PN-1167-416

A REPORT OF USAID/SOUTH AFRICA'S SHORT-TERM TRAINING AND FOLLOW-ON ACTIVITIES JULY 10-OCTOBER 29, 1993

Submitted to:

THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT/SOUTH AFRICA (USAID/SOUTH AFRICA)

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CONTRACT NO: PDC-5832-I-00-0095-00 DELIVERY ORDER NO. 33

NOVEMBER 1993

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I. Overview

The purpose of this report is to summarize the activities undertaken to design and incement the United States Agency for International Development/South Africa's (USAID/SA's) and the Educational Opportunities Council's (EOC's) South African Education Program (SAEP), South African Higher Education Program (SAHEP), and Career Development Fellowship Program (CDFP) Alumni 10th Anniversary Conference Celebration launching proposed activities for a USAID/South Africa Follow-On Program, and to provide recommendations for an ongoing USAID/South Africa Alumni Follow-On Program.

The Scope of Work for this activity suggested that, in addition to a written report outlining the action taken to discharge the specific duties to prepare for the 10th Anniversary Celebration and make recommendations on the follow-on and short-term training program, the contractor would coordinate the ten-year anniversary celebration and awards ceremony, and develop a strategy for the implementation of a long-term follow-on program.

II. Background

The United States Agency for International Development began operating in South Africa in 1983 when it implemented its first training project. In 1986, the United States Congress enacted the Comprehensive Anti-Apartheid Act (CAAA) defining USAID/South Africa's major objectives. The CAAA established two main goals for the USAID/South Africa program: 1) to hasten the demise of apartheid and 2) to prepare and empower black South Africans, who have traditionally been denied access to quality education as a result of apartheid, for positions of leadership in a post-apartheid, nonracial, non-sexist, democratic society in South Africa through long-term academic degree training and short-term professional development skills training.

To achieve its training goal, USAID/South Africa has implemented several training projects over the past ten years. Those projects include the Training for Disadvantaged South Africans Project, the South African Bursaries Project, and the Support to Tertiary Education Project. The Mission's education and human resource development portfolio includes long-term academic domestic and international training programs, and short-term training programs conducted in South Africa, in the United States, and in other countries classified by *Handbook 10* as a "third-country" for training.

Several South African nongovernmental organizations (NGOs) manage USAID/South Africa's local bursary programs under the South Africa Scholarship Programme (SASP). They include the Educational Opportunities Council (EOC), the South African Institute of Race Relations (SAIRR), and the Catholic Education Aid Programme (CEAP). They are responsible for recruiting and selecting participants for training, and for providing re-entry and follow-on activities for them upon completion of their training programs.

Two U.S.-based management consulting firms have been involved in USAID/South Africa's

participant training programs since inception--Aurora Associates and the Institute of International Education (IIE). Both organizations have been responsible for placing participants in U.S. universities, counseling them, and monitoring their progress while in training. The Career Development Internship Program (CDIP) is managed and implemented by the Washington, DC office of Africare. This U.S.-based internship program is offered to participants upon completion of their academic training to provide on-the-job skills training opportunities.

The Support to Tertiary Education Project (STEP), an umbrella project and a primary vehicle for training, which is comprised of three project elements: 1) leadership development; 2) human resource development; and 3) tertiary education program support (TEPS), is managed by IIE with sub-contract agreements with Aurora Associates and EOC. Aurora Associates provides leadership training and EOC manages the recruitment and selection process and provides re-entry and follow-on activities for trainees.

The short-term training component of STEP, the Tertiary Education Program Support (TEPS), is managed by Creative Associates International, Inc. (CAII), a U.S.-based management consultant firm with an office in Johannesburg. TEPS provides short-term training opportunities internationally, locally and in third countries, and provides technical assistance to local NGOs.

Over the past ten years, approximately 1,700 black South Africans have received both long-term academic degree training and short-term professional development, and job-related skills training in the United States under the EOC/USAID/South Africa education and training program. It is USAID/South Africa's intention, that upon completion of their training programs, all participants will be prepared for positions of leadership in a post-apartheid South Africa and will actively contribute to and participate in the political, social, economic, and intellectual life of their country. It is therefore essential that all participants who receive training in the United States, or in a third country, return to South Africa and that those trained in South Africa remain in order for USAID/South Africa to develop the kinds of activities most appropriate for South African participants to assist in attaining its objectives.

In order to successfully implement its training program, USAID/South Africa is required to design and implement a follow-up or follow-on program as defined by A.I.D. *Handbook 10*. *Handbook 10* defines follow-up/follow-on as a two-part process that includes:

- activities for returned A.I.D. participants designed to further the technical and non-technical objectives of all A.I.D.-sponsored participant training; and
- the maintenance of Mission records on former participants for three years for the purpose of tracking and content.

In June 1992, USAID/South Africa commissioned a report conceptualizing a follow-on

program. This report, entitled "A Conceptual Framework for an Improved Follow-On Program for Participant Trainees Funded by USAID/South Africa" was carried out by Dr. Rebecca Adams of Development Technologies. In February 1993, during its STEP Project Review Meeting with U.S.- and South Africa-based contractors, USAID/South Africa's Education and Human Resources Development Division shared its idea for a commemoration of the ten-year union between the organizations represented who have provided training opporutnities to black South Africans during the decade. It was agreed that USAID/South Africa would host a ten-year anniversary celebration to launch its follow-on activities.

Two previous attempts have been made by USAID/South Africa and EOC to establish an Alumni Association. For various reasons, lack of funding and other resources, lack of commitment, etc., these attempts were not successful in establishing an active "national" alumni association. The 10th Anniversary Celebration Conference launched a full-fledged attempt to contact all of USAID/South Africa's U.S.-trained returned participants, recruited and selected by EOC, over the past ten years to initiate follow-on activities and organize an active Alumni Association. This occasion afforded USAID/South Africa the opportunity to fulfill its OIT mandate to award "Certificates of Achievement/Recognition" to all returned A.I.D.-sponsored participants.

In July 1993, under an Indefinite Quantity Contract (IQC) with USAID/South Africa, Creative Associates International, Inc. provided technical assistance for the implementation of the Short-Term Training and Follow-on Coordinator IQC (#PDC-5832-I-00-0095-00) scope of work.

This report addresses the implementation of some of the recommendations from Dr. Adams' report. And it addresses the design and implementation of activities undertaken, in collaboration with USAID/South Africa, EOC and other contractors, during the period from July 19 through October 29, 1993, to host the ten-year anniversary celebration conference and launch proposed activities for a USAID/South Africa Alumni Follow-On Program to meet the A.I.D. program follow-up/fellow-on requirement. The activities planned for and implemented included the involvement of only those USAID/South Africa-funded participants who received training in the United States through training programs managed by IIE and Aurora Associates, in collaboration with EOC, and not those participants who were locally trained. The activities summarized in this report document *Handbook 10* Follow-On requirements met by USAID/South Africa during the implementation of the contractor's scope of work. The full Statement of Work is contained in Appendix 1.

III. Report of Activities Performed to Implement 10th Anniversary Celebration Component of Short-Term Training & Follow-On Coordinator Scope of Work

Various activities were implemented in preparation for the EOC/USAID/South Africa Alumni 10th Anniversary Celebration Conference which also layed the groundwork for an overall Follow-On Program. These activities are outlined in detail in sections A through H below.

Although projected to begin in April, the contractor began implementation in July because of delays in obtaining final contract approval from A.I.D./Washington. The Participant Training Specialist, provided by the contractor, was responsible for recruiting, interviewing and hiring a Public Relations Expert/Logistics Coordinator to assist with the arrangements necessary to design and implement the 10th Anniversary Celebration Conference commemorating USAID/South Africa's support to human resources development. A Logistics Coordinator/Assistant was hired and both consultants (Conference Coordinators/Contractors) began work on July 19.

A. Returned Participant Follow-On Committee

A 10th Anniversary Steering Committee was formed composed of representatives of USAID/South Africa, the Educational Opportunities Council, and a representative group of Alumni. The Conference Coordinators attended all Steering Committee meetings and represented USAID/South Africa at meetings not attended by a USAID/South Africa staff person. They also communicated regularly with representatives of the U.S.-based contractors--the Institute of International Education (IIE) and Aurora Associates--to obtain their input, to keep them apprised of activities being planned, and to request relevant project information that was needed.

An initial meeting between USAID/South Africa's Education and Human Resources Division staff and EOC staff, including their Regional Representatives, was held April 15 to begin planning for the 10th Anniversary Celebration. The Agenda items discussed during that meeting, with the outcome of the issues discussed, are listed below:

- Date for the Occasion: It was decided that the event would be held August 6-8, 1993 in Johannesburg.
- Operational Structure: Steering Committee Representatives were selected from EOC and USAID/South Africa representatives in attendance. A Chairperson and a Convenor were elected from EOC staff. Sub-committees or working groups were identified and staff chairpersons designated. A list of alumni/ae suggested to represent alumni on the Steering Committee was compiled. Regional Coordinators would assist in the conduct of regional meetings.
- Fundraising: Fundraising was discussed as a way to assist alumni and EOC to defer the cost of transportation to the conference and operating expenses. All other costs assosciated with the conference were to be provided by USAID/South Africa. The Steering Committee suggested that alumni/ae employed by major corporations be targetted for funding assistance. It was also suggested that regional alumni bodies coordinate activities to raise funds.
- Tasks: Tasks that were assigned to committee members include: the design

of letterhead logo; preparation of letter of invitation/information, press release, broadcast announcements, minutes, and other communications; updating alumni records to prepare mailing lists and other lists; and the identification of vendors for conference materials and supplies.

- Schedule of Activities: Monthly meetings to review progress were suggested through July. Deadlines were provided for each of the above tasks.
- **Program:** A proposed program of activities was drafted.

This Agenda devised the terms of reference for the committee's work for review, revision, and approval.

A second meeting was held April 26 during which time it was decided and agreed upon that bi-weekly 10th Anniversary Meetings would be conducted. However, because of the delay in contract approval, subsequent committee meetings were postponed until after contract start-up. The 10th Anniversary Conference Celebration dates were changed to October 15-17. The Steering Committee meetings resumed on July 21 and weekly meetings were held up until the conference. All meetings were conducted at the headquarters office of the Educational Opportunities Council (EOC) and were Chaired by the organization's Assistant Director, Mrs. Eleanor Molefe, or a designee.

These Thursday afternoon meetings were regularly attended by EOC staff, USAID/South Africa representatives, and occasionally by alumna/us. Alumni/ae attendance was initially low because of limited communication with them. A meeting between EOC staff and a group of alumni was held, after which time, the Conference Coordinators scheduled weekend meetings with approximately 30 alumnus, including those who attended the previous meeting, and EOC staff. Alumni attending the weekend meetings also were invited to attend the weekly meetings. Those who attended became members of the Steering Committee. Members of the Steering Committee and alumni/ae from the various regions who participated on the conference program represent the Returned Participants Follow-on Committee.

B. Target Population for Follow-on Program and 10th Anniversary Celebration

The target population for the follow-on program launched during the 10th Anniversary Conference was determined by USAID/South Africa to include all graduates of USAID/South Africa-funded U.S.-based academic training programs--the South African Education Program (SAEP) and the South African Higher Education Program (SAHEP)--during the past ten years who have returned to South Africa. The Committee extended that population to include all trainees who participated in the U.S.-based Career Development Fellowship Program (CDFP). It was the desire of EOC to include all graduates of USAID/South Africa-funded programs, both locally and internationally. However, because of financial constraints, the ability to locate a facility to accommodate a group that size, and the ability to organize a

group of that magnitude within the timeframe, USAID/South Africa decided to host this conference for only those U.S.-trained participants who were recruited and selected by EOC with the expectation that an outgrowth of the conference would be the integration of their locally-trained colleagues as well as those managed by other local contractors.

Mailing labels of alumini addresses were prepared by EOC and forwarded to the Conference Coordinators who prepared a list and disseminated conference information. That list contained the names and addresses of 838 alumni/ae. The inclusion of CDFP participants added 250 mames, bringing the total to 1088. Letters of invitation were disseminated to 1088 returned participants. However, EOC provided updated lists of returnees throughout the process. It is estimated that 1 300 invitation letters were finally disseminated. A list of alumni to whom letters were sent is attached in the appendix.

A separate guest list was developed for the 10th Anniversary Celebration Dinner held on Saturday evening, October 16, 1993. Both EOC and USAID/South Africa were asked to submit the names and addresses of the guests they wanted to invite to the dinner to the Conference Coordinators. It was agreed that a combined list would total 50 invited guests and spouses. Their initial guest lists exceeded this total and both were requested to reduce their numbers. Official invitations were mailed to a final list of 125 guests. A complete guest list is appended.

C. Materials Disseminated to Alumni

Prior to the dissemination of materials, official letterhead was designed and produced. The letterhead, designed for all conference-related communication, included both USAID/South Africa's and EOC's logos. The Conference Coordinators developed and compiled all of the necessary materials that were disseminated to the returnees with a cover letter of invitation from the Directors of EOC and USAID/South Africa. Conference reservation and information packets were prepared and disseminated in advance, and conference packets were prepared for on-site registration. Copies of materials disseminated to alumni/ae are included in an appendix to this report.

D. Databank of Returned Participants

A comprehensive databank of returned participants is the most crucial resource that will promote communications and foster relations between the returnees and sponsors. EOC was responsible for providing the Conference Coordinators with a databank of returnees. The exercise of obtaining a comprehensive databank of U.S.-sponsored returnees revealed a number of issues that need to be addressed immediately to ensure that an effective one exists. The lists provided by EOC contained out-dated address information on alumni. Therefore, information disseminated was often returned for incorrect addresses or mailed to an old address which delayed receipt. Because of a computer problem, a revised list was delayed and not submitted until during the conference. It was reported that out-dated addresses were the result of the lack in communication from the alumni, however, alumni not on any list

reported submitting current address information. It was also reported that the Alumni Affairs Office staff turnover and having to train new staff in the use of the database were also factors relative to the computer problem.

USAID/South Africa's Education and Training Division is required to maintain updated records on all of its trainees through the Participant Training Management System (PTMS) based upon information received from its contractors who maintain such records. During the planning and implementation process of this scope of work, EOC requested updated biographical information from the alumni through written communication and a newspaper advertisement. EOC began receiving and continues to receive responses to their advertisement. These responses require immediate and frequent updating to their computer system.

The databank (lists) developed by the Conference Coordinators includes all participants who responded to the conference reservation request (whether attending or not), those who responded to the newspaper advertisement and other means of information dissemination, and those who attended the conference and registered.

