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# African National Congress

P.O. BOX 2239 DAR ES SALAAM TANZANIA TELEPHONE 28031 Telex 41462

DEPARTMENT OF EDUCATION

19th July, 1985.

The Secretary for Education,  
Department of Education,  
African National Congress,  
c/o Mazimbu Complex,  
MOROGORO.

Dear Comrade Henry,

re: EVALUATION OF UNDP PROJECTS OF ASSISTANCE TO THE  
NATIONAL LIBERATION MOVEMENTS RECOGNISED BY THE  
ORGANISATION OF AFRICAN UNITY

As you may probably be aware, the next programme cycle of UNDP assistance to Developing Countries and National Liberation Movements is to run between January 1987 to December 1991. In accordance with past practice, UNDP plans to carry out a detailed evaluation of all projects of assistance to National Liberation Movements recognised by the Organisation of African Unity before the end of this year. We are informed that the purpose of this evaluation will be to establish the progress made since the mid-term evaluation of September 1983 in:-

- a) Formulating project documents within clearly defined and quantifiable objectives, activities, inputs and outputs;
- b) Ensuring that the projects respond to the real needs and aspirations of the assisted National Liberation Movements;
- c) Ensuring that the delivery of project inputs, services etc. has been carried out in a timely and efficient manner;
- d) Ensuring that the implementation, backstopping and monitoring of assistance projects has been carried out efficiently;
- e) Determining the exact manner in which the objectives of each particular project has been achieved or not been achieved and, in the latter case, identifying the reasons why.

Unlike in the past, the idea of the evaluation will not be to come up with a list of isolated projects bearing no relationship to each other, but rather to start out with broad sectoral requirements representing a cohesive development programme for the satisfaction of which individual projects will need to be developed and approved. It is hoped that the delays experienced in the past in the actual delivery of vital assistance because of the ad hoc manner in which projects had been formulated will be obviated.

UNDP, we are further informed, would like to ensure that the next programme cycle starts on a good footing by having a smooth transition without any hiatus or breach in programme implementation. As all currently ongoing projects are scheduled to be completed by the end of



1986, it is therefore essential that the evaluation takes place as early as possible, concretely between 7 and 30 September, 1985.

The following are the projects to be evaluated, namely:-

In ANGOLA:

SWP/82/001	Namibia Education Centre, Kwanza Sul
SWP/82/003	Women's Role in Development
SWP/82/004	Strengthening of Health Services

In ZAMBIA

SWP/82/002	Namibia Education Centre, Nyango
SWP/82/003	Women's Role in Development
SWP/82/004	Strengthening of Health Services

In TANZANIA

ANC/82/001	Education Manpower Development
ANC/82/002	Solomon Mahlangu Freedom College
ANC/82/001	Primary and Secondary School Education
ANC/84/003	Education Orientation Centre, Dakawa
PAC/82/001	Education Manpower Development
PAC/82/004	Food Production for Self-Reliance
PAC/84/001	Primary and Secondary School Education
NLM/84/001	Training of NLM Health Personnel

Please find attached hereto a copy of the Terms of Reference pertaining to the Evaluation Mission which, we trust, will receive your careful study and analysis.

It is envisaged that the Evaluation Mission will commence its work by paying visits to SWAPO settlements in KWANZA SUL early morning on Monday, 9 September 1985 and should complete its business in Angola by 14 September.

Thereafter, the Mission will visit the SWAPO settlement at NYANGO, Zambia, very early in the morning of Tuesday, 17 September 1985 and leaves Lusaka on 21 September bound for Tanzania.

