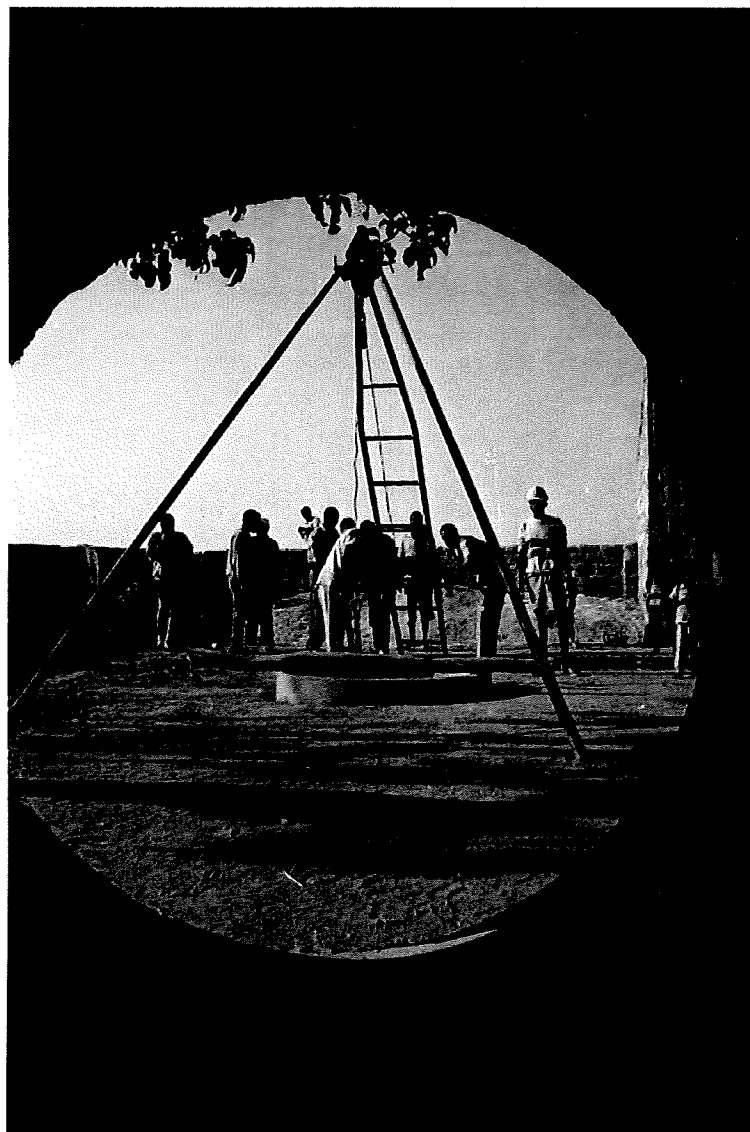
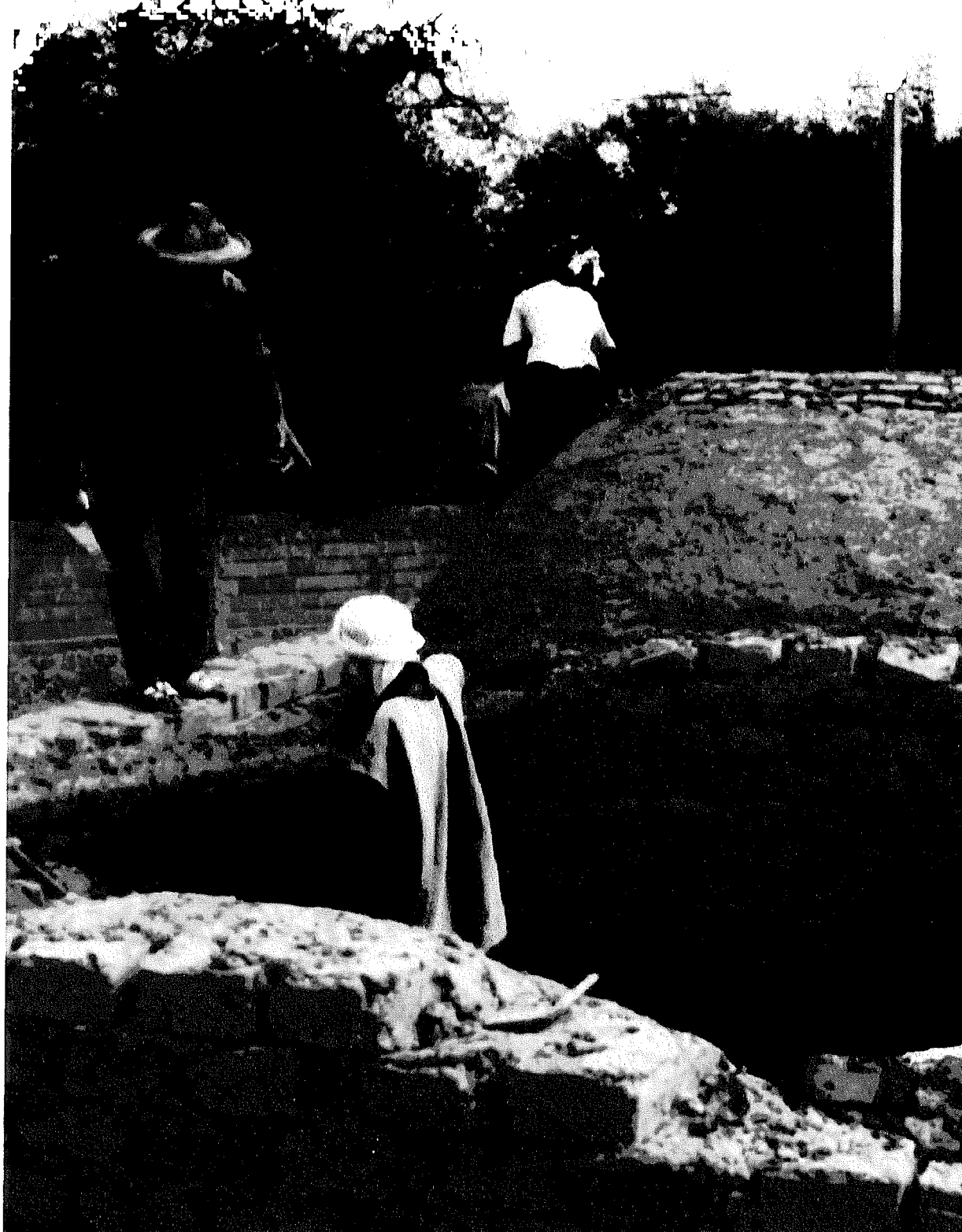


Development
Workshop
1973 - 1998



THE NEXT 25 YEARS
Building Partnerships
28th -30th July 1998
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Development **DW**orkshop



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Development Workshop – France

What is DW

Development Workshop (DW) is a non-profit organisation working to improve living conditions for the poor in less-developed communities with a focus on shelter, peri-urban settlement upgrading, water supply and sanitation, primary health care, small enterprise development, and disaster mitigation. DW's strategy is to strengthen the capacity of communities and organisations to act on development problems and opportunities. Founded in 1973, DW has worked with communities, grassroots organisations, non-governmental organisations (NGOs), local and national government authorities and international organisations in more than 30 countries.

DW's work is funded on a project basis by grants from non-governmental organisations, national and international development agencies and private foundations. DW is registered as a non-profit group and does not raise funds directly from the public. In addition to its office in France, it has offices in Canada and Angola.

DW France

Development Workshop established an office in France in 1985. Since then DW France (DWF) has managed and provided support to programmes and projects in predominantly French speaking countries in West Africa and Indochina, and to programmes in the Indian Sub Continent. DWF is now a registered Not for Profit Association.