E. Plan for Locating Returned Participants

On July 27, 1993, EOC disseminated a letter to all alumni (including those not funded by USAID/South Africa) requesting updated biographical information. Additionally, an advertisement, a form to be completed by alumni and returned to EOC, was published in the September 5, 1993 issue of *City Press* newspaper.

A 10th Anniversary Conference Celebration advertisement was designed and submitted to select local and national newspapers for publication. It was anticipated that advertisements would be placed in several local, regional, and national newspapers; however, budget constraints restricted the actual number of paid advertisements that could be placed. Free ad space was provided by one of the local publications where a USAID/South Africa/EOC alumnus is employed. A press release announcing the event was prepared and disseminated to the American and South African Press Corps based in South Africa. These media outlets included both print and electronic media. Assistance with dissemination was provided by the Press Attache of the United States Information Services (USIS).

F. Ten-Year Anniversary Celebration/Conference

The Short-Term Training and Follow-on Coordinator IQC (#PDC-5832-I-00-0095-00) scope of work allocated 80 days, for each consultant, in which to carry-out the activities contained therein. The conference was one of several activities to be completed by the two consultants within that timeframe. Sixty-seven of those days were utilized to plan and implement the 10th Anniversary Conference Celebration.

The design and implementation of the activities required to coordinate the conference began

July 19, 1993. The conference was scheduled to take place over a three-day period from Friday, October 15 through Sunday, October 17, 1993 at the Holiday Inn Garden Court Hotel in Johannesburg.

Prior to the contractor's start-up, USAID/South Africa began searching for a conference venue and selected the Holiday Inn Garden Court Hotel, the only hotel in the area that could both accommodate the anticipated numbers of participants and host the conference and dinner. The Holiday Inn Garden Court has 672 hotel rooms, including suites, and could only accommodate 650 guests for a sit-down dinner. A direct contract/purchase order was entered into by USAID/South Africa with the Holiday Inn Gardern Court Hotel to cover the costs of the conference venue, participant accommodations, the gala dinner, and lunches. It was anticipated that approximately 200 out-of-town alumni would require accommodations and that approximately 600 guests--alumni and spouses, and other invited guests--would attend the celebration dinner.

All participants were required to cover their own transportation expenses to Johannesburg. And only those participants who lived outside of an 80 kilometre radius of Johannesburg were accommodated. A discount hotel rate was negotiated for graduates who live within the area and in nearby strife-torn townships. A total of 256 hotel rooms were booked and 236 rooms were used. There were a number of no-shows and many arrived who had not responded to reserve space but were accommodated.

The Contractor managed all logistical and programmatic aspects of the conference, developed a USAID/EOC Alumni Survey, with input provided by USAID/South Africa Education and Human Resources Development staff, to evaluate the interest in establishing an active alumni association, designed advanced conference reservation information packets and conference registration packets, dinner invitations, dinner programs, and "Certificates of Achievement/Recognition" specific for this occasion. Liaising with Mission and EOC staff, and other contractors, the Contractor prepared background information for dissemination.

Although 254 alumni/ae and 8 non-alumni/ae registration forms were submitted, more than 300 graduates, of the various U.S. training programs managed by Aurora Associates, the Institute of International Education, and Africare, attended the 10th Anniversary Conference Celebration. U.S.-based representatives of those organizations and their South African-based representatives attended the conference and some of them provided remarks during Saturday's dinner. More than 500 guests attended the gala dinner on Saturday evening and included the Honorable Princeton Lyman, American Ambassador to South Africa, the U.S. Consul General, the Director of the U.S. Information Services and Cultural Attache, EOC Board Members, alumni and their families, and other friends and colleagues. Non-USAID/EOC participants who attended the conference included participants of the Hubert Humphrey Fellowship, AAEF, United Nations Education & Training Program for South Africa (UNETPSA), and some who indicated that they received direct scholarships from MIT and Rutgers Universities.

The section below is divided into the following areas: Planning, Implementation, and Conference Findings and Issues. In this part of the report the reader is referred to the findings outlined in the Conference Report prepared by Gayla Cook & Associates. And the USAID/EOC Alumni Survey provides the results of the survey sample administered during the conference.

1. Planning

The planning process for the 10th Anniversary Celebration was an inclusive, constantly evolving, one that involved the participation of key stakeholders in USAID/South Africa's education and training program over the years. Key stakeholders include the Educational Opportunities Council (EOC), the Institute of International Education (IIE), Aurora Associates, and the alumni/ae themselves, for whom follow-on programs are designed.

The purpose of the 10th Anniversary Celebration Conference was to provide a forum to enable graduates of EOC/USAID/South Africa-sponsored training to share innovative ideas with colleagues and the sponsors, and plan and develop a strategy for establishing the kinds of follow-on activities most appropriate for South African graduates. It afforded attendees an opportunity to renew acquaintances with former school mates and to establish networks with other EOC/USAID-sponsored scholars who have returned to South Africa.

The conference also was an opportunity for graduates to suggest ways in which EOC and USAID/South Africa can assist them with further training opportunities, employment networks and networking in general, establishing an alumni association, and with enhancing their community development projects.

Weekly planning meetings were scheduled and held from July 21 through October 14 at teh EOC headquarters office. Agenda were written and minutes were produced for each meeting. A time-line was developed by the contractor and shared with all of the relevant parties involved. This time-line (copy appended) categorized tasks undertaken, with deadlines. Categories of tasks included Technical Content, Correspondence, Materials Preparation and Dissemination, Hotel, and On-Site. In addition to the timeline, an On-Site Tasks list was developed for the three days.

The first draft of the conference program was designed during the initial planning meeting. That document was refined and revised during subsequent planning meetings to accommodate concerns raised and include suggestions made by alumni and other stakeholders. It was forwarded to graduates with the letter of invitation.

Two Alumni Affairs Officers were hired by EOC, at different stages of the planning process, and were delegated 10th Anniversary Conference coordination responsibilities. However, both left the organization prior to the conference. Their departures caused delays in obtaining relevant documentation and information needed for planning.

During the final month of planning, the Contractor hired an additional staff person to assist with the coordination of the activities planned.

Planning meetings also were held with the Banqueting Manager of the notel to discuss and finalize all conference needs, including meal arrangements and the facility.

The theme for the conference, "Facing the CHALLENGES of a Changing South Africa TOGETHER," was created by a group of alumna/us during the first weekend meeting. During that meeting, suggestions were made regarding the keynote speaker who would speak on the theme and a conference facilitator, a panel presentation/discussion by alumni/ae was included on the program, and proposed workshop topics presented to the group by the Steering Committee (EOC, USAID, Contractor and other alumni) were rejected. Numerous individuals who were suggested were contacted to ascertain their interest and availability in participating in the conference. The list of contacts was often revised and updated, however, by the end of September, both a facilitator and keynote speaker were identified and selected. Mr. Gary Morolo, a management expert, facilitated/chaired the conference, and Professor Chabani Manganyi provided the keynote address. An initial planning meeting with the Conference Facilitator, EOC and the Coordinators was scheduled and conducted, although EOC staff were unable to attend. They held a separate meeting with the facilitator at the hotel Friday afternoon before the conference.

Conference reservation packages that included a letter of invitation, logistical information, various forms to be returned, the draft program, a list of committees, and a list of proposed workshop topics were mailed to alumni/ae the mailing list provided by EOC. Copies of those packages were also forwarded to the EOC Regional Office Representatives to facilitate their contact and meetings with alumni/ae those regions. Regional Representatives played a role in assisting with regional alumni representation at the conference and on the program. Alumni/ae were asked to suggest the names of possible workshop facilitators and topics. Those suggested were contacted to attend a final conference and workshop planning meeting on the eve of the conference. The Conference Coordinators communicated with each person on the program prior to the conference to confirm their participation and to provide background information, where necessary.

Several suggestions for Saturday's dinner speaker were made during various meetings and were contacted. Mr. Kaizer Nyatsumba's participation was confirmed during the first week of October.

Conference registration packets were designed and assembled, "Certificates of Achievement/Recognition," dinner invitations and programs, and alumni mementos were designed and produced. Meetings were conducted with various vendors who produced those items.

The final planning meeting was conducted Friday evening, October 15 after the conference opening ceremony and reception. This meeting was Chaired by Mr. Moffat Dyasi, an

alumnus, and was attended by alumni/ae who were invited to participate on the conference program as either a conference presenter or workshop facilitator, other interested alumni/ae, the Conference Facilitator, Scribe, and one of the Coordinators. The conference program/agenda was finalized at that meeting, with one revision made. Workshop topics were finalized and alumnus facilitators were identified.

2. Implementation

Implementation of the 10th Anniversary Conference Celebration began Friday afternoon, October 15 with hotel check-in and conference registration. The Coordinators (Jacci Conley, Dipuo Headbush, and Jean Dick) were ably assisted with the smooth implementation of the conference by staff members of EOC, USAID/South Africa, and the hotel. One of the coordinators worked closely with hotel staff to ensure that the group check-in process ran smoothly. A number of alumnus arrived to check-in who had not reserved space nor confirmed their attendance. They were all accommodated and provided with hotel rooms where needed.

The conference officially opened Friday, October 15 with an arrival reception where welcome remarks were made by Mrs. Eleanor Molefe, Assistant Director of EOC, Mr. David Evans, Human Resources Development Officer, USAID/South Africa Education and Human Resources Development Division, and Mr. Solomon Ngubane, an alumnus. Ms. Duku Mogoai, an alumna, served as Mistress of Ceremonies.

Afterwards, a final planning meeting was held with alumni invited to be presenters during the conference or to facilitate a workshop, the Conference Facilitator, and Coordinator. The conference program and workshop topics were finalized. Alumni/ae facilitators were identified. The workshop topics with facilitators and number of participants are shown below.

Workshops and Topics

Workshop Topic	Facilitator	# Participants
Networking	Ponds Mdaka	50
Role of Alumni	Vanessa Francis	50
Resources: Redirecting and Restructuring	Jackie Phaka	40
Educational Empowerment of Communities	Vivienne West	50
Placement and Economic Empowerment	Mahmod Fadaal	50
Role of Alumni	Vincent Mntambo	50

Each workshop addressed the following three questions:

- What can Alumni do? (Resource List)
- What do Alumni want to do? (List of programs in which to become involved)
- What do Alumni need to do to make it happen? (Legal and other requirements to make the Alumni Association viable)

Detailed information concerning the workshops and their report back sessions, as well as other conference proceedings, is contained in the Conference Report prepared by Gayla Cook & Associates for EOC.

The conference program/agenda guided the implementation process. A staff office with the necessary equipment was set-up on-site. The Coordinators liaised with the Facilitator and hotel staff throughout to ensure that all needs were met. The keynote address on the theme, "Facing the CHALLENGES of a Changing South Africa TOGETHER," was presented on Saturday morning by Professor Chabani Manganyi, Executive Director of the Joint Education Trust. Professor Manganyi told the group that the theme was a daunting task to come to grips with. However, he said, "to say that the country is changing is to admit some ignorance about some of the future outcomes both intended and unintended." He requested that the group begin to make their voices heard on the variety of critical questions debated during the conference and reminded them of the many avenues available to them, e.g., membership in professional, business, civic, and political organizations. And he asked them to seek answers to questions relating to the reconstruction of education at all levels, the form and structure of the envisaged public service and the exploration of new avenues for access and mobility. The complete 10th Anniversary Celebration Conference Program/Agenda and copies of speeches and newsclippings are contained in the appendices.

After lunch the aggregate group was divided into six topical workshop groups. Each group provided a report on their discussion. Details of the workshops are discussed in the Conference Findings and Issues section of this report. The report back session concluded at 5:00 p.m., and participants dispersed to prepare for the celebration dinner while the Coordinators assisted hotel staff in setting-up the dining and ballroom facility.

Mr. Windsor Shuenyane, a EOC Board Member, served as Master of Ceremonies of the dinner. Remarks were made by Mr. Leslie A. Dean, Director, USAID/South Africa, Mr. Howard Dodson, Presidential Envoy, Institute of International Education (IIE), and Mr. Robert Walker, President, Aurora Associates. Mrs. Ellen Gaborone, EOC Board Member, presented EOC "Length of Service/Appreciation" Awards to representatives of IIE, Aurora Associates, and former staff members of those organizations and EOC, and provided remarks.

The Honorable Princeton Lyman, U.S. Ambassador to South Africa provided congratulatory remarks and told the audience, "I can only shake my head at those who say there are no trained people ready to move into the positions of influence, production, power, and education from the majority population. Many more are needed, of course. And in that regard, you are the vanguard... You are the ones who must break down the remaining barriers, you are the ones who will set the precedents, you will be the ones who establish the ethical and professional standards of the new society." Ambassador Lyman presented a symbolic "Certificate of Achievement/Recognition" to Mr. Sello Rasethaba. Because of the size of the group, certificates were issued to other alumni/ae on Sunday.

Mr. Kaizer Nyatsumba, Political Correspondent, *The Star* newspaper and an EOC/USAID/South Africa alumnus, provided the dinner speech on the topic, "South Africa in Transition." Mr. Nyatsumba gave a brief analysis of the negotiations taking place at the World Trade Center during the past few months, especially since the resumption of multiparty talks on April 1, 1993, and he speculated on what is likely to happen politically between now and the conclusions of negotiations in November and beyond the elections next year.

Mr. Sipho Nkosi provided remarks on behalf of the alumni thanking EOC, USAID/South Africa, and others involved in the programs for the opportunities to further their education, and he thanked the coordinators for organizing the conference. The renowned Mr. Jonas Gwangwa and Band provided musical entertainment, and Khotso House Trio choral ensemble sang a few traditional South African selections. The conference concluded on Sunday, October 17. The morning session of the aggregate group focused on the way forward as an active Alumni Association. The conference officially adjourned at noon with a lunchtime gospel music presentation.

3. Conference Findings and Issues

There was general consensus that the conference was a success and that its purposes were achieved. However, the final analysis of the conference' success can only be made with the accomplishment of conference resolutions. Critical to resolving the issues raised during the conference is the establishment of a active National Alumni Association. All graduates and participants expressed their interest in and affirmed their commitment for a joint effort between themselves, EOC and USAID/South Africa. However, the sentiment was that such an association would need strong regional structures, with chairpersons, that meet regularly. The six workshop groups reported back their findings. They are briefly discussed below.

