countries.

Language(s):

Good knowledge of English. Some knowledge of South African languages or Swahili would be an advantage.

Annex III

Organisation chart
Dakawa Vocational Training Centre