DWF has focuses on:

- Working in partnership with community based organisations, local builders, locally and international NGO's and government agencies;
- Developing capacities for safe, achievable and affordable shelter in rural and secondary urban areas using the resources that are locally and regionally available;
- Resolving the conflicting pressures between habitat and shelter needs and sustainable environment resource management;
- Reducing the impact of disasters on shelter.

In operating its programmes, DWF places an emphasis on working with local partners and in training local counterparts, to both manage their own programmes and undertake further training in their own right to develop local capacities. In 1997, DWF provided ongoing support to the development of programmes in the Sahel, notably through the activities of the woodless construction programmes in three countries, Niger, Mali and Burkina Faso, with several partners, amongst which figure the Red Cross, IUCN and SOS Sahel and the ILO.

In line with a gradual move towards programme operation by locally established NGO's receiving institutional and technical support from DWF, support has been provided to encourage the establishment of a National NGO in Mali emerging out of the woodless construction activities around Mopti, and its members elected to name their organisation DW Mali – Habitat & Environment, thus becoming another member of the DW network. DWF also renewed practical support to DW Angola's activities in the field of shelter rehabilitation and the development of training materials, drawing on past DW experience in the Sudan and Sahelian region.

In France DW has the office and accommodation capacity to receive short-term trainees and to run workshops for groups of 20 to 30 people. DWF draws on a network of professionals who have worked over the years on its field programmes, and has also pursued a policy of providing internship placements for young professionals wishing to work on development issues, both in France and in Africa, and this practice continued in 1997. DW maintains strong links with professional and academic institutions, and these are strengthened by collaboration on publications related to the work that DWF undertakes.

In 1997 Development Workshop France worked on 4 main activities, which included:

- Shelter and natural resource management programmes in Niger, Burkina Faso and Mali, based on the Woodless Construction Programme activities;
- Support to various local organisations for providing cereal banks for food security programmes in the Sahel;
- Programmes focussed on support to small enterprise and artisans;
- Support the rehabilitation of shelter and local infrastructure in Angola in support of DW Angola

Current and recent activities

Woodless Construction Programme, Niger

Location: Niger, nation-wide

Duration: Current phase 1993 – 1997

Beneficiaries: Rural population and masons in rural villages and secondary towns

Budget: USD 1 900 000 (Five year Programme)

Partners: IUCN (World Conservation Union)/ Other local partners, including Peace Corps, Care, ILO

Sectors: woodless construction; affordable shelter; income generation; environmental resource management.

Objectives:

- Reduce pressure on scarce wood resources in the Sahel;
- Develop capacity to construct without using wood or non-local building resources;
- Promote the use of woodless construction using unstabilized hand made mud bricks to build vault and domed roofs.

DW Activities in 1997:

- Monitoring the training of 50 new builders, retraining 320 builders, 95 trainers and site supervisors and 12 technicians;
- Training 28 core team members through in-house workshops to make use of new teaching and building methods in the programme ;
- Design and production of three publications: the 10th version of the trainers' guide, the first illustrated Aide Mémoire for masons, and a technicians' drawing and design handbook.
- Support for the construction of 68 demonstration buildings ;
- Promotion activities throughout the country;
- Development of Phase II five-year programme for 1998.

Development Workshop has been promoting woodless construction through training and awareness raising since 1980 in Niger, and has witnessed a steady increase in demand throughout the country. Woodless construction enables local builders to construct high quality buildings using locally available and familiar traditional earth bricks. Village construction costs can be very low; this is important where wood is very scarce. However, Woodless Construction has also been increasingly used to meet expensive public infrastructure needs, and through this, income and employment generation are important benefits.

1997 sees the end of a five-year period of consolidated training, growing from a handful of trained builders to 500, supported by 95 trainers and building team leaders, and over 30 technicians. Day-to-day running of activities is

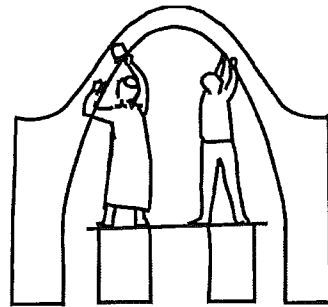
now managed by the Niamey based Woodless Construction Programme.

The next five year phase aims at firmly placing the use and management of woodless construction within civil society, through consolidating autonomous building teams, replacing training by apprenticeship, and assuring an adequate legal framework within which the builders can work.

Support: Danida, local contributors and partners

Construction Sans Bois

Aide mémoire pour maçons



Règles d'or:
Qualité et entretien

DW Development
Workshop

Support to woodless construction small enterprise and builder groups

Location: Niger, nation-wide

Duration: 1995 - 97

Development of local builder groups and methods for helping these groups operate in the local market

Partners: Public sector/Niger government; US Peace Corps

Objectives: Strengthen the ability of trained masons to market their skills and manage contracts

Activities: This has been a complementary activity to the woodless construction programme, and has focused on exploring ways in which teams of trained builders can be established, and on identifying the most suitable institutional and operational framework in which semi-literate builders can operate legally. Builder groups

started in several towns. In 1997 a focus has been on encouraging builders and groups of builders to undertake independent Woodless Construction activities, and an encouraging number are now gaining full-time independent employment with their new skills.

Cereal Banks in the context of Co-operative participation for food security and local development

Location: Zinder, Maradi and Tera region, Niger

Duration: 1995 and ongoing

Beneficiaries: Rural population and co-operatives

Partners: International Labour Organisation; Care International; and the PASP Niger (Food Security Programme); others.

Sectors: Food security/cereal banks; resource management; affordable shelter; income generation.

Objectives: Construction of operational cereal banks with community contribution

Activities:

In previous years the support for the construction of cereal banks with woodless construction has featured as specific partnership initiatives. Cereal bank construction in Niger has become more generalised in 1997, with both NGO and state partners using woodless construction, although the ILO remains a major partner. DW and the PCSB (Woodless Construction Programme) provide design and supervision of construction of co-operative cereal banks in desert villages. The community contributes labour, food, water and materials. Substantial costs of trained masons are covered by community contribution as well. The programme is in part remarkable for the very high level of community contribution and mobilisation in often severe conditions of aridity and failed crops. 1997 was the second year of extension activities into villages, and over 30 cereal banks

were constructed.

Support: ILO/ Dutch Government; and other sources

Woodless Construction programme, (A Hope in the Desert Project), Burkina Faso

Location: Northern Burkina Faso

Duration: 1996 - 2000

Beneficiaries: Local builders; local population; village youth groups

Budget: USD 685 000 Five year programme

Partners: Burkina Red Cross

Objectives: Demonstrate environmentally viable woodless construction in the region; train builders; develop lasting capacity in target villages