Groups 1 & 2: (Role of the Alumni) This group reported that the goals of the alumni were to provide practical upliftment to the communities, plough back skills into the communities and the nation, and organize around a common nucleus bringing others in. This, they decided, could only be done when a National structure is in place comprised of a National Coordinating Committee, 7 Regional Committees, and an independent office with links to EOC and support from EOC and USAID/South Africa (perhaps initially).

Group 3: (Resources: Redirecting and Restructuring) This group discussed the kinds of assistance alumni/ae can provide, including but not limited to the following: the creation of a national database operated through a national or regional network, determining the skills most needed, determine how their skills can be collectively used, and whether they are currently effectively utilizing their individual skills.

Group 4: (Educational Empowerment of Alumni/Communities) Group 4 fecused on channeling time and energy into to empowering youth in the townships through mentoring programs, volunteering to assist with projects, serving as role models. They stated their specific roles in making it all happen was to sacrifice time, assist with changing curriculum, writing books for blacks, and the formation of sector-specific groups.

Group 5: (Networking) The mission of the networking group was defined as follows, "to join hands with people of same interest in order to improve communications, disseminate and share information, impart knowledge and skills and to establish a database to empower and benefit ourselves and disadvantaged communities." Their objectives as stated are to act as a resource base and support group for alumni and the community, encourage interaction and create linkages with stakeholders, advocate for the disadvantaged groups, and espouse values of the alumni association. They say their objectives can be accomplished through capacity building projects and professional support, through research participation and mentoring programs.

Group 6: (Placement and Economic Empowerment) The group focused on job placement upon completion of U.S. programs and return to South Africa. This is one of the serious issues that needs to be addressed. They suggested strategies for finding solutions. Those strategies include utilization of a database, either the existing EOC database or creating a new one, annual symposia to present candidates to prospective employers, and contacting returning U.S. corporations who they feel would recognize their academic credentials.

The following issues, listed on the table below, were also raised during the conference workshops which the group agreed to address during Sunday's "way forward" session.

-	Issue	How to Resolve/With Whom	Time Lines/When
1.	Commitment	Alumni are committed to playing a role in an Alumni Association through regional alumni structures, structured community participation, and individual contribution.	
2.	Constitution	Revitalized regional and national structures will revisit existing constitution.	To begin December 1993
3.	Subscription	Amount and mechanism to be determined by regional structures	Determined Regionally
4.	Structure	·National (nucleus: 7 regional chairs) ·Regional ·Task Groups (regional & task specific)	To be discussed at regional level
5.	Database	Should be structured to meet association needs, data collected regionally.	EOC's existing database should be updated.
6.	Networking	All USAID and EOC Alumni	Regions to determine
7.	Financial and Human Resources	·Alumni body subscription fees ·Alumni request USAID/EOC funding assistance	To be determined
8.	Evaluation	Alumni assist sponsors	To be determined
9.	Placement	Use existing resources: EOC database, Africare, SASIF, and each other.	Begin December
10	SRC	National Task Force to link and mentor new members while in training.	Sub-Committee to report to National body

When determining the next steps and actions to be taken, the group decided that the National Steering Committee, composed of regional convenors, will have responsibility for coordinating the tasks to resolve the issues cited above. They also agreed that regional convenors will be responsible for facilitating the formation of regional structures where they

currently do not exist and for revitalizing already existing ones. The Conference Proceedings Report contains the names of regional convenors elected during the conference. Each delegate was assured that a copy of the conference proceedings, prepared by Gayla Cook & Associates, would be forwarded to them along with a copy of the current constitution which will be revised.

4. USAID/EOC Alumni Survey

The USAID/EOC Alumni Survey was designed to assist in determining the desire to and need for establishing a USAID/South Africa Alumni Association or Follow-on Program. Survey questions ranged from whether or not an active association should exist to the kinds of activities an association would be involved, and the resources needed.

The survey was included in the conference registration packets and administered on Saturday. The bulk of the completed surveys were unfortunately misplaced. Of the 262 registrants, only 36 survey responses were received and analyzed. It would, therefore, be unfair to draw conclusions based upon this sampling. The survey questions and responses are provided below.

1. Should an active alumni association exist? There was an overwhelming consensus to establish (or re-establish) an active Alumni Association.

2. Prioritize the selection of activities listed below:

The activities selected were ranked by the respondents from 1 to 10, with 1 being the highest priority. Those activities that seem most important to the graduates were ranked between 1-5 most frequently. The eight most important activities, of the ten provided, are listed on the table below.

Activity	Rank Order		
Research	1		
Seminars and Workshops	2		
Employment Network	3		
Professional Networking	4		
Develop Newsletter	5		
Re-entry Seminars	6		
Pre-Departure Orienta.ions	7		
Fundraising Activities	8		

Overall responses to this survey question indicate three major activities concerning alumni/ae: community development and research projects, professional development and professional networking. Comments regarding those and other activities suggested include the following.

Research: Twenty-three of the 32 respondents ranked this activity either number 1 or 2. They cited community development projects, academic purposes, private sector benefits, assessment of community needs, economic and political policy, and their role in a changing South Africa politically, socially, and economically as areas of research focus.

Fundraising: Graduates suggested various purposes for raising funds. They include the following most frequent responses.

- Community Projects
- Education and Community Development
- Establish Alumni Company & Provide Scholarships
- Assist Alumni
- Assist Community Initiatives
- Generate Operating Funds
- Establish Bursary Fund
- Support Local Education Institutions and Students
- Ensure Continuing Financial Assistance to Students

They cited personal contributions, either through membership or subscription fees, and donor contributions as financial resources needed, and perhaps available, to support the establishment of an active Alumni Association and fundraising activities.

Aluani Directory: Twenty-seven people ranked this activity or commented. Although deemed very important to facilitate networking, the comments were that this activity is the responsibility and function of USAID/South Africa's contractors--EOC, IIE, and Aurora. However, alumni with computer and database skills indicated their willingness to assist.

Other: Six people cited other activities which they ranked #1. Those activities are:

- Grassroots Implementation of Community Development Projects
- Self-Employment for Restructuring
- Liberation Movements
- Networking with other Professional Organizations
- Establish Community Projects around
 - 1) Homelessness
 - 2) Education
 - 3) Rural Health
- Influence U.S./South Africa Policy Relations
- 4. Who should coordinate alumni association effort? Fifty percent responded that

this effort should be coordinated by the alumni, while six respondents indicated that the effort should be a collaborative one between alumni, EOC and USAID with alumni taking the lead.

- 5. How should an alumni association be organized? Of the 36 total responses, approximately 50 percent stated that such an association should be nationally and regionally organized, and eight preferred that the association be organized on a national, local, and regional basis.
- 6. Are you interested in participating in establishing an alumni association in your area/region? All but two responded affirmatively.
- 7 (a). What kinds of resources and assistance would you need? Responses ranged from financial and human resources, equipment and infrastructure, to a database/list of alumni. Financial resources was the most prevalent response followed by the database of alumni. The source for resources most often cited was through alumni contributions and funding assistance from the sponsors--USAID/South Africa and EOC.
- 7 (b). What kind of resources can you contribute? The vast majority of respondents indicated that they were prepared to contribute human resources, skills training in a variety of areas, and contribute financially through a membership fee/subscription mechanism. Other relevant resources cited include commitment from alumni, desktop publishing for an alumni newsletter, career counseling and mentoring, and database set-up and maintenance. Other than themselves as sources for those resources, they offered their employing organizations to provide training, counseling, and meeting and conference space.

Survey respondents were finally asked to make any additional comments. Some of the comments received include the following:

- "I would like to express my gratitude in as far as USAID's and EOC's role for preparing us towards a changing South Africa. It is vital for us as alumni to stand together in unity and push our way forward to a new South Africa."
- "We should have a dynamic alumni that will enable the members to develop professionally and personally for the development of our country."
- "This conference has been fruitful but there is a great need for a follow-up, e.g., AGM. The EOC Alumni Association should ensure development of members and the community in general."
- "A regional branch of the alumni association already exists but the lamentable fact is that there is no national coordination and thus the regional effortrs are

seldom audited and encouraged."

• "I think a national caucus--based on regional representation with the current executive--must meet to implement the conference mandates in conjunction with EOC and USAID/South Africa."

A sample copy of the complete survey form is contained in the appendices. It may be quite useful if this survey or a modified version is administered to a wider population of returnees-perhaps via a mailing to all USAID/South Africa-funded participants trained locally and internationally regardless of the contractor.

IV. Strategy for Implementing a Long-Term Follow-On Program: A Draft Statement of Work

USAID/South Africa Long-Term Follow-on Program Coordination

Objective

The objective of this scope of work is to secure the services of a contractor who would provide technical assistance to USAID/South Africa's Division of Education and Human Resources Development. The Contractor will assist in the establishment, development, and implementation of a participant training follow-on program/alumni affairs office. This would be for a three- to five-year period. After which time, an alumni/ae managed and coordinated association is envisaged.

The Contractor will establish and set-up an Alumni Affairs/Follow-on Program Office to coordinate activities for USAID/South Africa-funded participants in collaboration with all major stakeholders, through an elected Advisory Board comprised of representatives of USAID/South Africa, its contractor organizations, National Alumni Association representatives, and South African NGOs that provide training and other management services. This office may be housed near the headquarters office of EOC with whom the Contractor will work closely, although the contractor also will work closely with all other USAID/South Africa training implementation contractors. The EOC, the largest black governed NGO in South Africa, has been providing educational opportunities for black South Africans since 1979. Because of their experience, their network of regional offices, their overall portfolio, and history and experience with USAID/South Africa's training program, most of the pertinent data on the vast majority of participants is housed in their offices. Therefore, close collaboration between the EOC office and the Contractor' will be necessary.

Activities to be planned, coordinated and implemented include networking activities with other alumni/ae and organizations, skills training and career development seminars and workshops, fundraising training and fundraising activities, research, the development of an Alumni Newsletter, and limited support of community development projects. Critical to the overall outcome of the above activities is the ability to contact all participants who have received training, through the creation of a current alumni/ae and comprehensive database/directory utilizing the existing database information from the various contractors with tracking and follow-on responsibilities.

Given the anticipated new dispensation in South Africa, an efficient Alumni Affairs Office/Follow-on Program that supports the National Alumni Association members could also assist USAID/South Africa in providing the new government with assistance in establishing its human resource structures and systems. This could include the entire process of managing human resources: needs assessments, identifying and conducting training if needed, capacity/institution building, impact and other evaluations, as well as identifying other resources needed (manpower planning).

It is evident that the country's future will, to a large extent, depend upon black professionals, therefore; it is crucial that USAID/South Africa invest in tracking all its trainees, since inception, if possible. This would better assist Mission staff to inform discussions with the new government about the kinds of human resources that have been trained over the past decade. This roster of nearly 5000 alumni/ae represents a valuable pool of black South African professionals, managers, and academics.

Because of the rapid changes taking place in all fields as a result of the revolutionary pace of information exchange, it has been shown that skills development for professionals required periodic upgrading and enhancement. Sector-specific and management and leadership skills development are objectives of USAID/South Africa's training program. However, a time when USAID-sponsored trainees will move between sectors for better employment opportunities, outside of government, must be anticipated. The balance between NGOs and a central government in South Africa's future is not known at this time. To some extent, South Africa's private sector is more developed than most countries where USAID operates, yet, minimal bursary assistance has been provided to black South Africans for the development of human resources. This may be changing, however, a more shared role between USAID/South Africa and the private sector in South Africa should probably be anticipated.

The Follow-on Program must ensure that participants trained in the United States or a third country return and that those trained in South Africa remain, that they have opportunities to implement their newly aquired skills and ideas, and that they continue to be motivated and contribute to the development of South Africa. The objectives of the USAID/South Africa Follow-on Program scope of work therefore are to:

- Encourage and assist participants in their community development research projects by providing resources to help implement them;
- Assist participants in their career development, in their leadership and management skills, in their efforts to demonstrate self-initiative, and in the application of their newly acquired skills through professional development seminars and employment networking opportunities;
- Encourage and support participants' professional networking with other participants, with those within a specific sector, and with existing groups in South Africa and the United States that share their desire to contribute to the development of South Africa by providing assistance for professional association memberships, for an alumni newsletter, and for the establishment of an alumni database;
- Assist participants in further developing and updating their skills through seminars and workshops, and continuing education programs; and

• Encourage participants to maintain both professional and personal contact with the individuals and institutions they were involved with during their training.

It is recommended that the USAID/South Africa Follow-on Program include all individuals sponsored for training in the United States and South Africa by the Education and Training Division of the Mission, regardless of contractor. The inclusion of all trainees, whether U.S.- or South Africa-trained, allows for much more input and visibility for the projects. This would include all trainees recruited, selected, managed and monitored by the Educational Opportunities Council (EOC), the South African Institute of Race Relations (SAIRR), and the Catholic Education Aide Programme (CEAP)--USAID/South Africa's locally-based contractors as well as the U.S.-based training contractors, the Institute of International Education (IIE) and Aurora Associates.

Background

Discussions and debates around the issue of establishing a USAID/South Africa/EOC Alumni Association began in 1984 during the first National Conference of the South African Education Program (SAEP), held in New York. And, at that time it was seen by participants to be a vehicle that would provide a forum for discussions after their return to South Africa, to assist with their re-adjustment to life in South Africa and its political climate, to provide a platform for considering the contributions that the alumni/ae can make in their respective communities, and it would provide intellectual stimulation to enable them to remain abreast of issues and developments in their respective fields of study.

The First National Conference of EOC Alumni/ae was held in October, 1988 in Johannesburg. That conference followed earlier attempts to approve a constitution for an alumni association. One of the goals of that conference was to review the idea of such an association, and adopt a constitution, if there was consensus. The conference was attended by 125 of the 200 pre-registrants who deliberated on the issues raised at the 1984 conference which became their objectives for this conference. The establishment of an alumni association was agreed to, and the constitution was adopted. A National Council was appointed with regional convenors to initiate regional councils, and set tasks for the council. It was anticipated that the first annual general meeting of the alumni association would be held one year later. However, that conference was held in Durban in 1990 and was another attempt to establish an active alumni association.

Ten years after the inception of USAID/South Africa's training program, a third alumni conference was held--the 10th Anniversary Conference Celebration, October 15-17, 1993. This conference had the largest alumni/ae participation of the three conferences held to date. Lack of communication with alumni/ae has always been cited as the reason for poor attendance. Those who attended expressed many of the same concerns and interests, as those stated during the 1984 conference, and again, in 1988 and 1990.