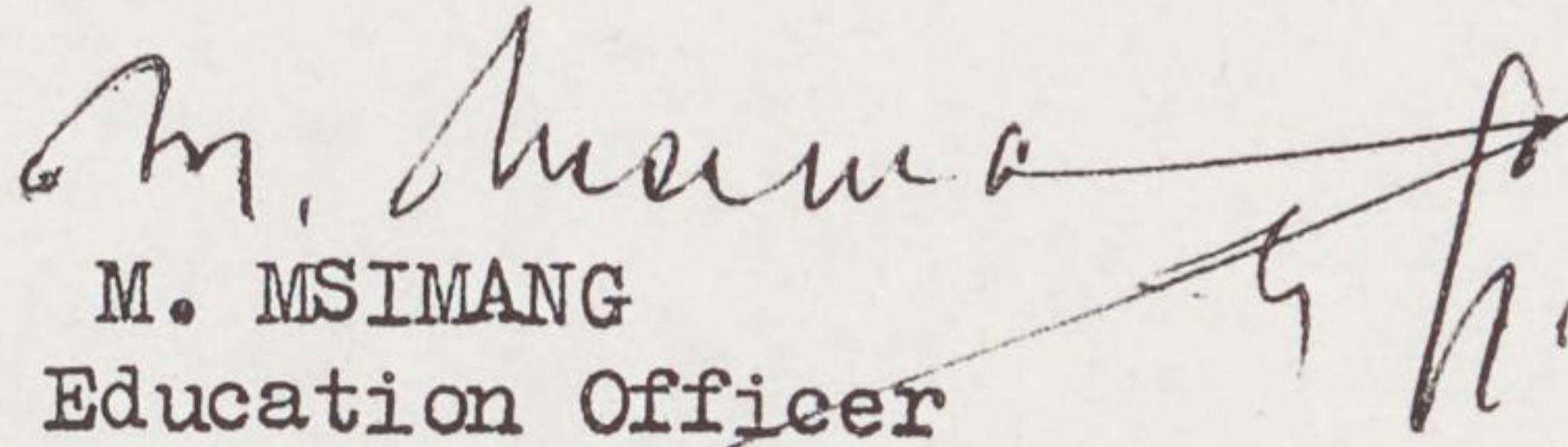
In Tanzania visits will be made to the PAC camp at MASUGURI on Monday, 23 September 1985 and, to our settlements at Mazimbu on 24 September (overnight) and Dakawa on 25 September.

It is essential to note that September 26 is being reserved for discussions with the ANC, and the 27th with the Tanzania Ministry of Health (NLM/84/001). The Mission is expected to wind up its field visits by 30 September 1985.



It now remains your task to assemble, in consultation with the Treasurer-General and the Health Department, a delegation of the ANC. I need hardly emphasise the need for preparations to be made at an early date. The discussions with us will be thorough and quite exhaustive.

Amandla - Matla !!!

  
M. MSIMANG  
Education Officer

AFRICAN NATIONAL CONGRESS  
(SOUTH AFRICA)

- c.c. The President, A.N.C., Lusaka.
- c.c. The Secretary-General, A.N.C., Lusaka.
- c.c. The Treasurer-General, A.N.C., Lusaka.
- c.c. The Secretary for Health, ANC, Lusaka.
- c.c. The Chief Representative, A.N.C. Dar es Salaam.
- c.c. The Director, A.N.C. Mazimbu.
- c.c. The Coordinator, A.N.C. Dev. Centre, Dakawa.



EVALUATION OF ASSISTANCE TO THE NATIONAL LIBERATION MOVEMENTS  
RECOGNIZED BY THE ORGANIZATION OF AFRICAN UNITY

TERMS OF REFERENCE

I. BACKGROUND:

1. The assistance that UNDP extends to the National Liberation Movements (NLMs) recognized by the Organization of African Unity (OAU), dates back to 1974. This assistance consists mainly in the provision of education and health services and support to agricultural activities aimed at enabling members of the NLMs living in asylum outside their own countries, to develop a capacity for self-reliance in their daily life. The training and experience thus gained should subsequently prepare them for productive participation as responsible citizens in the social, political, cultural and economic activities of their respective countries when they return there.
2. Three NLMs now remain in Africa as beneficiaries of UNDP assistance, namely the South West Africa People's Organization (SWAPO) of Namibia, the African National Congress (ANC) and the Pan African Congress (PAC), both of South Africa.
3. The first comprehensive evaluation of this assistance was undertaken in September-October 1981 by a team of consultants appointed by UNDP. The findings and recommendations of this evaluation team centered on the need for the objectives and outputs of UNDP assistance to be more specific and quantifiable, and for considerable improvements to be made in the management and monitoring of this assistance. Two years later, in September 1983, another more detailed evaluation was undertaken by a joint mission that brought together representatives of UNDP, UNESCO, WHO, OAU and the NLMs. The mission noted that while improvements had been made in the formulation of project documents, delivery of project inputs and backstopping by the executing agencies still left a lot to be desired.