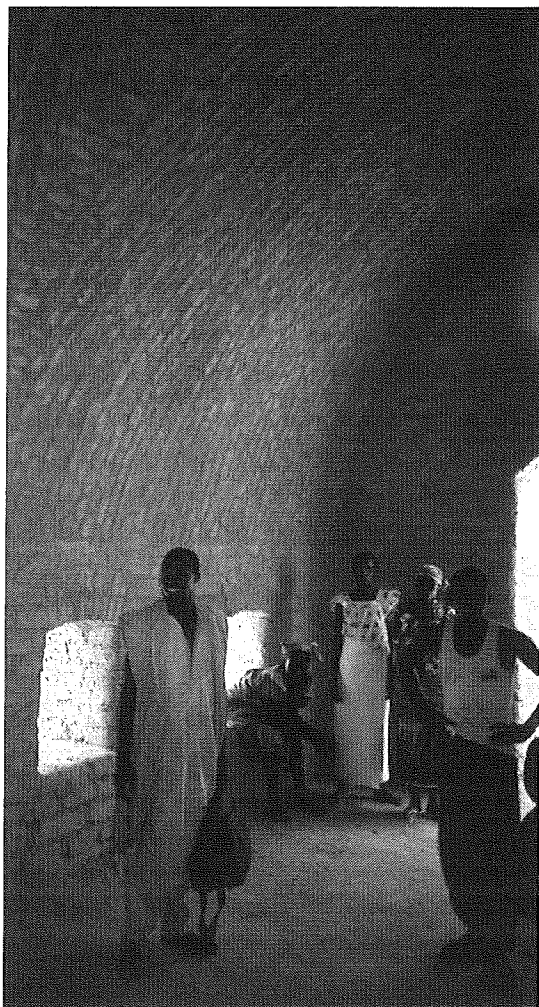
Activities: This programme targets the six provinces in the north of Burkina Faso, in the context of the Danish and Burkina Red Cross programme "A Hope in the Desert Project". DW oversees the training of over 100 builders to constitute a highly skilled capacity to undertake woodless construction in the villages of the north of Burkina, serving the needs of youth groups in the villages. In time, this will provide a capacity for local training and apprenticeship. Training is complemented by local awareness raising on the dangers to the environment of over consuming wood. All the village buildings are selected by the youth groups, who also contribute the materials and labour. Village infrastructure ranges from stores, literacy centres, animal shelters, and soap production units.

Support: Danish Red Cross/Danida)

Literacy and womens meeting centre, Burkina Faso, typical building chosen by local groups.



*Large vault roofs for cereal banks & literacy centres –
Niger/Burkina Faso*



Support for the development of DW Mali, Habitat and Environment, a local NGO, and the transfer of DWF day to day activities.

Location: Mopti region, Mali

Duration: 1997 and ongoing

Beneficiaries: Local Woodless Construction team members, local population of builders.

Overall funding in 1997: 115 000 US\$ in 1997

Partners: DW Mali – Habitat and Environment.

Sectors: Institutional development, local capacity building. Woodless Construction; environmental resource management; builder training.

Objectives: Transfer of day-to-day responsibility and running of Mali DW activities to Development Workshop Mali, Development of Woodless Construction in the Mopti region, Mali

Activities:

Through discussion with local woodless construction team members in 1997, preparations started at the beginning of the year

to establish a local NGO, and the registration took effect in October 1997. An increasing proportion of both management and fund raising has progressively been handed over to the local team. DWF provides regular support that will continue as the local NGO strengthens its own capacity.

In 1997 training and promoting woodless construction remained the main activity, with 61 builders trained, 17 retrained, 14 training and technical staff developed and 26 demonstration buildings constructed, including 23 rural cereal stores and tool depots.

With the creation of a local NGO, the portfolio of activities should gradually widen in 1998.

Support: Core support through Lutheran World Relief, and The Danish Red Cross, SOS Sahel and European Development Funds, Peace Corps / Other local sources

Training Burkina artisans for woodless construction.

Location: Koudougou, Burkina Faso and Mopti, Mali

Duration: 1997 and ongoing

Beneficiaries: Local masons and technicians

Partners: Programme for the promotion of artisan skills in Burkina Faso.

Objectives: Developing woodless construction skills

Activities: In 1997 DW developed a new partnership with the Burkina based Programme for the Development of Artisan Skills (PAB), through initial pilot training programme for their builders and staff held in Mali. This is the first step towards developing trained builders and technicians.

Support: Swiss Government via PAB

Training materials for community based Rehabilitation and Shelter Programme

Location: France and Angola

Duration: 1997

Beneficiaries: Local NGO's and CBOs, Angola

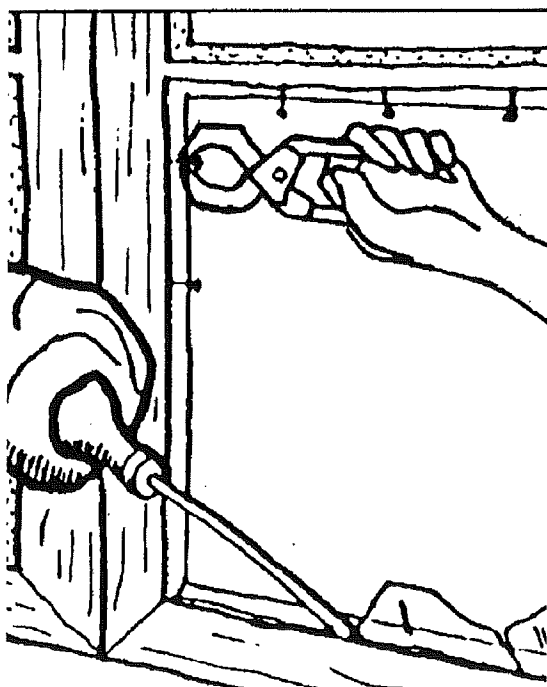
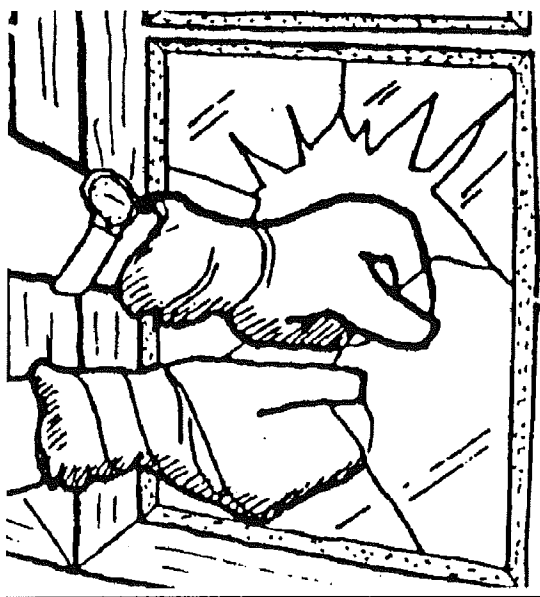
Budget: for DWF : 13 000 \$USD

Partners: Development Workshop Angola

Objectives: Development of training materials for community-based shelter and infrastructure rehabilitation

Activities: DW Angola requested support from DW France to develop training materials making use of previous experience in community facility construction and rehabilitation programmes undertaken by DWF in Senegal, Sudan, Niger and Mali. As well as producing technical information sheets and the first version of training modules, DWF reviewed its own computer models developed for assessing

« mending windows » Illustrations for
rehabilitation support, Angola



rehabilitation needs in buildings, with a view to adapting these for the Angolan context.