In 1993, alumni/ae re-affirmed their commitment to establishing an active National Alumni

Association and shared their ideas and recommendations about how they could assist in its development and sustainability. Similar operational structures established in 1988 were instituted at this year's conference; however, this year, they also developed lists of regional convenors and members. USAID/South Africa re-affirmed its commitment to assist alumni/ae in establishing an association, and to provide professional development training and assistance with the association's community development projects. A lack of staff and overall coordination of the alumni follow-on effort has been the sponsor's reason for the non-existence of an active alumni association, and a lack of commitment and receipt of communication from the sponsor's has been the alumni/ae's reason.

The main factor inhibiting communications between the sponsors and alumni/ae has been the lack of up-to-date biographical data on participants after completion of their programs. To facilitate follow-on activities, the current tracking and monitoring system must be revised and enhanced. EOC is currently updating its participant data, this information would be the basis for the creation of a comprehensive USAID/South Africa alumni database/directory. Such a database does not currently exist. Participant information from other contractors would be integrated into this database. The design of the database must allow the user to retrieve data, using different variable, e.g., contractor, program, and other pertinent PTMS data fields.

U.S. contractors are to notify local one's of participants' return dates so that re-entry seminars can be arranged, this does not always happen. Therefore, a central system of obtaining that information prior to a participant's return should be devised.

In 1992, a Conceptual Framework for an Improved Follow-on Program for USAID/South Africa-funded Trainees was developed by Dr. Rebecca Adams of Development Technologies. Recommendations made at that time include, but are not limited to, the following:

- USAID/South Africa identify and hire a Follow-on Coordinator to ensure adequate management oversight, overall coordination of the program, and proper and timely reporting;
- Update the participant training management system (PTMS) entering all relevant participant data from former and current implementation contractors;
- Modify the country training plan to include the conceptual design for a Participant Training Follow-on Program, its objectives and goals; and
- Utilize one primary organization to manage, coordinate, implement, and report all relevant activities and participant information pertaining to the Follow-on Program.

It was recommended that a grant/cooperative agreement be entered into with EOC for overall management of the Follow-on Program and that they be encouraged to subcontract, where appropriate, with the South African Institute of Race Relations (SAIRR) and the South

African Student Internship Foundation (SASIF), for specific activities which support the objectives of the program.

Based upon the feedback from the 1993 conference, the alumni survey recently administered, and meetings and discussions with contractors and various alumna and almnus, an active alumni association is desired. Although the graduates expressed their desire to coordinate and manage the efforts of the organization themselves, they currently lack the wherewithal to embark on such a task autonomously, initially. It is believed that an independent management consulting firm would better serve the purpose of effectively and efficiently coordinating the necessary start-up activites to implement a central follow-on program office/alumni affairs office, one that, in time, will be able to sustain itself beyond USAID/South Africa funding.

The importance of Follow-on is the impact that the trainees will have on their country upon completion of their programs. Trainees must be organized--organized trainees (alumni associations) must decide on their own destinies with some implementation assistance from sponsors. Independence and empowerment must be the hallmarks of the institutions. This requires a method and environment wherein there is collaboration among all stakeholders, and where alumni are perceived as partners.

In order to successfully implement its training program which began in 1983, USAID/South Africa is required to design and implement an in-country follow-up or follow-on program as defined by A.I.D. *Handbook 10*. *Handbook 10* defines follow-up/follow-on as a two-part process that includes:

- activities for returned A.I.D. participants designed to further the technical and non-technical objectives of all A.I.D.-sponsored participant training; and
- the maintenance of Mission records on former participants for three years for the purpose of tracking and content.

All A.I.D. Missions are required to identify and assign a Follow-On Officer with responsibilities for general follow-on activities and recordkeeping, maintaining personal and/or written contact with returned participants for a minimum of three years, arranging for formal presentations of A.I.D. "Certificates of Achievement/Recognition" to all returned A.I.D.-sponsored participants; and submit to the Office of International Training (OIT) the Returned Participants Follow-Up Activities Report.

The concept of in-country Follow-on programs for trainees of USAID-funded training is an evolving one. With large numbers of alumni having returned home, or completed their incountry training programs, follow-on has become a primary focus of planning and implementing training programs.

Determining the best way(s) to capture the enthusiasm and build on the diverse experiences of the trainees is an issue that has been and continues to be researched. What is known is that there is no single way to carry-out Follow-on, but there are certain guiding principles which should be followed. Follow-on needs will depend upon the kinds of participants selected for training (academic/technical, long-term/short-term, rural/urban, and youth/non-youth), the types of programs and fields of training in which participants were enrolled and completed, and especially by the needs and interests suggested by the trainees themselves.

Follow-on is defined by what it accomplishes, and it encompasses the following aspects:

- verifies and evaluates results and applications of U.S. training;
- reinforces and strengthens skills acquired during U.S. training;
- promotes networking among national, regional, and technical alumni subgroups;
- provides incentives for further work and commitment with participants' workplaces, communities, and country;
- supports initiatives of cooperation and development; and
- reassures participants and demonstrates continued support beyond the U.S.sponsored training experience.

Over the past ten years, approximately 1,700 black South Africans have received both long-term academic degree training and short-term professional development, job-related skills training in the United States under the EOC/USAID/South Africa U.S.-based education and training program. Another 1,843 have received training under the South African Scholarship Programe, a locally-based program managed by EOC under its cooperative agreement with USAID/South Africa. Also under a cooperative agreement with USAID/South African Institute of Race Relations (SAIRR) has managed the South African Bursary Program and is currently implementing a bursary program component under the Support to Tertiary Education Project (STEP). Since 1986, approximately 1,000 black South Africans have received training under these programs. Therefore, the total population of the USAID/South Africa-sponsored trainees is rapidly approaching 5,000.

Purpose

The purpose of the USAID/South Africa Alumni Follow-on Program is to meet the Mission's participant training program requirement that a follow-on program be implemented to ensure that black South Africans who have been trained are prepared for positions of leadership in a post-apartheid South Africa and that they actively contribute to and participate in the political, social, economic, and intellectual life of their country.

The purpose of this scope of work is to outline the activities and resources necessary to implement a USAID/South Africa Follow-on Program, and provide the Mission with a comprehensive tracking system of all participants trained to date.

Description of Activities and Services

The Alumni Affairs/Follow-on Program Office would serve as a service agency for alumni/ae and training implementation contractors, and will coordinate all follow-on activities for USAID/South Africa participants of short- and long-term programs. Those activities include the following:

Locate Target Population:

The target population of USAID/South Africa-funded participants is approximately 5,000. A major attempt needs to be made to locate as many of them as possible so that they can benefit from and participate in the activities associated with the Alumni Affairs/Follow-on Program Office. The Contractor will devise, in conjunction with the training implementation contractors and a trained researcher, a method for gathering information from program participants about how to contact them immediately after completion of their programs. Perhaps a mailing notifying them of the existence of the Alumni Affairs Office and requesting their updated information could be disseminated. Efforts have already been made by EOC to contact their participants, and they must continue. Other contractors will need to provide their current mailing list to the contractor.

Create A Central Tracking System:

As the numbers of alumni/ae continue to grow, it is essential to maintain up-to-date information on them. Based upon previous outreach efforts between alumni/ae and the sponsors, the most crucial task, initially, is to establish an effective tracking and communication system—a useful computerized system of collecting, updating, maintaining and retrieving data. Some initial tracking has been done, however, the contractor will need to meet with all USAID/South Africa training contractors to review their current tracking systems. It may be necessary to revise those systems to establish one central system that will be managed by the contractor. It will, however, be necessary to consult with a database expert on the diverse tracking systems of the contractors to ensure their compatibility with USAID/South Africa's participant training management system (PTMS).

Develop Plan with Alumni Association Representatives and Participating NGOs:

A meeting should be held with representatives of the National Alumni Association, the training contractors and other participating NGOs, USAID/South Africa and the contractor to discuss the actions required, and the creation and election of an Advisory Board or Committee. The Board or Committee would be comprised of representatives of USAID/South Africa, the alumni, and all training implementation contractors, and it would

inform the work performed by the Contractor.

The Board or Committee would make recommendations about the kinds of activities being planned and the training and service delivery providers, where appropriate. Some activities will be centrally managed while others may be contracted out through subcontract agreements. Activities can include but not be limited to the following:

Centrally-Managed Activities Subcontract Activities

Re-entry Seminars	Newsletter and subscription		
Research & Community Projects	Seminars and Workshops		
Fundraising	Professional Networking		
Pre-Departure Orientations	Special Projects		

Subcontracts considered should include the following USAID/South Africa grantees:

The Educational Opportunities Council: To provide national and regional conference management and coordination assistance to the contractor.

The South African Institute of Race Relations: To provide seminars and workshops and other activities related to social and legal reform issues and other projects. Because of their publications capability, they should also be considered for publishing the newsletter.

The South African Student Internship Foundation: To provide orientations, seminars, and workshops related to career development, leadership and management skills training, and women's issues. They could also provide assistance with developing networks between the business community and alumni/ae.

Other local and international training and management services providers could also be researched to assess their capabilities in providing the specific services needed. This also could include other USAID/South Africa management and training contractors locally- and internationally-based.

Develop a Series of Re-entry Conferences and Training Workshops:

The Contractor will organize re-entry seminars for participants upon completion of their training programs. These seminars will be regularly scheduled and held for all participants who have completed their programs during at that time. Additionally, skills training workshops will be conducted annually, initially, and more frequently after the first year.

Liaise with Successful Alumni Associations and Alumni Administration Organizations:

The Contractor, in collaboration with the Advisory Board or Committee, will liaise with alumni management and administration organizations, locally and internationally, such as the Council for Advancement and Support of Education (CASE) which provides training in fundraising and alumni administration and management, and publishes books and other materials on the subjects, and the UNISA certificate program in fundraising management, the first national fundraising study program in South Africa which began this year.

Develop a Plan for Self-Sustainability:

With initial funding support from USAID/South Africa, it is envisaged that the Alumni Affairs/Follow-on Program Office will become self-sustaining. USAID/South Africa funding will be required to set-up and staff the office, communicate with alumni/ae, conduct regional meetings and conferences, publish alumni directory and alumni newsletter, conduct skills development workshops and seminars, networking activities, and research and community development projects.

National Alumni Association executive and management representatives will embark upon training and management courses in fundraising techniques, marketing strategies, financial management, and alumni administration. And some of them will travel to the U.S. to meet with U.S.-based training implementation contractors and successful alumni associations and alumni administration organizations, such as CASE. Fundraising activities will be developed and implemented, membership fees will be established, membership drives will be planned annually to increase membership, and subscriptions for the newsletter and other publications will be initiated. Other options include hosting special events and sponsorship through alumni/ae employers and other private corporations.

Develop a Schedule of Activities and Work Plan with Benchmarks:

The Alumni Affairs/Follow-on Program Office staff will need to review all tasks planned, explore them further with the Advisory Board/Committe and other relevant staff, and develop a work plan. This plan, with benchmarks, will assist staff and management to monitor progress. The success of this office depends upon the timely execution and follow-through of activities that will be required.

Develop a Schedule of Mid-Point Evaluations:

To ensure successful implementation of the Alumni Affairs/Follow-on Program Office and to allow for flexibility to enable changes, where appropriate or necessary, this component is essential. The initial evaluation should be designed to review the process and schedule of activities and to assess whether or not appropriate activities are being implemented. A midterm evaluation should be conducted to determine the sustainability of the Alumni

Affairs/Follow-on Program Office. Fundraising activities will be reviewed as well as other marketable services planned for or offered.

These evaluations can be conducted by local evaluators, however, it may be necessary and appropriate to include an evaluator who is familiar with A.I.D.'s follow-on program policy and objectives. Alumni/ae should also be included in the evaluation process to obtain their insights into the process. There involvement could also provide useful data for determining the impact and effectiveness of the Follow-on Program on their lives and their contribution to developments in the country.

Key Personnel and Level of Effort

A three-person team will staff the Alumni Affairs/Follow-on Program Office. They include the following:

•Director/Project Manager, should have experience in project design, implementation, and management; program evaluation design, implementation; workshop leadership and presentations; training, and facilitating training; and working collaboratively with diverse groups and colleagues. Knowledge of alumni associations and USAID/South Africa's education and training program, helpful.

This candidate should have proven effective interpersonal skills, writing and other communication skills, knowledge of and interest in fundraising, as well as word processing, database and other computer skills.

Responsibilities include overall management, direction, and monitoring of all project activities and budget management in close consultation and collaboration with the Advisory Board/Committee, USAID/South Africa's Follow-on Coordinator, and other appropriate USAID/South Africa staff. Additionally, the Director/Project Manager will be responsible for oversight and management of subcontract agreements, preparing scopes of work for short-term consultancies, including the identification of candidates, if necessary, drafting all project implementation and final reports, and reviewing and submitting all deliverables in a timely manner. This position would be for the life of the project but will phase out to devolve responsibilities to an alumna/us manager.

- •Database Management/Research Specialist, should have extensive knowledge of computers, generally, and database design, management, and maintenance specifically. The candidate should also have good verbal and written communications skills and will be responsible for the installation, operation, and maintenance of the alumni/ae computer tracking system and alumni directory.
- •Administrative Assistant/Office Manager, should be knowledgeable about the basic functions of office management and administration. Familiarity and experience in

accounting and business procedures highly desirable. The successsful candidate should be experienced in wordperfect and other wordprocessing software, database management and entry, spreadsheets and other relevant accounting software programs, as well as some experience and knowledge of desk-top publishing.

All applicants will be reviewed by USAID/South Africa in consultation with the training implementation contractors, National Alumni Association representatives, and the Contractor. These individuals may represent the Advisory Board/Committee if it is established at this time. Qualified alumna/us may be considered for the Database Management Specialist and Administrative Assistant positions, however, it is preferred that the Director/Project Manager position not be filled by an alumna/us; responsibilities will eventually devolve to an elected alumna/us. Positions will be advertised in local and national newspapers.

Deliverables and Reports

The Contractor will be required to submit, in a timely manner, project implementation progress reports on a quarterly basis, and an annual/final report will also be required. Additionally, quarterly newsletters disseminated to alumni/ae, the Advisory Board/Committee, and other select organizations will also be submitted to USAID/South Africa. Other deliverables include the following.