II. PURPOSE OF THE EVALUATION

4. The purpose of the proposed evaluation is to make a detailed assessment of the implementation of the programme by assistance to the national liberation movements, with a view to determining:-
  - i) The relevance and effectiveness of UNDP assistance relative to the needs and aspirations of the National Liberation Movements;
  - ii) The extent to which the executing agencies concerned have been effective in delivering project inputs and backstopping assistance projects in a timely, efficient manner;



- iii) The manner and extent to which the NLMs have been able to benefit from such assistance as measured by concrete results;
  - iv) The extent to which this assistance has contributed to preparing members of the NLMs for technical, managerial and administrative responsibilities, as well as self-reliance, when they return to their respective countries;
  - v) Any other factors that affect the implementation, backstopping, monitoring and effectiveness of assistance projects;
  - vi) The manner in which noted shortcomings in the quality and timeliness of delivery and backstopping of this assistance could be overcome.
5. The evaluation team will also seek the opinion of and advise the National Liberation Movements separately, on the orientation and thrust of the assistance they expect to receive from UNDP over the fourth programme cycle, 1987 - 1991. These consultations should constitute the basis for a "country programme" of assistance to the NLMs over this period.

### III. COMPOSITION OF THE MISSION:

6. The evaluation will be undertaken by a joint mission made up of representatives of UNDP, UNESCO, OAU, SWAPO, ANC and PAC. It will take place in the three countries hosting communities of the NLMs concerned - i.e., Angola, the United Republic of Tanzania and Zambia. While the representatives of the United Nations system and OAU will constitute the core evaluation team, SWAPO, ANC and PAC will be expected to designate in each of the three countries, an appropriate number of responsible officials as members of the mission.
7. The mission will be under the overall leadership and coordination of UNDP. To the extent possible, UNESCO should be represented by those officials directly involved in the substantive and technical backstopping of the projects of assistance to NLMs executed by it. This should facilitate as constructive a discussion of relevant issues and actions as possible. Because of the distances to be covered and the limited accommodation facilities in some of the NLM settlements, the core evaluation team shall be composed of the following representatives:

- UNDP	:	2 including the Team Leader
- UNESCO	:	2
- OAU	:	1



IV. TIMING OF THE EVALUATION:

8. The evaluation will be carried out over a period of three weeks beginning on 9 September and ending on or about 30 September 1985. Its itinerary will be divided as equally as might be made possible by flight availability between Angola, Zambia and Tanzania. The mission will start in Angola 9 to 15 September, proceed to Zambia 16 to 20 September and on to Tanzania on 21 September to 28 September 1985.

V. PREPARATION AND SUBMISSION OF REPORT:

9. The major findings and recommendations of the evaluation team shall be based on a detailed assessment of each individual ongoing project as per the criteria outlined in paragraph 4 above. Members of the evaluation team will be expected to discuss with each NLM their findings and proposed recommendation on those projects located in each of the three countries, prior to departure from that country. They should reach an agreement in the field as to the major elements to be included in the mission's report.
10. The report itself shall be prepared in final form at UNDP Headquarters and circulated by 21 October 1985 to all concerned parties for review, comment and adjustment, as appropriate. All members wishing to propose modification or change to any part of the report will be expected to submit their views, in writing, to UNDP Headquarters within two weeks of receiving the report, but not later than 15 November 1985. One week following said date, the report shall be released to all concerned as the mission's official document of its findings and recommendations.

New York  
May 1985