Support: European Community/One World Action/ Development Workshop Angola

Rehabilitation and construction, Boncoucou Maternity Centre

Location: Boncoucou, North West Niger

Duration: 1995 - 97

Beneficiaries: Local masons and health staff

Budget: USD 152 184 (2 years)

Partners: Sahel Tech

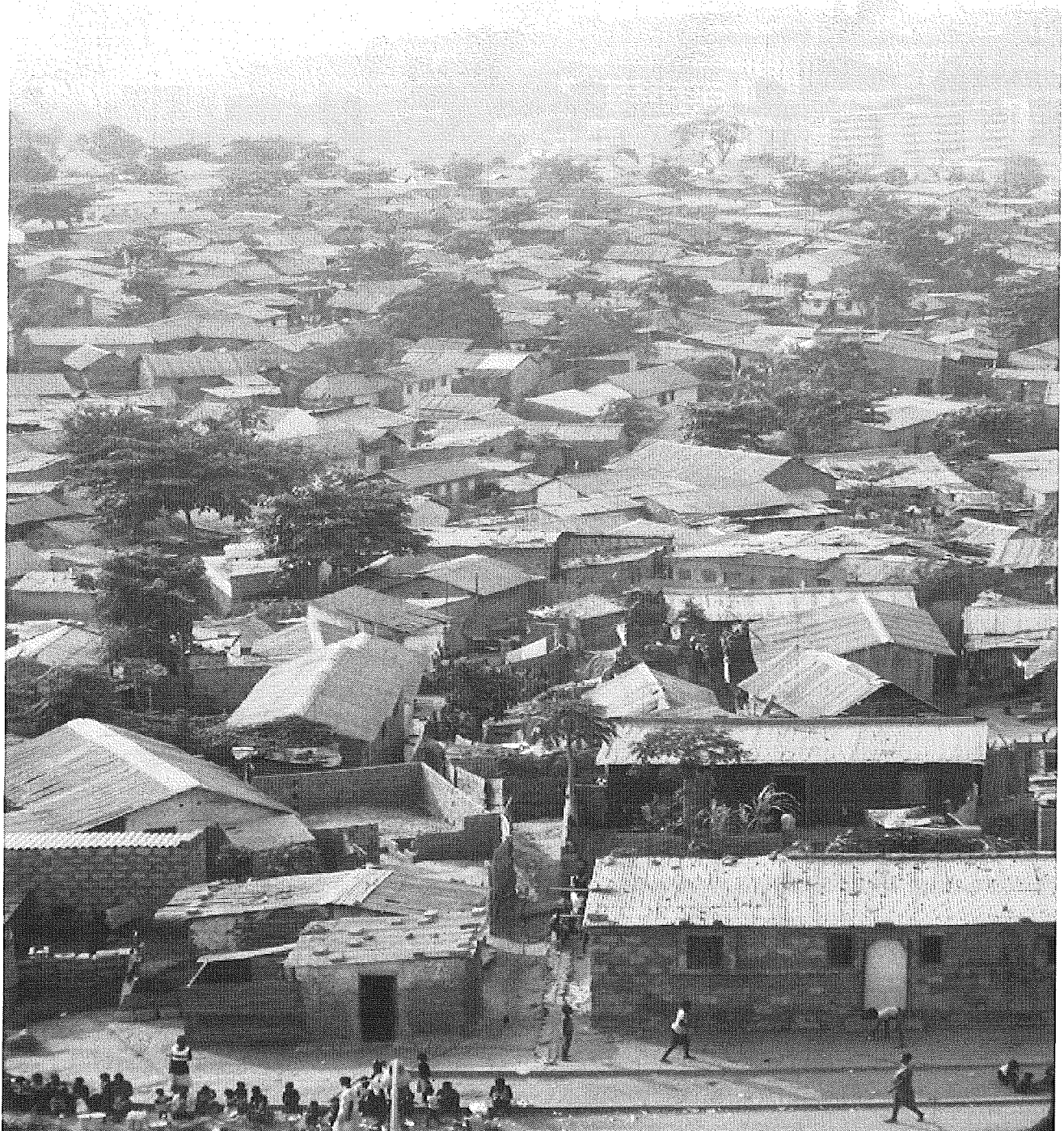
Objectives: Reconstruction of maternity and health care complex

Activities: DW finished the renovation of a badly designed health centre and reconstruction with woodless construction techniques. The project provided the opportunity to train builders in high quality finishing of buildings, and has presented a high prestige example of health facilities using local materials and woodless construction in the north west of Niger.

Support: Belgian Government/Ninafri NGO

Publications and editorials

- Publication of 2nd Edition of 'Building with Earth – a handbook' J. Norton, Intermediate Technology Publications
- Preparation of 'Building issues - Woodless Construction' J. Norton, Lund University
- Preparation of key note chapters on Development Workshop research in Oman in 1973 on the potential of Indigenous Building Methods, for inclusion in forthcoming publication on Oman's Habitat
- "Construction sans Bois - Aide mémoire pour maçons" Development Workshop



DEVELOPMENT WORKSHOP - ANGOLA

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DEVELOPMENT WORKSHOP

Development Workshop (DW) is a non-profit organisation that works to improve living conditions for the poor in less-developed communities, focusing on shelter, peri-urban settlement upgrading, water supply and sanitation, primary health care and small enterprise development. DW's strategy is to strengthen the capacity of communities and organisations to act on development problems and opportunities. Founded in 1973, DW has worked with communities, grassroots organisations, non-governmental organisations (NGOs), local and national government authorities and international organisations in more than 30 countries.

DW's work is funded on a project basis by grants from non-governmental organisations, national and international development agencies and private foundations. DW is registered as a non-profit group and does not raise funds directly from the public. In addition to its offices in Angola, DW has offices in Canada and France.

DEVELOPMENT WORKSHOP IN ANGOLA

Development Workshop has been working in Angola since 1981 and was for many years the only NGO in the country. It initially came to Angola at the request of the national government to assist in developing policies and programs for popular housing. Subsequently, DW participated with local government and community based partners in the first integrated squatter-upgrading program in the musseque of Luanda. In 1988, DW helped organise the first Canadian NGO assistance program to Angola, Programme Angola-Canada, a coalition of some 25 Canadian organisations that channelled over 20 million Canadian dollars of assistance to Angola over a period of four years. DW's assistance has been instrumental in building the capacity of Angolan civil society partners during the crucial years since 1991.

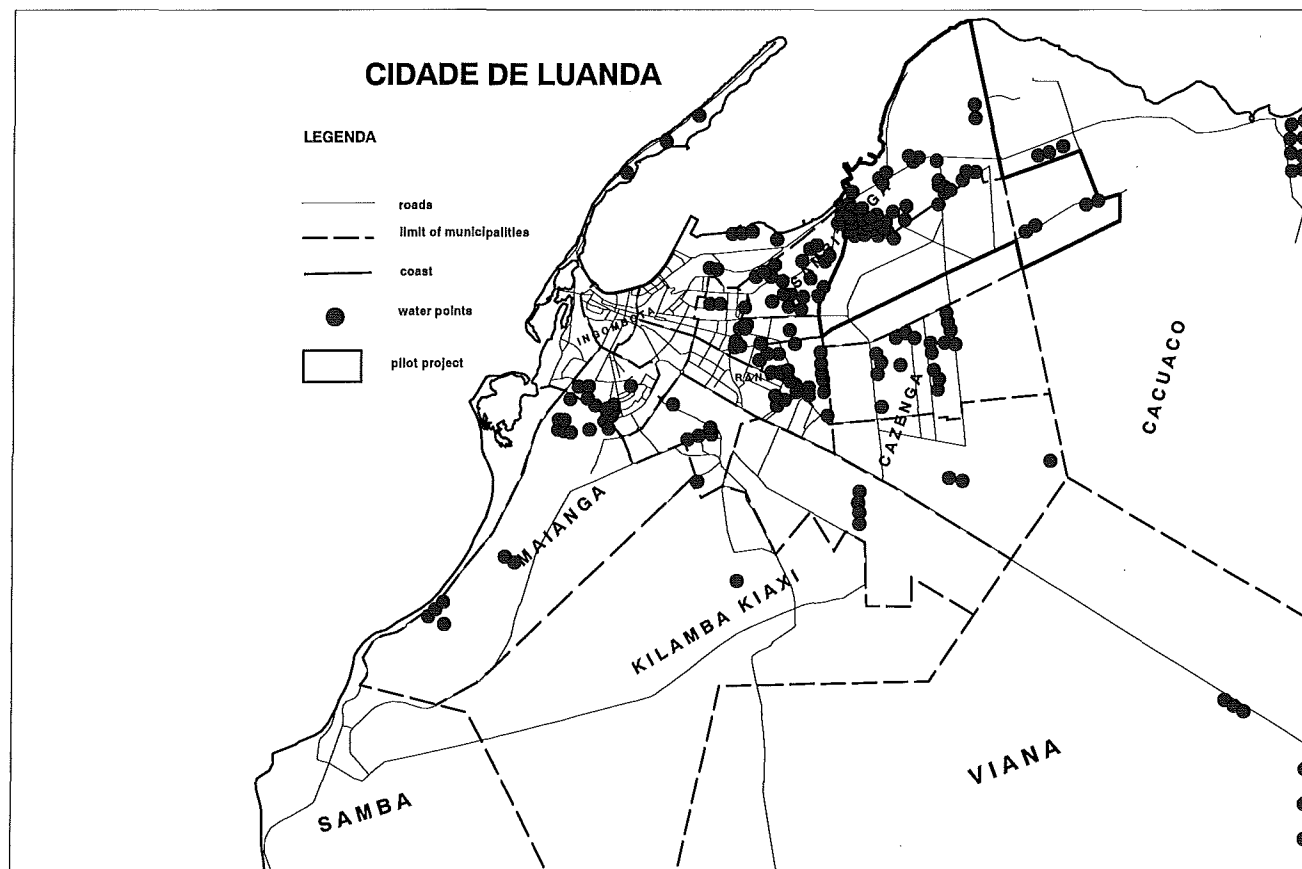
DW's current Angola program focus is on peri-urban communities where infrastructure and other basic services are virtually non-existent and on support for rehabilitation of social infrastructure in war affected provinces.