- A comprehensive tracking system and directory of all USAID/South Africa alumni/ae with data collection instruments:
- A work plan with benchmarks outlining project implementation within 30 days of project start-up;
- A training plan for National Alumni Association executives which includes a U.S. observational study tour;
- A schedule of alumni/ae skills training workshops and seminars and workshop/seminar proceedings;
- Reports on research and community development activities;
- Trip Reports;
- Impact Assessments; and
- A schedule of fundraising activities.

Illustrative Budget

An illustrative budget for the activities cited above is attached.

A. Illustrative Budget for Long-Term Follow-On Program
(The budget below is for three years, an additional two years should be provided for, conditional upon the mid-term evaluation.)

DIRECT LABOR	NO.	RATE	UNITS	AMOUNT	TOTAL EXTENDED
I PERSONNEL					230756
Director/Project Manager		2000	13	26000	
Year 2		2200	13	28600	
Year 3		2420	13	31460	
Database Mgt Research Spec.		1668	13	21684	
Year 2		1835	13	23852	
Year 3		2018	13	26238	
Administrative Asst/Office Mgr		1061	13	13793	
Year 2 Year 3		1167	13	15172	
-		1284	13	16690	
Multiplier (1.34) Subtotal (A)			_	27268	
odbiolai (A)				230756	
II TRAVEL					
International Trave!		6090	2	10180	44430
Local Travel	7	1300	3	12180 27300	
Per Diem:	-			27000	
Local (4 Regions)		600	6	3600	
U.S.		135	10	1350	
Subtotal Travel (B)			-	44430	
III NON-EXPENDABLE EQUIPMENT					40000
Office Furniture and Equipment		40000	1	40000	,10000
Subtotal (C)			_	40000	
IV PROFESSIONAL DEVELOPMENT				•	74800
Seminars and Workshops	4	300	2	2400	74600
Study Tours	5	3000	1	15000	
Conferences	4	300	21	25200	
Consultants' Travel and Transportation	4	350	3	4200	
Other Conference Expenses	200	20	7	28000	
Subtotal (D)				74800	
V OTHER DIRECT COSTS					215141
Office Space		2000	36	72000	
Communications Materials and Committee		834	36	30024	
Materials and Supplies Photocopying and Duplication		800	36	28800	
Passport/Visas		800	36	28800	
Training Facilities	2	50 610	5	250	
Project Fund	2	010	7	8540	
Subcontracts		25000	3	10000 22727	
Evaluation		7000	2	14000	•
Subtotal (E)			-	215141	-
Contingency (10%)					60513
GRAND TOTAL				_	\$665,640

Creative Associates International, Inc. #PDC-5832-I-00-0095-00

V. Short-Term Training Assistance Component Scope of Work

The scope of work for this activity included assistance in developing criteria for identifying and selecting candidates for short-term training activities, and identifying and developing appropriate short-term training activities. However, USAID/South Africa's Education and Human Resources Development Division agreed that this component of the scope of work could not be done effectively, within the 80-day time-frame, given the tasks required to implement the 10th Anniversary Conference Celebration and to develop a strategy for a long-term follow-on program. This activity was, therefore, rescinded from the scope of work.

VI. Conclusions and Recommendations

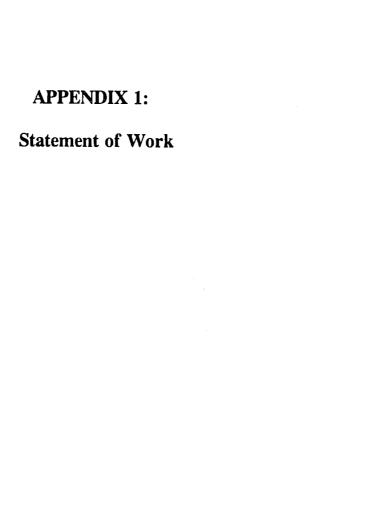
All of the activities planned for the 10th Anniversary Conference Celebration were implemented and the conference was a tremendous success. Those in attendance stated that they felt the objectives of the conference were achieved and that it was a useful, productive, memorable and exciting weekend event. However, as stated previously, the final analysis of the conference' success can only be determined by the follow through on issues raised and commitments made.

In order to ensure that USAID/South Africa's Participant Training Follow-On Program is successful, the following recommendations are made:

- USAID/South Africa should identify and hire a Follow-On Officer/Coordinator to comply with A.I.D. guidelines and to ensure that appropriate project coordination and management occurs. This person should work closely with the Follow-On Program Contractor.
- Continue to update the PTMS and obtain participant files from contractors of completed projects. Incorporate the various alumni data lists developed during the implementation of the 10th Anniversary Conference into PTMS and use that data as a basis for the creation of an updated and current tracking system.
- Disseminate the USAID/EOC Alumni Survey to all graduates who did not attend the conference. It may also be extremely useful to disseminate a modified version of that survey to all graduates and participants.
- Expedite implementation of the scope of work contained in Section III G. This should occur as soon as possible. Resources should be allocated immediately to contract with an independent management contractor to carryout the tasks stated in the scope of work.
- Utilize those alumni/ae who volunteered or who were elected to coordinate activities regionally, they would be tremendous resources.

The 10th Anniversary Conference Celebration afforded all stakeholders an opportunity to discuss ways to revive the alumni association. Alumni/ae articulated their desires, interests, and needs. The sponsors assured them that there will be follow-up, USAID/South Africa must identify someone who will follow-up with them. This will help to improve communications and ensure that issues and concerns raised during the conference are addressed.

VII. APPENDICES



STATEMENT OF WORK

Short-term Training and Follow-on Coordinator

Objective

The objective of this Scope of Work is to provide technical assistance to USAID/South Africa's Human Resource Development Division. The Contractor will assist the Mission in the development of a participant training follow-on program and in the implementation of its short-term training activities. The follow-on program will be launched at the tenyear celebration of USAID's support to human resources development in South Africa, also to be planned and executed by the Contractor during this same consulting period.

Background

The USAID/South Africa training program, which began in 1983, has as its primary objectives the training of disadvantaged South Africans who have traditionally been denied quality education by the system of apartheid, and the preparation of black South Africans for positions of leadership in a post-apartheid South Africa by giving them the skills required to effectively fill such positions. To achieve these objectives, USAID/South Africa has implemented the Training for Disadvantaged South Africans project, the South African Bursaries project and the Support to Tertiary Education Project (STEP). STEP is an umbrella project and a primary vehicle for training, which is comprised of three project elements: 1) leadership development; 2) human resource development; and 3) tertiary education program support (TEPS). It is the intention of USAID/South Africa that participants, after completing their training, will actively contribute to and participate in the political, social, economic, and intellectual life of their nation. For this objective to be attained, it is essential that all participants who receive training in the U.S., or in a third country, return to their country and that those who receive training within South Africa remain to develop the kinds of activities that address this objective.

One of the tasks a Mission is required to perform in order to successfully carry out its training program is that of designing a follow-up or follow-on program. Follow-up, as defined by A.I.D. Handbook 10, is a two-part process that includes:

- activities for returned A.I.D. participants designed to further the technical and non-technical objectives of all A.I.D.-sponsored participant training; and
- the maintenance of Mission records on former participants for three years for the purpose of tracking and content.

In June of 1992, USAID/South Africa commissioned a report conceptualizing a follow-on program. It was carried out by Dr. Rebecca Adams of Development Technologies and is

entitled "A Conceptual Framework for an Improved Follow-on Program for Participant Trainees Funded by USAID/South Africa." The Contractor will work closely with Mission staff, institutional contractors, grantees, and returned participants in planning for and implementing some of the recommendations of that report.

In addition to the follow-on program, the Contractor will assist the Mission in defining and implementing its new emphasis on short-term training. USAID/SA envisages much greater use of short-term training than in the past to strengthen the technical capacity in key sectoral areas in order to respond to some of the critical and immediate human resources needs of the country. This training will include carefully tailored programs fo senior individuals, representing a range of political groupings, likely to enter key positions in government, and will assist in capacity building for NGO's and CBO's.

Scope of Work

The Contractor will be required to design and implement the ten-year celebration commemorating USAID/South Africa's support to human resources development in Sout Africa. The celebration, tentatively scheduled to take place in July/August, 1993, will also kick-off USAID/SA's returned participant follow-on program. Both the celebration and the follow-on program will be designed in close collaboration with the Educational Opportunities Council (EOC), the Institute of International Education (IIE), Aurora Associates and other grantee organizations involved in the provision of USAID-funded training under STEP. Substantial involvement by selected returned participants will also be essential to assure the success and the sustainability of the programs.

The Contractor will implement the following activities in preparation for the celebration; the same activities also lay the groundwork for the overall Follow-on Program:

- 1. Form a Returned Participant Follow-on Committee comprised of the organizations/individuals mentioned above and develop a Terms of Reference for the committee's work for review, revision, and approval;
- 2. With the Committee, determine the target population for the follow-on program.

 Develop a separate mailing/guest list for the celebration.
- 3. Develop/compile the necessary materials to be sent with a cover letter to the returnees;
- 4. Begin to develop/compile a comprehensive data bank on returned participants. Begin creating and maintaining an effective tracking system.
- 5. Design and implement a plan for locating all returned participants, through newspaper advertisements, radio spots, mailings, etc.
- 6. Design the ten-year anniversary celebration, managing all logistical, programmatic, and evaluative aspects. Design awards and other materials to be given. Liaise with Mission staff in developing fact sheets/talking points for Ambassador and other key invited guests and program participants.

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- 7. Develop a scope of work for a SA firm/organization/individual that could implement a long-term follow-on program.
- 8. Develop and track the budget for the Follow-on Program.

Duties to be performed by the Contractor related to the short-term training activities include the following:

- 9. Participate in the development of criteria and the identification and selection of candidates for short-term programs in the agreed upon areas of focus.
- 10: Assist in the development and/or identification of appropriate short-term training programs.

Assist, as requested, the Chief, HRDD, or his designee, in carrying out other activities of the HRD Division.

Key Personnel

The contractor is required to provide 80 days of a Participant Training, Planning and Evaluation Specialist with an expertise on South African training.

The contractor will also be required to provide 80 days of a short-term public relations expert/logistics coordinator. This individual will be required to assist the Participant. Training Specialist with the mailing list for the 10th year anniversary ceremony, including but not limited to sending out invitations, sending out reminders, assisting with the logistical arrangements of the function, liaising with the caterers, speakers, arranging the printing and binding of the alumni list, etc.

Deliverables

The Contractor will be expected to deliver the services outlined above in a timely manner as determined by the HRDO. Concrete deliverables include the following:

- The ten-year anniversary celebration and awards ceremony;
- Strategy for the implementation of a long-term follow-on program;
- Short-term training plan and process; and
- A final report which outlines the action taken to discharge the specific duties (1-10) outlined above and recommendations to USAID's Education and Training division to continue the follow-on and short term training program.

A mutually agreed upon delivery of services schedule and detailed implementation plan will be developed by the Contractor for approval by the HRDO during the first week of the Contract.

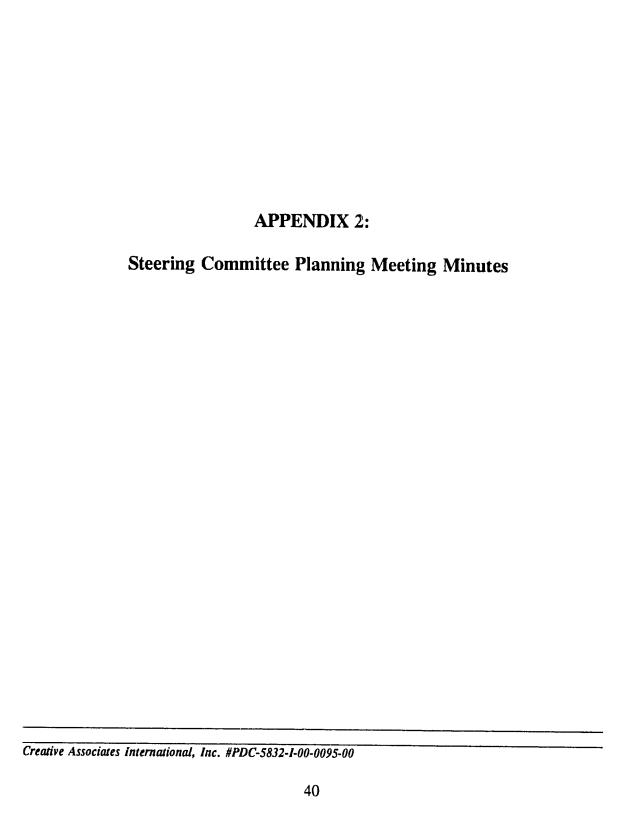
The duration of the contract is four (4) months beginning April 15, 1993 through August 15, 1993.

Tenth Anniversary Celebration Dinner

The tenth anniversary celebration will be a black tie, formal occasion. Approximately 1,000 people are expected to attend. Of these, about 500 graduates of the program, approximately 300 spouses and 200 dignitaries from the Embassy, the scholarship contractors, selected tertiary support NGOs, universities, and USAID.

Reporting Requirements

The contractor will report to the HRDO for general and technical duties and will report to the manager of STEP for day-to-day duties.



EOC/USAID 10th Anniversary Celebration/Conference

October 7, 1993

Minutes of the meeting held at the EOC Boardroom on October 7, 1993.

PRESENT:

- 1. Dipolelo Ngatane
- 2. Dipuo Headbush
- 3. Jacci Conley
- 4. Jean Dick
- 5. Laura-Joyce Kganyago
- 6. Lulama Chakela
- 7. Magang Phologane
- 8. Mary-Lou Johnson-Pizarro
- 9. Sello Thole

SUBJECT: 10th Anniversary Celebration/Conference

Chairperson: Dipolelo Ngatane

AGENDA

- I. Review and approval of minutes of previous meeting
- II. Review of weekend programme
 - Archbishop Tutu
 - •Vincent Ntambo
 - •John Samuels
 - •Windsor Shuenyane
 - •M.C. for Friday evening

III.	Agenda for Friday planning meeting
IV.	Update on alumni responses to date
V.	Memo to regional coordinators

VI. Stall for EOC (to sell T-shirts, mugs etc.)

VII. Press Release (dissemination list)

VIII. Workshops and Committees (Alumni facilitators)

IX. On-site Tasks

X. EOC Biodatas (Sandile?)

XI. Other Issues

PROCEEDINGS

REVIEW OF MINUTES OF PREVIOUS MEETING

Minutes of the previous meeting were reviewed and approved.

REVIEW OF WEEKEND PROGRAMME

The weekend programme was again edited and nearly finalised.