INFRASTRUCTURE FOR DEVELOPMENT

Development Workshop with its offices in Luanda and Huambo currently has a full-time staff of one hundred and forty and collaborates with more than 200 community volunteers on various DW projects. DW facilities in Angola now include:

1. An office headquarters in Luanda and a regional office for the Plano-Alto in Huambo.
2. A production and training workshop (5000sq.m.) in the municipality of Cacuaco, on the outskirts of Luanda. This offers training programs in appropriate building technologies, carpentry and mechanics and produces low-cost sanitation elements.
3. A production and training facility in Huambo for water and sanitation technologies.
4. A community latrine slab production unit in Val Saroca, Sambizanga in Luanda.
5. A training facility linked with the production workshop, which includes two large classrooms and one smaller seminar room; audio visual support with TV, VCR, slide projector and overhead projector; a darkroom and basic dormitory style facilities which can house trainees and consultants.
6. Desktop publishing, graphics and mimeographing.
7. A documentation centre housing a collection of books, periodicals and other documents (approximately 2,500 volumes and abstracts) related to development in general and on Angola in particular.
8. A GIS (Geographic Information System) facility for scanning and map programming.
9. Access to e-mail and the Internet through Angonet, an Internet link set up and managed by DW.
10. A fleet maintenance facility with mechanics.
11. A warehouse (2000sq.m.) with a full time manager and 24-hour security.
12. Two-way radio communications (UHF) between the DW office, training workshop, warehouse and staff in the field. DW's short wave (HF) radio network allows regular contact with regional programmes.

DW-ANGOLA ANNUAL REPORT 1997



Ongoing programmes in the Luanda sub-urban and peri-urban districts through 1997.

This has been a year of planned expansion of Development Workshop's (DW) programmes in Angola. The expansion has been in scale and scope of DW's programmes as well as in geographic coverage. Each of DW's programmes can be seen as a stage in the continuum of a cycle that begins with community consultation/needs assessment through conceptual design, experimental to pilot programming, then scaling up to local/national sustainability and monitoring.

An important theme developed in DW's 1997 programme was the upgrading of its own staff capacities and effectiveness through on-the-job and external training programmes and the improvement of DW's own organisational efficiency through the development of appropriate management systems. The aim of strengthening the organisation's monitoring and data processing capacity was partially met through the recruitment of key staff members with essential research skills but also through the implementation of several research activities using primarily qualitative investigation techniques. The creation of a micro-initiatives unit for supporting Angolan NGOs, local government and community-based organisations (CBO's) projects with small grants builds on DW's national partnership strategy.

Development Workshop in 1997 has drawn on its international experience in appropriate building construction and training to mount a programme in partnership with national NGOs to rehabilitate war damaged social infrastructure in the Plano-Alto provinces of central Angola. In consortium with long-term international partners, DW has adopted a strategy of more active engagement and advocacy on global issues of urban democracy and civic rights.

• PARTNERSHIPS

Development Workshop has in recent years developed strategic partnerships with an international network of medium-sized NGOs with similar perspectives but with differing and complementary resource bases and constituencies. These international partners include One World Action (UK), Alternatives (Canada) and the Netherlands Institute for Southern Africa (NIZA). While DW is a capacity building and action research organisation involved with the implementation of programmes on the ground, several of our partners have more active advocacy and lobbying programmes and strong constituency bases. DW can most effectively input on many global issues affecting its work in consortium with its international partners.

Partnership with Angolan organisations at the community, local, and national levels is fundamental to DW's strategy. For a relatively small organisation, DW's partnership approach allows for extensive learning and community research opportunities, and also a means for substantially scaling up the impact of lessons learned from successful projects and ensuring their replication on a wide scale. Policy development in partnership with local government institutions has been facilitated through DW's engagement with Municipal and Provincial Governments in pilot programmes and through DW's involvement in several national commissions in the areas of Water/Sanitation, Human Settlements and Health.

• INSTITUTIONAL SUPPORT FOR NATIONAL BODIES AND LOCAL COMMUNITY GROUPS

The programming strategy for Angola supports the institutional strengthening of national NGOs, community based organisations and churches and local government authorities. Development Workshop emphasises the importance of shifting the focus of local organisations from emergency and relief work towards long term development in the context of prolonged socio-economic instability. DW projects are designed to promote the development of the capacities of local organisations to co-ordinate and manage resources for community development. An important aspect of this work is developing models for the improvement of basic services in the informal settlements of Luanda through extensive community participation and co-operative arrangements among local government authorities (e.g. the provincial water company), NGOs and community based groups.

• SUPPORT FOR PARTICIPATORY DEVELOPMENT AND COMMUNITY REHABILITATION

Development Workshop builds upon the capacities and expertise of local communities. The structured involvement of stakeholders, CBOs, NGOs and local government administration are key elements of all projects. This participatory approach to problem solving involves: setting mutually agreed goals and planning actions employing available resources with the aim of reaching sustainable solutions.

• THE INTERNAL INSTITUTIONAL DEVELOPMENT OF DW

DW has adopted a strategy of in-house institutional development involving:

- Continuous monitoring and analysis of strategies against programme objectives;
- Improving performance and accountability, both in projects and within the organisation;
- Rationalisation in the management of resources (human, logistical, communications systems, and documentation and information);
- Self-financing of some projects by offering services through DW's support infrastructure.

• NETWORKING FOR TRAINING AND PARTICIPATORY RESEARCH

DW maintains close contacts with professional and academic training institutions and participates actively in the various national and international forums of the NGO movement, which keeps its staff up to date on experience gained in other projects, and permits them to pass on their own expertise. Training forms an important part in the development of projects, and is offered to community members, social mobilisation workers, managers and staff of programs and projects.

CURRENT AND RECENT PROJECTS IN ANGOLA

LUANDA PERI-URBAN COMMUNITY WATER PROJECT

Location: Peri-urban areas in all of Luanda's municipalities.

Duration: Sept. 1994 to December 1998

Budget: USD 580,000 (two years)

Principal Achievements:

- Constructed 100 standpipes in 1997
- Implementation of a community cost recovery and management scheme for 225 standposts
- Training and support for EPAL standpipe construction teams
- Capacity building for municipal levels of government

Summary: The Community Water project entered its second phase in 1997 with the support of One World Action and the British Government. The project was initiated in 1994 at the request of the Luanda Provincial Water Company. DW developed a project to support EPAL (provincial water company) to bring public water to high density "musseques" of the city where no service currently existed. In some cases, existing but non-operational standpipes are rehabilitated. Most often, new standpipes are built. The project standpipes are managed by user groups, represented by committees. In all cases, fees are collected to support maintenance and repair of the standpipes. All the construction personnel are from EPAL. DW provides management, supervision and technical support. The project delivered water to 135,000 people in 1997.

Support: British Overseas Development Agency - Angola Development Fund.

Sectors: Water supply, capacity building, institutional support, local governance

COMMUNITY INITIATIVES SUPPORT UNIT

Location: National

Partners: Angolan NGOs & CBOs

Duration: 1997 - 1998

Budget: USD 350,000

Principal Achievements:

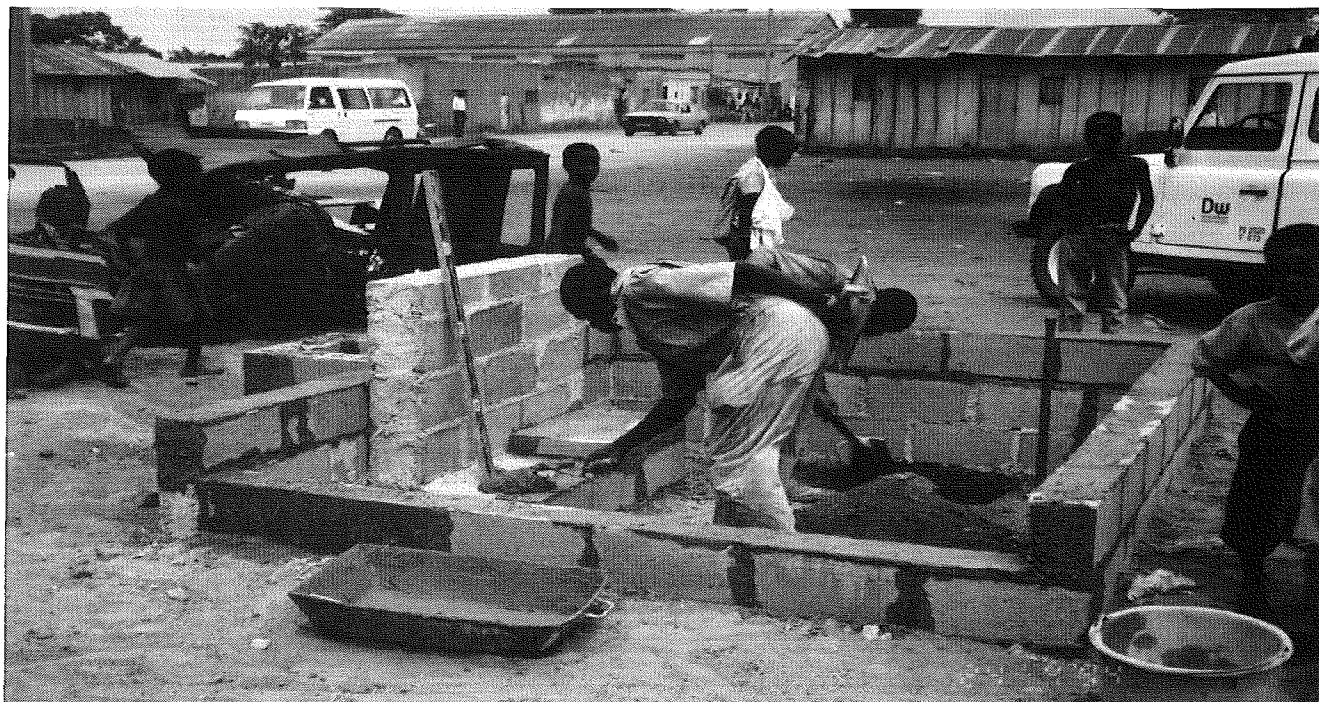
- Supported over 30 local initiatives projects of community-based organisations.

Summary: The programme aims to build capacity in national NGOs and CBOs through small-scale project grants for local community-based initiatives. The unit assists local partners in the identification and preparation of projects which have a strong component of community participation and ownership. The programme aims at supplementing existing resources mobilised by communities themselves. The "micro-initiatives" approach is particularly effective for capacity building of emerging community-based organisations who may have had little previous experience with project development and management. The Unit assisted projects of 30 local organisations in 1997. Over 100 organisations were screened and given constructive criticism on their project concepts. The support unit consists of three full-time staff, and draws on DW's sectoral expertise in Luanda and Huambo for professional advice. A screening committee of local NGOs, Government and donors takes decisions on the Luanda based projects.

Support: Swiss Humanitarian Aid (SHA), Canadian Fund for Local Initiatives (CIDA), Comic Relief (UK)

Sectors: Community development, NGO capacity building

Standpost construction in Luanda's peri-urban musseques



SHELTER INFRASTRUCTURE REHABILITATION PROGRAM

Location: National (6 provinces)

Duration: 1996 to 1999

Budget: USD 500,000 (1997)
ECU 1,200,000 (3 years)

Partners: One World Action, European Union and local community associations and NGOs.

Achievements in 1997:

- Technical support in project conception for 60 small projects initiated by 45 organisations.
- Screening of 161 local NGO projects
- Approved 57 projects including 37 schools and 8 health posts. 36 projects are already under construction with DW assistance.

Summary: The project provides local NGOs, church organisations and community-based groups, materials and tools for the reconstruction and rehabilitation of shelter and social infrastructure such as schools and clinics damaged by civil conflict. Through this program Development Workshop offers local partners in six war affected provinces technical, training and material assistance. The project has trained 76 local artisans in construction management, masonry and carpentry. The programmes currently underway will impact on the lives of 84,000 formerly war displaced people.

Support: European Union

Sectors: Shelter, infrastructure rehabilitation, training

LUANDA URBAN FOOD-FOR-WORK

Location: Peri-urban areas of Luanda, all Municipalities

Duration: 1993 to 1997

Budget: USD 650,000 (1997)

Principal Achievements:

The Luanda Urban Food-For-Work programme supports 53 small projects in priority sectors (health, education and public works, community development) throughout Luanda. Food rations are provided on a monthly basis to development workers with projects implemented by newly emerging NGOs, church organisations and community-based associations. Monthly project reports are prepared by participating organisations and each project is visited on a six-month basis by Development Workshop staff. Again, the major emphasis is on improving the capacity of local organisations to manage resources and implement small-scale development initiatives.

Support in Kind: Canadian Baptist International Ministries, Canadian Food Grains Bank, World Food Programme.

Sectors: Community development, NGO capacity building

LUANDA PERI-URBAN EMERGENCY SANITATION

Location: Ngola Kiluange, Cacuaco, Sambizanga, Cazenga, in Luanda

Duration: March 1997 – April 1998

Partners: Canadian International Development Agency – International Humanitarian Assistance, Alternatives and Swiss Humanitarian Aid (SHA)

Budget: USD 571,650

Achievements in 1997:

- 855 improved latrines constructed by participating families in project area.
- Removal of informal rubbish dumpsites
- Continuous rubbish removal plan established
- Research on waste generation / characteristics

Summary: The project addresses Luanda's chronic public health problem by attacking the root causes of poor environmental sanitation. This program follows from Development Workshop's pilot family latrine program and employs the strategy of area saturation in order to achieve a significant public health impact. Through social mobilisation the programme has engaged the population of the bairro in a programme of waste reduction and removal of years of accumulated solid waste. The programme focuses on the bairros of Ngola Kiluanje and Hoje ya Henda. The target group is the population in the peri-urban areas who have no on-site excreta disposal systems.