It was reported that the Archbishop would not be able to attend the celebration. Even though the Archbishop will not be present the EOC awards presentation item will stay on the agenda. A suitable person will be sought to replace him for the Saturday evening awards presentation. Laura-Joyce reported that Vincent Ntambo had been contacted and that he had agreed to do the presentation on the "Review of past alumni experiences" on Saturday morning 09h30. It was also reported that Franklin Sonn has been contacted to present the Gala Dinner speech, but to date there has been no response from his side. The meeting learnt that a response will be sought from Mr. Sonn this afternoon. It was further reported that Mr. Shuenyane has accepted the position of Master of ceremonies for the Saturday evening. Duku Mogoai was contacted for the position of M.C. for the Friday evening. It was reported that Duku Mogoai had further been contacted to introduce the keynote speaker on Saturday morning. However, Vivienne West had also been nominated by the Cape Town alumni office for the same slot. Jacci will however check with Armien (W.Cape region coordinator) whether Vivienne has confirmed for this task.

AGENDA FOR FRIDAY PLANNING MEETING

It was reported that Moffat Dyasi will coordinate the 20h30 planning meeting and the meeting was told that he has been contacted and that he has accepted. It was further reported that Moffat will be contacting Jacci for further information on the conference programme and purpose.

UPDATE ON ALUMNI RESPONSES RECEIVED TO DATE:

Jean reported the following:

Total Confirmations: 329

Alumni requiring accommodation: 262

Alumni bringing spouses: 86 Alumni to share rooms: 176

Local alumni: 10 (will pay on their own)

Jacci requested the rooming list from EOC and Magang promised to provide this by the afternoon.

STALL FOR EOC:

The meeting was reminded that EOC will still set up a stall to sell T-shirts, mugs etc. This stall will be mantained throughout the weekend of the conference and the stall will be Puleng's responsibility. Jacci will make location arrangements for the stall with the hotel.



PRESS RELEASE:

It was reported that Jim Callahan has a final copy of the press release and that he has disseminated a portion of the press release to most news media in the country. He will send the press in its entirety to the same media on Friday.

WORKSHOPS AND COMMITTEES:

Jacci presented a list of the 14 alumni from which 10 failitators will be chosen. People who had indicated on the forms that they want to help will be considered for these positions. The only problem with these people is that some of them are not local.

ON-SITE TASKS:

EOC BIODATAS:

Jacci again requested biodatas of EOC staff. This request had been made at the previous meeting and Sandile had been assigned this task. The meeting learnt theat Sandile has left EOC and Magang said he will take this responsibility.

OTHER ISSUES:

Transportation:

The meeting was reminded that EOC had stated that they would do fundraising for the transportation of participants to the conference in Johannesburg. This decision was taken at an earlier meeting at the beginning of the year.

CLOSURE AND MEETING SCHEDULE

EOC/USAID 10th Anniversary Celebration/Conference

September 30, 1993

Minutes of the meeting held at the EOC Boardroom on September 30, 1993.

PRESENT:

- 1. Dipuo Headbush
- 2. Eleanor Molefe
- 3. Jacci Conley
- 4. Jean Dick
- 5. Laura-Joyce Kganyago
- 6. Magang Phologane
- 7. Sandile Madolo
- 8. Solly Ngubane

SUBJECT: 10th Anniversary Celebration/Conference

Chairperson: Eleanor Molefe

AGENDA

- I. Review and approval of minutes of previous meeting
- II. Update on responses to date
- III. Review draft programme (Response from Prof. Mangayi and report on facilitators)
- IV. Guest Lists/Invitations
- V. Press Release
- VI. Advertisements
- VII. Regional Update (Group of 10 from Port Elizabeth)
- VIII. Other Issues

PROCEEDINGS

REVIEW OF MINUTES OF PREVIOUS MEETING

Minutes of the previous meeting were reviewed and approved.

APOLOGIES:

Lulama Chakela who is out of town on a business trip.

UPDATE ON RESPONSES RECEIVED TO DATE:

Jean reported the the following:

Total Responses to date: 301

Alumni requiring accommodation: 206

Alumni bringing spouses: 78 Alumni to share rooms: 128

Mrs. Molefe made a request that a list be developed for her of people who have ticked "other" programme instead of SAEP or CDFP. She stated that these could be the people who have been invited erroneously.

REVIEW DRAFT PROGRAMME:

- Mrs. Molefe reported to the meeting that Prof. Mangayi has accepted the request to present the theme of the conference -- "Facing the Challenges of a Changing South Africa Together."
- Jacci reported that she contacted all but one person (Christen Qunta), she was to contact re: conference facilitator-- a task she was asked to take over at the previous meeting from Lulama. However, she stated that she would continue to try and ge a contact number for her but also requested additional suggestions. She also stated that she would contact Gary Morolo who was reffered by Ruel Khoza when he was contacted.
- Additional names suggested during the meeting are:
 Mofasi Lekota (suggested at last week's meeting)
 Vincent Ntambo
- The meeting was reminded that at this point we were not looking at alumni for this role but will resort to them if at the last moment we are unable to secure a professional in this field.
- A suggestion was made that a Public Relations person be sought for the role of M.C. on Friday night. Laura offered to find this person.
- It was reported that a buffet dinner will be served on the Saturday evening.
- Mrs. Molefe reported that she and Buti have decided to search for a dynamic speaker for the dinner. The feeling indicated was that we should not have invited guests without some sort of speech, even though alumni indicated that they wanted to use this opportunity to network, especially after speeches and presentations all day Saturday. Mrs. Molefe stated that they would contact either John Samuels or Dr. Motlana to speak on "The New South Aferica."
- It was requested that a fold up card (similar to SASIF's) be printed for the dinner with menu, etc. Jacci stated that this will be done depending upon time, cost and current budget, otherwise a one page program will be printed. It was stated that the printer needs one week's notice for this.

GUEST LISTS:

It was reported that thirty invitations have been mailed to USAID guests and fifty-four to EOC guests.

WORKSHOPS:

A concern was raised as to the numbers of participants at the workshops and the feeling was that we may have to divide into more than the five groups that were decided upon. Also the times allocated for the workshops and plenary sessions raised some concern, but it was decided that the overall coordinator will be asked to help in firming up these time slots. It was reported, after a concern, that the materials and information collected during the workshops will be kept by the coordinators as they are responsible for preparing the final report.

PRESS RELEASE:

It was reported that Jim Calahan will be the contact person for the press release and responses. It may be necessary to provide him with background information on the programme.

ADVERTISEMENTS:

It was reported that an advertisement appeared in the *Sowetan* newspaper on September 29, and that two more adverts will appear in the same newspaper. The same advert will appear in the *Sunday Nation* and *City Press* on the 3rd of October, it was reported.

REGIONAL UPDATE: (Group of 10 from Port Elizabeth)

It was reported that a group of ten alumni from Port Elizabeth requested assistance regarding hotel accommodation for the Sunday night as their flight would only leave Johannesburg on Monday morning. It was reported that USAID, unfortunately, could not assist this request. EOC, however, heeded this request and reported that they will assist this group and that the group can be told of the outcome of their request.

TRIPS TO THE DIFFERENT REGIONS:

Sandile reported on his trip to the Eastern Cape. He held meetings in Port Elizabeth, University of Fort Hare and in Umtata. From Port Elizabeth he reported that ten people would attend the conference, from Fort Hare six and from Umtata fifteen people indicated that they would attend. He also reported that this region was concerned about transportation costs to Johannesburg. The meeting was reminded that EOC had agreed at meetings held during the first quarter of the year that they were going to do fundraising for transportation. Sandile reported that he will still be travelling to Durban and to Phutadirjaba during the course of the following week.

OTHER ISSUES:

The meeting could not get an answer as to whether the EOC copier could be used for

photocopying needs over the conference weekend. It was reported that all conference materials be prepared in advance and be brought to the hotel on Friday the 15th of October, however, there may be a need for photocopying during the conference and the meeting was informed that the hotel charges 0,50c per copy.

EOC staff raised the question about the specific role of the steering committee and EOC staff during the weekend conference. There seemed to be an urgent need (although not articulated) to have this information immeadiately. Jacci stated that she was not prepared to discuss this issue in detail at this time and requested that it be discussed next week. There was tremendous discussion about doing it now so that during the conference people are not standing around to receive orders from the coordinator.

Jacci mentioned that the steering committee has been operating and holding weekly meetings and that other committees were to be organized a while ago. However, she stated that individuals who responded on the attachmentthat they would like to assist on a committee will be included where possible.

EOC continued to raise the issue of needing to know today, who's going to head which team. They suggested that there be an overall coordinator and team leaders for each committee or activity to avoid persons having to check with the coordinator.

Jacci reiterated her preference to discuss this issue next week because:

- 1) time did not allow for a detailed discussion--it was already 16h30 and
- 2) there seemed to be more crucial items on the agenda that needed to be finalized-locating a facilitator and workshop chairpeople

Jacci informed the group that based on responses regarding workshops and an EOC Alumni booklet, she was developing a list of ten small groups facilitators of alumni. The intent is to have an even dispensation of men and women.

The question of the colour theme was raised. Although raised previously by the coordinators, this question was never answered. However, it was decided today that the colour theme will be black and white with a tint of red or blue.

Jacci requested the biographical information on EOC staff from Sandile who is to prepare this for inclusion in the arrival packet.

MEETING SCHEDULE AND CLOSURE:

It was requested that we change our scheduled meeting day from Thursday to Wednesday to finalize lists and to discuss other crucial issues. The meeting time suggested was 10h00. Laura-Joyce proposed closure and the meeting closed at 16h45.

EOC/USAID 10th Anniversary Celebration/Conference

September 23, 1993

Minutes of the meeting held at the EOC boardroom on September 23, 1993.

PRESENT:

- 1. Dipuo Headbush
- 2. Eleanor Molefe
- 3. Jacci Conley
- 4. Jean Dick
- 5. Lulama Chakela
- 6. Magang Phologane
- 7. Sello Rasethaba

APOLOGIES:

Sandile Madolo who is travelling to the different EOC-Eastern Cape Offices to address meetings with alumni in those regions regarding the conference.

SUBJECT: 10th Anniversary Celebration/Conference

Chairperson: Eleanor Molefe

AGENDA

- I. Review and approval of minutes of previous meeting
- II. Review of weekend programme
- III. Update on responses to date
- IV. Guest Lists
- V. Advertisement
- VI. Press Release
- VII. Regional Coordinators update
- VIII. Memorabilia
- IX. Other Issues

PROCEEDINGS

REVIEW OF MINUTES OF PREVIOUS MEETING

Minutes of the previous meeting were reviewed and approved.

REVIEW OF WEEKEND PROGRAMME

The weekend programme was further finalised and an updated draft is attached.

Keynote Address

Buti has, as arranged at an earlier meeting, contacted Prof. Mangayi and requested him to present the keynote address on the theme on Saturday morning, October 16, 1993. Prof. Mangayi has to date not responded to this request and the meeting decided that should he decline then Ceaser Molebatsi would take over this role.

it was reported that Buti and Eleanor will decide who would present the Gala Dinner speech.

Workshop Facilitators

Lulama reported that there were still difficulties in trying to contact Dawn Mokhobo. It was suggested that both Neville Alexander and Ruel should be contacted as overall workshop facilitator. Lulama requested that the coordinators continue with making contacts for a facilitator. It was further suggested that a list of possible workshops be compiled from participants' responses on Attachment #5. These topics should still be announced at the conference even if participants may reject them at the last moment. It was agreed that the alumni should provide direction otherwise everyone will loose focus of what the purpose of the weekend was meant to be. The meeting was reminded that at earlier meetings we had talked about having scribes that would take notes whether on a flip chart or with the use of an overhead projector.

UPDATE ON RESPONSES RECEIVED TO DATE:

Total Confirmations -- 201 Alumni requiring accommodation -- 140 Alumni bringing spouses -- 58 Alumni who will share rooms -- 94

It was reported at the meeting that some students that have studied in Britain have received invitations. These will have to be removed as soon as possible, also for purposes of the calligrapher, who is busy preparing the certificates to be presented at the evening gala occassion.

GUEST LISTS:

There have been some problems regarding the guest lists. It was reported by USAID that we must mantain the number of invited guests that was agreed upon earlier, (the number fifty between USAID and EOC. EOC was informed that they should reduce their list of 150 to 25. However EOC reported at the meeting that it was impossible for them to cut down their guest list to twenty-five. They reported that they still want to invite everyone on their list. They further stated that if people are invited it does not mean that they will attend. They indicated that it would be a courtesy to invite people that you have been involved with over a ten year period.

ADVERTISEMENT:

It was reported that the advert will appear in "The Sowetan" on the following dates: September 24, September 27 and October 11.

PRESS RELEASE

It was reported that Sandile had shared the draft of the press release that will be sent to the to the newspapers and radio stations. Jacci prepared USAID/SA background information for Sandile for the preparation of the news release. Jacci reported that she had some comments and changes on the draft for Sandile upon his return.

REGIONAL COORDINATORS UPDATE

It was reported that EOC would take care of transportation and accommodation of the regional coordinators. It was stated that the different regions should also participate on the weekend programme and that the spotlight should not always be on the PWV participants. Jacci reported that some regions have cited this as a potential problem and that she has asked those regions to provide names.

CLOSURE

Sello proposed closure and the meeting was concluded at 18h00.

EOC/USAID 10th Anniversary Celebration/Conference Meeting

September 16, 1993

Minutes of the meeting held at the EOC Boardroom on September 16, 1993.

PRESENT:

- 1. Dipuo Headbush
- 2. Eleanor Molefe
- 3. Jacci Conley
- 4. Lulama Chakela
- 5. Magang Phologane
- 6. Sandile Madolo

SUBJECT: 10th Anniversary Celebration/Conference

Chairperson: Sandile Madolo

AGENDA

- I. Review of Minutes of Previous Meetings
- II. CDFP Mailing Labels
- III. Guest List
- IV. Update on Responses received to date
- V. Facilitator/s and MC for Saturday Evening
- VI. Arrival Packets
- VII. Media Coverage
- VIII. Press Release
- IX. Alun ni with Financial Problems
- X. Agenda for Alumni Meeting on September 18
- XI. Other Issues

PROCEEDINGS

REVIEW OF PREVIOUS MEETINGS

Minutes of the previous meeting were reviewed and approved.