Sectors: Sanitation, solid waste



Well ring production at DW's workshop in Huambo

WOMEN'S URBAN MICRO-ECONOMIC DEVELOPMENT

Location: Peri-urban Luanda, Sambizanga and Cazenga

Duration: May 1997 to March 1998

Budget: USD 60,000.00

Achievements in 1997:

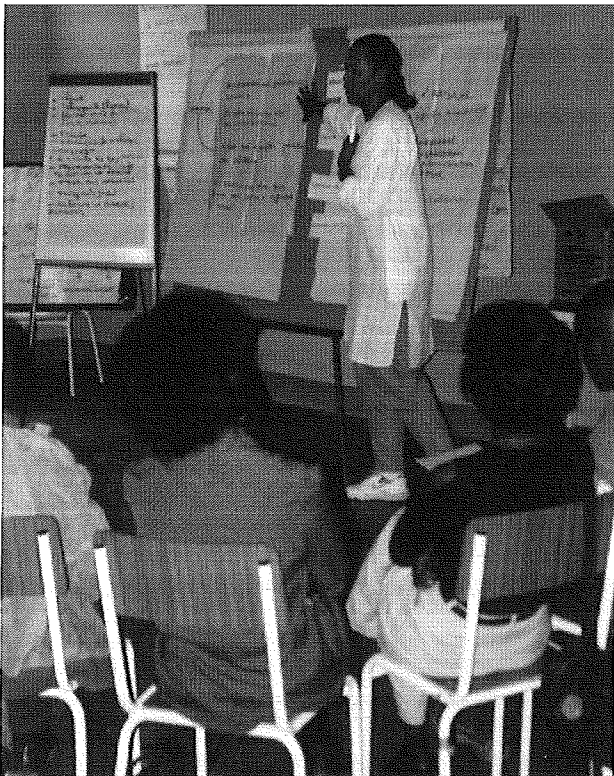
- Training manual for micro business developed
- Study and bibliography on informal sector in Luanda carried out
- Baseline study on the sector developed

Summary: Informal sector trading has become the principal survival strategy for thousands of displaced families who have fled Angola's war affected provinces. The project targets women who are the principal income earners. Women generate most of the transactions but remain with a very small share of the profits. The project has piloted a "participatory sub-sector approach" to understand the constraints of women operating in the informal markets. The project will provide training to improve women's skills in problem solving and resource management; help set up mutual support groups of women in the informal sector; gather and document information on the informal sector; and increase awareness by government, donor and non-governmental organisations of the women's role in the informal economy.

Support: Spanish and Swedish Governments.

Sectors: Women in development, small enterprise

Participative training as part of the women's enterprise development programme.



ANGONET - REGIONAL NETWORKING

Partners: NGOs and Humanitarian Organisations

Duration: 1993 - ongoing

Budget: USD 51,000

Summary: ANGONET is Angola's first electronic networking service providing humanitarian organisations with E-mail, conferencing and information-data services. In May 1997 the United Nations funded Sustainable Development Network agreed to support Angonet to receive full Internet access through the University (AUN) UNINET server. By the end of 1997, technical problems prevented the Internet link from functioning. Angonet carried out an electronic information needs assessment of NGOs.

Support: Christian Aid (UK), UN Sustainable Development Network.

Sectors: Information technology, institutional support

POST WAR COMMUNITY INSTITUTIONS STUDY – PERI-URBAN LUANDA

Location: Hoje-ya-Henda and Palancaa Comunas in Luanda

Duration: October 1996 to July 1997

Budget: USD 25,000

The project conducted research in two peri-urban bairros of Luanda on the relationships between community-based organisations and the state. The study also examines how communities organised themselves and their views of the future. The project employed qualitative research techniques such as focus groups and key informant interviews. The study was part of a national project that was implemented in partnership with ADRA and Alternatives.

Support: International Development Research Centre (IDRC), CIDA-IHA and UCAH.

Sectors: Local governance, community development

HUAMBO WATER AND SANITATION

Location: Huambo Municipality

Partners: Provincial Water Department (DPA)

Duration: 1997 - 1998

Budget: USD 1,330,700 (\$702,000 in 1997)

Summary: The project aims to establish a sustainable system of water supply for the severely war affected peri-urban districts in Huambo province.

It has adapted a model for the construction of hand dug wells and developed a system of community management based on cost-recovery and local participation to ensure the replicability of the programme. The programme aims to provide potable water to 156,000 people through the construction of 100 new wells, rehabilitation of a further 56 and by setting up management committees in all 156 sites. Since the project inception in early 1997, 63 water points have been either constructed or rehabilitated.

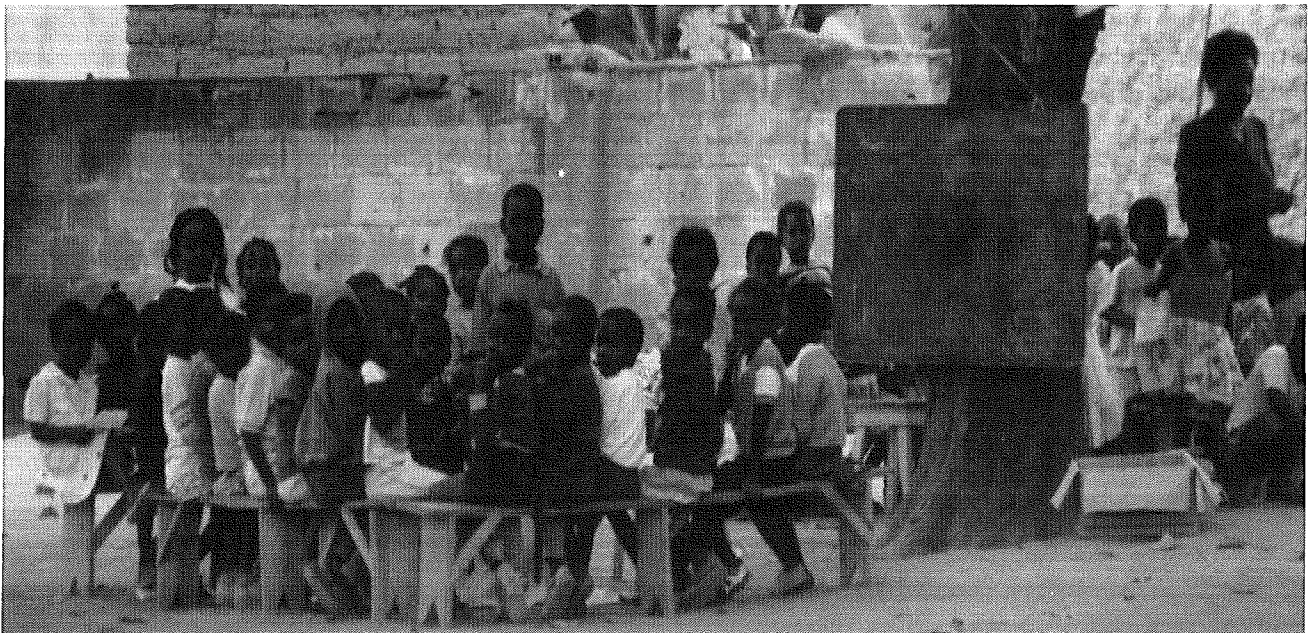
Support: Swiss Humanitarian Aid (SHA) & ICRC

Sectors: Water supply, local governance, capacity building

FINANCIAL SUMMARY FOR 1997

For the year 1997 project funding support of USD 2,618,834.00 was received, and a further USD 180,622.00 were generated through the provision training and technical support. The amount of USD 1,272,098.00 was carried over from 1996. During the 1997 fiscal year USD 3,065,209.00 was disbursed through projects, in the form of technical assistance to the projects, equipment, training and project services. USD 500,000 in food commodities was received and distributed in food-for-work. The balance was carried over into ongoing projects in 1998.

The principal donors were the Swiss Humanitarian Aid (approximately 40%), British ODA and the European Union, in partnership with the British NGO One World Action (approximately 29%) and Canadian International Development Agency (approximately 23%). The remaining funds came from the World Bank, UNDP and the Spanish Embassy.



Over 100 classrooms being constructed in the Plano-alto region as part of Shelter Rehab programme supported by the EU.

STRATEGIC OBJECTIVES FOR 1998

- To maintain a strong research component within each programming area, and increase DW's skills in qualitative research, monitoring and data management.
- To develop a capacity in environmental and public health risk assessments through the use of Geographic Information System (GIS) tools.
- To further expand DW's capacity in the supporting local NGO's micro-project initiatives.
- To deepen DW's efforts in national staff strengthening through training programmes and on-the-job accompaniment.
- To engage in advocacy and lobbying on issues related to strengthening civil society and local governance.
- To scale up DW's programmes in a manner that they have a more significant impact and lessons can contribute to government policy making.

Development Workshop
Annual Report 1997
Canada



Introduction

Development Workshop (DW) is a non-profit organisation working to improve living conditions for the poor in less developed communities. With a focus on shelter, settlement planning, water and sanitation, health, small enterprise and disaster mitigation, our aim is to help communities and organisations strengthen their capacities to act on development problems and opportunities. Founded in 1973, DW has worked with communities, grassroots organisations, non-government organisations (NGOs), local, government and international institutions in over 30 countries. DW's work is funded on a project basis by grants from NGOs, national and international development agencies and private foundations; it does not raise funds directly from the public.

DW was registered as a non-profit organisation in Canada in 1981. Unlike other NGOs where the central office tends to be larger than field offices, DW's office in Canada is the smallest and most modest of the offices in the network. Because DW does not get core funding, administration expenses are kept to a minimum by having a small infrastructure at the central office, which has been based in Guelph since 1988. In 1997, DW Canada had three staff: one full-time and two part-time for an equivalent of 1.8 full-time staff persons. In May 1997, this was reduced to the equivalent of 1.2 full-time positions till the end of the year.

In its early years, the Canada office's focus was on project/proposal development as DW reestablished itself after its near collapse when DW's office in Iran shutdown during the Iranian Revolution in 1979. In addition, it also implemented projects involving research and short-term consultancies.

As offices were established in Europe and Africa, program /project development and fundraising (particularly for non-Canadian funding sources) responsibilities were increasingly decentralised to the regional offices. At the same time the expansion of the Angola programme increasingly required support from Canada because of difficulties in logistics and communications in Angola. With no staff increase in Canada, the provision of administrative and programming support to the Angola program became the dominant activity of the Canada office in the 90s.

At its October 1997 meeting, the Board of Directors made major changes in DW's structure including a revised mandate for the Canadian office. Under the revised terms of reference for the Canadian office, the functions fall under the following broad categories: promotion and representation, Board secretariat, professional work, administration, and support to overseas programmes. DW Canada will focus its energies on promotional and representational activities. Professional consultancy services will be undertaken to the extent that staff resources allow. It will not be actively sought on a regular basis. Administrative support will be provided to the Angola programme under a fixed-fee contract. An administrative assistant will be hired to handle most of the support required for the Angola programme and administrative support for DW Canada. As of the end of December 1997 this position had not yet been filled.

As the revised terms of reference were approved late in the year, in practice the changes will

take effect in 1998 but activities for 1997 are reported relative to the revised terms of reference.

Activities

Promotion and representation

Promotion and representation activities accounted for 14 percent of staff time in 1997. This includes donor liaison, general representational work, production of DW promotional materials, fundraising, and strengthening of alliances and linkages with other organisations through joint activities, internships, etc.

Work started on developing the partnership with Alternatives; a Canadian NGO based in Montreal, which had supported two projects in Angola in 1997. The aim was to develop a joint programme of collaboration in Canada and overseas between DW and Alternatives. DW Canada attended the AGM of Alternatives in May. Further talks were held in November 1997 and a draft memorandum of agreement and a programme for cooperation has been presented to the Board of Alternatives. [REDACTED]

Two internships were developed during the period. The first was an agreement with the Centre for Community Enterprise Networking of the University College of Cape Breton (CCEN/UCCB) in Nova Scotia provided for a three-month placement period of two cooperantes in Angola: a computer technician and a Geographic Information Systems (GIS). The International Development Research Centre and Industry Canada sponsored the internships. A donation of used computers from for use by Angolan NGOs was also arranged with CCEN/UCCB.

A second internship was developed with the World University Service Canada (WUSC) under its Interns for a Global Challenge Program, a program funded by the Department of Human Resources Canada and the Canadian International Development Agency (CIDA). Six internships were arranged: three for Angola to assist in the upgrade and expansion of Angonet, the non-profit Internet service established by DW in Angola, and three (subsequently reduced to two) for DW Mali to assist in the development of NGO management skills and installation of an Internet service. The internships to Angola had to be cancelled by WUSC after Angola was placed on the travel advisory list of the Department of Foreign Affairs and International Trade.

Linkages continued with the University of Guelph School of Rural Planning and Development, which uses material from DW projects as case studies in its course on International Rural Planning and Development. A research was arranged with the Environmental Capacity Enhancement Project, a joint project of the University of Guelph and University of Capetown. A graduate student undertook research on the management of public water standposts. The research investigated the factors that contribute to the sustainability and operation of and management of water systems. Five case studies (two of which were DW projects) of ongoing public water standpost management in the peri-urban areas of Angola.

Highlights of other promotional activities include the following:

- Representation of DW in the Angola Development Coalition (ADC), the only organisation of Canadian NGOs that maintains an interest and advocates for Angola with the Canadian government and the Canadian public (the ADC ceased to operate as a coalition in June 1997. A small group, including DW, continues to exist as an informal network).

- Production of 4-colour DW Brochure
- Presentations/Exhibits:
 - Joint presentation with Alternatives on the Peri-urban Programme in Luanda to the Canadian International Development Agency (CIDA) Brown Bag Lunches
 - Presentation on Programming in Conflict situations at the International Development Week , Ryerson Polytechnic University
 - Tour of Exhibit Based on the Book *A Family in the Musseques*: YMCA International Day of the Family, Kitchener, Ontario; ADC meeting; United Church of Christ Annual General Meeting, Toronto, United Church of Christ, Winnipeg, Manitoba, and International Development Week, Ryerson Polytechnic University.
 - Resource Person on Grant Applications, University of Guelph

Board Secretariat

Providing secretariat support to the DW Board accounted for 19 percent of staff time in 1997. This involved arranging logistics and preparing working documents for the AGM held on 29-31 October in Guelph and follow up of decisions and actions arising from the AGM.

Support to Programmes

Support to overseas programmes accounted for 28 percent of staff time in 1997, this breaks down as follows: secretarial and procurement support (20 percent); personnel support (5 percent) and programming support (3 percent). The processing of visas for staff and consultants bound for Angola became increasingly difficult during the year as new requirements were imposed on the Government particularly for work permits. DW explored the possibility of using a major Washington based visa agency recommended by American Express Travel. However, the company does not handle visas to Angola.

Administration

Administration accounted for the highest proportion (39 percent) of staff time in 1997.

▪ Governance

Major changes were made to the structure of DW following the 1997 AGM among them:

- Expansion of membership and the DW Board of Directors
- Revised mandate for the DW Canada office
- Clarification of relationships between the Board and country offices