CDFP MAILING LABELS

There had been a delay in producing the mailing labels but EOC promised to have the CDFP mailing labels ready before the meeting closed. The CDFP labels were subsequently presented during the course of the meeting. It was reported that a number of SAEP mailing labels are also still outstanding, but as time is against us it was suggested that we should not send out any mailing, but indicate on the advert, that participants should still call and reserve

space. A concern was raised about some SASP participants who had inadvertently been mailed an invitation letter. It was, however, also mentioned that this is supposed to be a small number.

GUEST LIST

EOC presented their guest list which was reviewed. Some duplications were noted when compared with the USAID list. Some of the names had been mentioned to USAID but had been rejected. The two lists would, however, be combined and presented to USAID for the final selection of who is to be invited.

UPDATE ON RESPONSES RECEIVED TO DATE

It was reported that the Natal region is making plans to attend the event. The Western Cape representative has been calling and has been receiving updates. Twelve people from Cape Town have confirmed that they will attend the conference. To date we have not received any response from the Eastern Cape.

FACILITATORS AND M.C. FOR SATURDAY EVFNING

It was reported that there had been difficulties in contacting facilitators because 1) unable to reach by telephone and 2) uncertainty about topics to ask presenters to speak on. To date we do not have an overall workshop facilitator, however both Dawn Mokhobo and Wendy Luhabe had been telephoned. It was suggested that the weekend programme should be finalised at the Salurday Alumni meeting. It was suggested that an alumnus should give the vote of thanks and the person suggested was Prof. Wiseman Nkuhlu. The meeting was reminded that Bishop Tutu should also be included on the agenda.

ARRIVAL PACKETS

The meeting discussed what should be included in the arrival packets. The following were suggested: welcome note, agenda, EOC annual report, USAID survey, other USAID project brochures, list of participants, alumni questionaire, pictoral brochure on EOC, biographical data on directors and staff of EOC and USAID. Sandile volunteered to organize and prepare biographical data and photos for EOC, and Jacci would do the same for USAID.

MEDIA COVERAGE

The meeting was reminded that advertisements will be run in the newspapers as soon possible. It was reported that Jackie from Edutel in Mmabatho (a participant) said she would organize a time slot for this event to be announced on Radio Bop and perhpas Radio Mmabatho.

PRESS RELEASE

It was reported that a press release will be sent to the different newspapers. Sandile agreed to prepare a draft press release on the event which will be reviewed by USAID and the Press Attache before it is disseminated. It was suggested that the directors of both EOC and USAID be interviewed by the media.

ALUMNI WITH FINANCIAL PROBLEMS

It was reported that one participant thus far has requested assistance regarding accommodation. It was suggested that we wait for other requests and assist where necessary. The group agreed that we should assist this particular participant.

AGENDA FOR ALUMNI MEETING

The meeting decided that the following should be on the agenda for Saturday's alumni meeting:

- ·Programme (including facilitators and presenters)
- ·Entertainment
- ·Committees

OTHER ISSUES

EOC STAFF

It was reported that not all EOC staff will reside at the hotel, but that they will spend the day at the hotel. At this point, twenty-four rooms have been blocked at the hotel for EOC.

DAILY REPORTS

There was a discussion as to whether we should produce reports on the conference activities on a daily basis. It was suggested that we may need the daily reports and that we may need to hire additional staff (scriber) to help with this. It was also suggested that perhaps we should just combine those efforts for the final report. EOC reported that they would be compiling their own report, however.

MEMORABILIA AND EOC AWARDS

It was reported the EOC will sell caps, T-shirts, pens, and business cardholders at the conference. It was also reported that Buti will present the address on behalf of EOC on Friday. EOC also reported that they will present awards to people who have been with the EOC programme for the past ten years. The Bishop will be asked to present these awards. This would probably take place after the presentation of certificates. The coordinators showed a sample of the business card holder supplied by Star Promotions wich EOC said they would like to order approximately 200 to sell. The coordinators agreed to provide the logo information inteneded for the holders. They also provided the contact name and telephone number of Star Promotions.

CLOSURE

Sandile proposed closure and the meeting was adjourned at 17h20.

EOC/USAID 10th Anniversary Celebration/Conference Meeting

September 9, 1993

Minutes of the meeting held at EOC on September 9, 1993.

PRESENT:

- 1. Dipuo Headbush
- 2. Eleanor Molefe
- 3. Jacci Conley
- 4. Magang Phologane
- 5. Sandile Madolo
- 6. Sello Thole

SUBJECT: 10th Anniversary Celebration/Conference

AGENDA

- 1. Review and Approval of Minutes of Previous Meeting
- 2. Mailing Labels
- 3. Advertisement
- 4. Vorkshop Facilitators
- 5. Invitations and Guest Lists
- 6. Anniversary Certificates
- 7. EOC Administration Support Budget
- 8. Trips to the various Regions
 - ► Transkei Sello Thole
- 9. Other Issues

PROCEEDINGS

MAILING LABELS FOR SAEP AND CDFP TRAINEES

It was reported that at this point we have about 50 CDFP mailing labels and that we would need the rest timeously so as to send out the information packages to the rest of the participants. EOC is at this point busy updating the last group of addresses and would provide them at their earliest convenience. The unfortunate event of the computer person that has left EOC was cited as the major cause of the delays.

However, EOC promised to keep the coordinators updated as they (EOC) were getting latest information everyday.

ADVERTISEMENT

It was reported that the advert had been sent to the USIS person who is responsible for publicity. This person would clear the advert and had promised to negotiate reduced rates from all the newspapers. On the top of the list is the sunday times and City Press although an advert will be put in local newspapers in all the major cities. It was suggested that we use "UmAfrika" for the Durban region.

EOC reported that they had put an advert in the City Press for purposes of updating their own records, and that the response had been tremendous.

WORKSHOP FACILITATORS

This task had been given to Lulama and nobody could provide the meeting with an update on this issue as Lulama was off sick.

INVITATIONS AND GUESTS

The question of who would be sent a letter of invitation and who would be sent an invitation card and who would be sent both was raised. EOC reported once again that they could not provide a list of overseas guests and that IIE should be given this task. The coordinators agreed to send a fax to IIE requesting this information. EOC further reported that their list would be made up of local guests and tha invitation card alone will do for their purposes. It was also reported that Buti would write a letter to the Bishop inviting him to the anniversary.

ANNIVERSARY CERTIFICATES

A draft of the certificate was presented for comments. An alumnus present at the meeting stated that in South Africa certificates were not afforded the high value as is the case in America and mentioned that some people may not be for this idea. The meeting was reminded that at earlier meetings the same question had been raised and that Buti had said the certificates should be made and individuals would decide what to do with them. It was stated the the wording on the certificates should be changed so as to embrace everyone because while overseas the students were divided into different groups according to programs under which they studied and further according to which contractor looked after them while abroad. These divisions were so distinct while the students were abroad and to avoid all the complications the wording on the certificate should be as simple and basic as possible 50 as to accommodate everyone.

EOC ADMINISTRATIVE SUPPORT BUDGET

The proposed budget has already been submitted to Dipolelo for review and approval.

TRIPS TO THE VARIOUS REGIONS

The outcome of these proposed trips depends on the proposed budget being approved. Sello had

mentioned that he would be travelling to the Transkei on his own personal business and offered that he could spread the word for us to the alumni in that region.

OTHER ISSUES

Photographer

It was reported that the coordinators have a few names of photographers that could be asked to take photos and/or film the event. If EOC, however, had other names they were asked to forward same.

Caligraphec

It was stated that we would need a caligrapher to print the certificates and anyone who knew of such a person should present that information.

Entertainment

At the last meeting held with the alumni they had agreed that the coordinators should take care of the entertainment. Subsequently a group called Trio was suggested and this group has been reported as not being just a musical group but that they were involved in other forms of entertainment also. The meeting was reminded that this group had been mentioned as early as April as one of the group; that could be contacted. It was also stated that a choral choir would probably not be suitable for this occasion.

Next Meeting with Alumni

It was suggested that a meeting with the alumni be scheduled for Saturday, September 18, 1993. The group that attended the last meeting would be invited and additional alumni would be invited. This would serve as a follow up meeting to the one held previously on August 22.

EOC Logo

An urgent request was made for the camera copy of the EOC logo for purposes of preparing the memorabilia.

CLOSURE

Sandile proposed closure and the meeting was dissolved at 17h20.

EOC/USAID 10th Anniversary Celebration/Conference Meeting

August 26, 1993

Minutes of the meeting held at the EOC August 26, 1993.

PRESENT:

- 1. Dipuo Headbush
- 2. Eleanor Molefe
- 3. Jacci Conley
- 4. Lulama Chakela
- 5. Magang Phologane

SUBJECT: 10th Anniversary Celebration/Conference

AGENDA

- 1. Mailing labels for CDFP trainees.
- 2. EOC guest list.
- 3. Final letter of invitation to graduates with attachments
- 4. Letter of invitation to invited guests
- 5. Facilitators for Workshops.
- 6. EOC Conference Administration Budget.

PROCEEDINGS

MAILING LABELS FOR CDFP TRAINEES

It was reported that Florence would provide the CDFP mailing labels by the 27th of August so that the letter of invitation and attachments could be mailed to them.

EOC GUEST LIST

It was reported that the EOC guest list was nearly ready but would need to be streamlined and finalized by Buti. EOC preferred to invite the local people and suggested that USAID invite the overseas guests. Also it was suggested that IIE should be responsible for inviting the U.S. panelists as they have all the biographical information and addresses for each of them. It was agreed that IIE would be asked to draw up the guest list. The group was reminded that the 10th Anniversary is a joint endeavor and that all guests would receive a joint invitation from both EOC and USAID/South Africa. This would be consistent with the invitation letters discardinated

to the graduates.

LETTER OF INVITATION TO GRADUATES

The final letter of invitation to graduates and the attachments were presented at the meeting. Buti was asked to review the letter and attachments. He later sent to the meeting a copy of the letter with his signature. Other minor adjustments were suggested regarding some of the attachments and they were going to be incorporated before sending out the information packages to participants.

LETTER OF INVITATION TO GUESTS

The meeting was reminded that a letter of invitation to the guests should be drafted as soon as possible becuase the people from overseas, especially, have been inquiring as they have not received any formal information about the event to date. Although an EOC task, Mrs. Molefe informed the meeting that they were unable to carry it out in a timely manner, therefore the coordinators will draft the letter.

FACILITATORS FOR WORKSHOPS

Lulama reported that in researching facilitators, she would be contacting Dawn Mokhobo to facilitate the overall workshop. It was suggested that we try and identify people who will listen, record, take notes and raise questions to facilitate discussion. These should, preferably, not be the alumni, as the alumni themselves should be involved in the workshop discussions. Others to be contacted include the list of suggested speakers drawn-up by the alumni at the 22 August meeting.

EOC CONFERENCE BUDGET

The EOC Conference Administration Budget was reviewed and further drafted. The cost of travelling to the 9 different regions was included in this budget. It was reported that Jacci would only be able to travel to four regions as her budget only allows for four trips, however, those destinations will be determined be the total costs and when EOC determines the targetted areas to visit. EOC representatives would, however, travel to all the regions that have been identified. The question was raised whether a EOC Headquarters representative would travel to all of the targetted locations. It was stated that wherever possible, the EOC Regional Representative or designee would travel. In the case of Durban, it was reported that an intern had been hired to travel within that region to meet with alumni and motivate them to attend the conference as well as answer any questions raised.

Jacci stated that as time moves on, it may become more difficult for her to travel although she said that she is willing to travel wherever necessary within her budget. She said that perhaps ensuring that the EOC regional representatives are apprised and kept up-to-date, would suffice in disseminating information to the graduates in their areas who may not have received the

information packets.

EOC staff accomodation at the Holiday Inn Garden Court during the conference weekend was also included in the budget. It was reported that EOC may hire a coordinator to assist them with preparations for the celebration, and wrap-up after the conference.

MEETING SCHEDULE

The meeting closed at 17h10. The next meeting was scheduled for Thursday, 2nd of September 1993.

EOC/USAID 10TH ANNIVERSARY CELEBRATION/CONFERENCE

Meeting with Alumni at the EOC office on Sunday August 22, 1993.

Present:

- 1. Dipuo Headbush
- 2. Eleanor Molefe
- 3. Jacci Conley
- 4. Namane Magau
- 5. Nhlanganiso Dladla
- 6. Sello Thole
- 7. Sipho Nkosi
- 8. Solly Ngubane
- 9. Vanessa Francis

AGENDA

- 1. Introduction (update of progress to date)
- II. Conference Venue
- III. Transportation
- IV. Proposed Plans for the Celebration
- V. Workshops
- VI. Proposed Program for the Conference
- VII. Closure

PROCEEDINGS

INTRODUCTION:

Jacci informed attendees that two meetings took place during the week, one on Tuesday and one on Thursday. Both Cap Dean (USAID Mission Director) and Buti Tlhagale (EOC Director) were present at the Tuesday meeting. She further explained that the purpose of that meeting was to ascertain from EOC whether the timing was right to proceed with the conference/celebration. At the meeting Buti reconfirmed EOC's commitment to assisting with the coordination of the event. Thursday's meeting was the weekly meeting of the National Coordinating Committee.

CONFERENCE VENUE/ACCOMMODATIONS:

It was announced that the venue that has already been booked, the Holiday Inn Garden Court in Johannesburg, was selested by USAID because of its central location and availability of both housing and conference facilities for the size of the group. People expressed their disapproval with this choice of location but were informed that this venue can, unfortunately, not be changed unless people can provide substantial reasons as to why it has to be changed and also provide viable options, taking into account all logistical aspects, e.g. transportation to and from the conference site.

The following are comments regarding the venue:

- the venue is suitable for people who do not have their own transport as it is easily accesible;
- there is concern for people coming from Soweto and the East Rand where there are curfews and they are not able to travel to and from these places in the evenings;
- a large percentage who will attend will be local alumni, therefore their accommodation needs should be addressed;
- people with their own transportation and those from Johannesburg are viewed as being priviledged enough to attend without great financial burden;
- it was suggested that USAID be asked to assist with the accommodation or transportation needs of the unemployed and township residents;

USAID has negotiated a special rate of R 129.60 per room. If people share, the cost is R64.80 per person.

TRANSPORTATION:

- Transportation for the out of town will be arranged by the different regions. The regions have been asked by EOC to fundraise and attempt to find some common means of transportation to travel to Johannesburg.
- It was suggested that people who would have serious problems with accommodation and transportation should contact the coordinators to inquire whether they can be assisted.
- It was mentioned that at the last conference people were asked to pay a portion of the fee for transportation while accommodations were covered.

PROPOSED PLANS FOR THE CELEBRATION:

The meeting suggested that we make Friday a fruitful start for the conference. It was agreed that an address on Friday would be appropriate. Jacci explained that the purpose of the celebration is to provide a forum for the alumni to enable them to share innovative ideas with colleagues and sponsors, and plan and develop a strategy for establishing the kinds of follow-on activities most appropriate for South African graduates.

The following issues were mentioned:

- the need for people to network:
- the conference is for the alumni and they should decide on the issues to be discussed;

It was suggested that the following items should be included on the agenda:

- ► Alumni Follow-on
- ► A Way Forward
- ▶ A Planning Meeting With Alumni
- ► Workshops
- ► Gala Dinner
- ► Social Events

The group reviewed the proposed program for the conference prepared by EOC/USAID/South Africa. After lengthy discussion about the program content, the group decided that the proposed workshop topics were not desired for this particular conference. They stated that some of the topics were appropriate in terms of providing information to graduates about possible training opportunities (skills training workshops) but not actual workshops during the conference. The alumni who attended the meeting proceeded to draft the attached proposed program which was agreed upon. Please see attached draft proposed program.

THEME FOR THE CONFERENCE:

The meeting agreed on--"Facing the CHALLENGES of a changing South Africa TOGETHER"

WORKSHOPS:

The alumni stated that the proposed workshop topics were inappropriate for this conference and suggested that topics emerge from the panel discussions, addresses and presentations. It was stated that if the conference is to establish/provide a forum for graduates to network then networking should be discussed during the alumni presentation and Namane agreed that in her presentation she would include the advantages of and need for networking. It was mentioned that workshops would be needed, however, topics would be determined later based upon the outcome of presentations, etc. It was suggested that the coordinators contact facilitators for the workshops, but people who are flexible and who would be able to speak on any topic that emerges, provoke discussion amongst the group, and provide suggestions.

OTHER ISSUES:

There was debate surrounding the issue of awarding certificates. Most people expressed that they did not see the purpose of awarding a certificate as they had received degrees upon the completion of their programs.

It was suggested that all the regions have a day of celebration since many people may not afford to travel to Johannesburg. USAID staff should travel to the regions and conduct these celebrations at the different regions, and perhaps, issue certificates at that time. It was stated that the idea of regional conferences had been discussed, however, because of time to plan, etc., it was agreed that a national conference would be conducted at this time.

NEXT MEETING/SCHEDULE:

It was suggested that the same group should meet again in two weeks. The meeting closed at 18h00.

10TH ANNIVERSARY CELEBRATION CONFERENCE

"Facing the CHALLENGES of a Changing South Africa TOGETHER"

PROPOSED PROGRAM

FRIDAY, October 15, 1993

18h00 Registrations/Arrivals/Welcome

Cocktails

19h30 Presentations:

USAID Mission Director

EOC Director

Alumni--to be determined

20h30 Alumni Planning Meeting--Agenda for Conference

SATURDAY, October 16, 1993

07h00 Breakfast

08h30 Presentation on Theme: "Facing the CHALLENGES of a

changing South Africa TOGETHER"

Suggested Presenters:

Eugene Nyati Neville Alexander Louis Farrakhan Jesse Jackson Wiseman Nkuhlu Namane Magau Christen Qunta

09h30 Panel Presentations/Discussions

The Role of Alumni (3 perspectives)

1) Review of Past Alumni Experiences

2) Role of Alumni as Change Agents

3) Role of Alumni as Professionals

10h30 Tea

10h45 Workshops--Intergrated Discussion Groups

5 Topics will emerge from Panel Presentations above

12h30 Plenary Session

13h00 Lunch

14h00 Workshops--Groups according to Professional Fields

1) Business

2) Education

3) Engineering

4) Law

5) Social Sciences

15h00 Tea

15h15 Plenary Session

15h45 Summary of both Workshops

16h30 Break--Prepare for Dinner

19h00 Dinner

Remarks by Ambassador Presentation of Certificates

21h00 Social Events

SUNDAY, October 17, 1993

07h30 Breakfast

08h30 Resolutions and Way Forward

13h00 Lunch

EOC/USAID 10th Anniversary Celebration/Conference Meeting

August 19, 1993

Minutes of the meeting held at the EOC Boardroom on Thursday, August 19, 1993.

PRESENT:

- 1. Dipuo Headbush
- 2. Eleanor Molefe
- 3. Jacci Conlay
- 4. Lulama Chakela
- 5. Mashadi Mashabela

SUBJECT: 10th Anniversary Celebration/Conference

Chairperson: Eleanor Molefe

AGENDA

- I. Review and Approval of Minutes of Previous Meeting
- II. Conference Venue
- III. Deadlines for Tasks and Assignments
- IV. Awards
- V. Memorabilia
- VI. Budget (EOC Conference Administrative Support)
- VII. Conference Program
- VIII. Other Issues
- IX. Next Meeting and Schedule

PROCEEDINGS

MINUTES OF THE PREVIOUS MEETING:

The Minutes of the meeting that was held on Thursday, August 5, 1993 were read and approved.

Jacci proceeded to ask Mrs. Molefe to give feedback on the meeting that was held at EOC, where both Cap Dean and Father Buti were present, for the benefit of those who did not attend that meeting. The purpose of that meeting was to find out from EOC if the timing for this occasion was right and whether EOC wanted to have the celebration at all. What transpired from the meeting is that Father Buti committed EOC to helping out with coordinating the event. The issue of awards was also discussed at this meeting.

CONFERENCE VENUE:

Jacci reported that unfortunately the venue will have to remain the same, meaning the Garden Court Holiday Inn, downtown Johannesburg and that the issue is not negotiable as a contract has already been entered into with Holiday Inn.

TASKS AND ASSIGNMENTS:

PARTICIPANT MAILING LISTS/LABELS:

Mashadi has to date provided Dipuo with 808 complete mailing labels. An additional 31 that were provided had no addresses and a further 10 had the wrong addresses. This was reported at the meeting and Mashadi said she would rectify this by Monday October 23. Mashadi was also requested to provide the exact numbers for the SAEP and CDFP scholars and to pass same to Dipuo by Friday, August 20. Mashadi was also given the task of contacting the alumni that had been suggested for co-option at a meeting that was held in April 1993. At that meeting six names were suggested and as of August 19, Mrs. Molefe requested that Sello Thole be included on the list. Mashadi was asked to report back on her progress regarding this issue on Monday October 23, 1993.

Mrs. Molefe further requested Dipuo to please consult her directly for any information that she may need from EOC. This was to ensure that errors like providing incomplete mailing addresses do not happen in the future.

INVITATION LETTER TO GRADUATES:

Mrs. Molefe had passed on the final draft letter of invitation to Father Buti when we started the meeting, for him to make comments. The letter was also shared at the meeting and a few changes were made among which was the inclusion of the CDFP program trainees. Originally the celebration/conference was planned for only the SAEP graduates. Mrs. Molefe said that the exclusion of this group would cause conflicts. She also said that the chairperson of the Transvaal alumni had participated in the CDFP program. Jacci said that Mrs. Molefe should feel free to express that the CDFP trainees to be invited if that is what she wants. Mrs. Molefe agreed that she would want them to attend.

Jacci wanted to know the number of CDFP trainees to expect and Mrs. Molefe estimated the number at around 300. Jacci further inquired as to how soon Dipuo would be able to obtain the exact number and corresponding address labels.

Father Buti provided the letter with a heading, approved the contents and agreed that he would sign it.

INVITED GUESTS LIST(S)

Mrs. Molefe told the meeting that she had a long list of guests that she would like to invite. She said she would discuss it with Father Buti and pass it on to Dipuo on Monday, October 23. Mrs. Molefe also said she was worried that there had not been any correspondence with Aurora to date, introducing this big event. She mentioned that the overseas guest were still in the dark as to what was happening. Jacci explained that these guests do in fact know what is being arranged as she has been talking to them telephonically. Mrs. Molefe asked Dipuo to draft a letter of invitation to these guests but later offered that she would prepare the draft. She also said that she would have to obtain the exact dates before she could invite the bishop.

The question of who would pay for the EOC panelists from the US was again raised by Mrs. Molefe. Jacci explained that the EOC contract would pay for this expense. Jacci further explained that there is no separate budget for people's travelling. People should use their own projects' budgets. Mrs. Molefe further expressed that she has worked with the professors for the past ten years and that she would really like them to attend the function. She mentioned among others Bart Rousave and Sheilla McLean. Jacci advised Mrs. Molefe to propose to IIE that she wants these people to travel to South Africa and that IIE should pay for the travelling.

INVITATION CARDS:

Re-drafted samples of the invitation were again presented. The meeting agreed on one of them and Lulama suggested that we make provision for partners and include the word "partner" on the invitation itself. Mrs. Molefe said the invitation should include the CDFP trainees and should thus read "honoring the SAEP graduates and CDFP trainees. The meeting agreed that after these changes the invitation could be printed. Mrs. Molefe suggested that we also design a response card as telephone responses may not be adequate. Jacci said that the reservation forms would help us to determine whether spouses will be attending.

PUBLICITY ANNOUNCEMENTS:

Jacci reminded the meeting that Magang is the person that was assigned this task. Lulama offered that she could work with Magang on this assignment.

WORKSHOPS AND FACILITATORS:

It was agreed that some of the topics would be left out but the rest would be sent out on an attachment to the participants, to choose from or suggest others. Jacci asked EOC to provide a list of possible facilitators for the workshops. Jacci asked people to volunteer to organize facilitators for the different workshops. Lulama volunteered to help with this task.

CERTIFICATES:

The meeting agreed that the sample British and sample U.S. certificates be merged and that the relevant wording be provided. Jacci was asked to prepare a draft of the relevant wording. Jacci said that the certificates should be personalized and should include whether completed the SAEP or the CDFP program. Father Buti mentioned in a separate meeting with Jacci that the certificate should read as follows:

"has successfully completed participation in the EOC/USAID program"

Mrs. Molefe suggested that we should arrange for one person for each of the years to receive the certificates on behalf of that group.

Mrs. Molefe said that since EOC started as far back as 1979, some people will automatically be excluded and they may complain even though they were not USAID sponsored.

AWARDS:

Dipuo announced that the subject of awards has been scratched off and will not be dealt with again.

MEMORABILIA:

Lulama offered to obtain more quotes on memorabilia for Mrs. Molefe's planned stall. Jacci and Dipuo have already decided on an item that they will be giving out to attendees as a memento of the occasion.

BUDGET (EOC CONFERENCE ADMINISTRATIVE SUPPORT)

Jacci explained to Mrs. Molefe that the budget she was requested to prepare is to cover expenses that will be incurred as a result of the planned conference. This budget should include expenses for preparations and any additional staff that may be required to help coordinate the event. The budget should also cover EOC staff accommodation at the hotel and Mrs. Molefe expenses for the planned travelling to all the different regions.

CONFERENCE PROGRAM:

Father Buti offered that he would arrange for a suitable person to present the keynote address on Friday evening.

Cap Dean will be requested to present a formal address, in his capacity as the Director of the Mission. Father Buti will also be requested to present same as Director of the Educational Opportunities Council.

The question was raised as to who would present an address on behalf of the alumni.

OTHER ISSUES:

Mrs. Molefe said that she would have liked Jacci and Dipuo to be at the EOC offices more often. Jacci explained that an office with all the necessary equipment was set up at USAID for them. They have also been working from the USAID office for the past month and all the contacts that they have made know them to be be based in Pretoria. She said that moving to EOC at this point would be disruptive but could be arranged at a later stage. Jacci went further to explain that EOC had initially indicated a problem with finances. regarding telephones, faxes and mailing. Jacci reminded the meeting that she had instructed Puleng to use the project number for all budget requirements.

Dipuo suggested that they work from the EOC offices once a week and it was decided that Thursday would be the day as they would need to go there anyway for the standing 14h00 weekly meetings.

The merits of travelling to the different regions were questioned. It would seem the purpose is to go out there and spread the word about the conference--and time is of the essence.

NEXT MEETING AND SCHEDULE:

It was agreed that meetings will continue to be held on Thursdays. Mrs. Molefe proposed that we schedule the meetings for the morning session.

EOC/USAID 10th Anniversary Celebration/Conference Meeting

Minutes of the meeting held at the EOC Boardroom on August 5, 1993.

PRESENT:

- 1. Dipuo Headbush
- 2. Eleanor Moiefe
- 3. Jacci Conley
- 4. Magang Phologane
- 5. Mashadi Mashabela
- 6. So lo Thole (former SRC member and U.S. graduate)

SUBJECT: 10th Anniversary Conference

Chairperson: Eleanor Molefe

AGENDA

- I. Review and Approval of Minutes of Previous Meetings
- II. Tasks and Assignments with Deadlines
 - ▶ Invitation Letter to Graduates
 - ▶ Letterhead
 - **►** Invitations
 - ► Lists of Invited Guests
 - ► Publicity
- III. Operational Structure
 - ▶ Committees: Members and Chairperson(s)
- IV. Conference Seminars/Workshops
- V. Awards
- VI. Other Issues Arising
- VII. Next Meeting

PROCEEDINGS

INVITATION LETTER TO GRADUATES:

Jacci reviewed the USAID Mission Director's comments on the letter with everyone present at the meeting. There were minor alterations suggested regarding the letter. Jacci will incorporate all of them in the final draft. Concerning hotel accommodations as stated in the letter, the committee felt that there should be a kilometre radius regarding participants coming from outside the PWV area--(how far away people should travel to qualify for paid accommodation).

LETTERHEAD:

Everyone agreed that the letterhead was in order. It was requested, however, that we provide the area codes with the telephone numbers and remove the EOC telex number. EOC questioned whether or not IIE and AURORA should be included on the letterhead.

INVITATIONS:

Dipuo drafted a sample invitation to be used for inviting all guests to the Celebration Dinner. The suggested invitation was presented at the meeting for comments. It was suggested that the invitation card alone will suffice as far as the special guests were concerned, however, the graduates should receive both a letter and an invitation. It was also decided that we include the physical address on the invitation and that we set a deadline for responses/reservations.

LISTS OF INVITED GUESTS:

From previous meetings it was agreed that the number of special guests to be invited by both EOC and USAID be limited to fifty. Jacci requested that guest lists be drawn up by both organizations as soon as possible. Mrs. Molefe indicated that they may need to invite more guests than the number allocated to them. She mentioned that her concern was that EOC works for different embassies and that they would like to invite all of them, however, she didn't want to duplicate the embassies that USAID/SA might invite. Mrs. Molefe was asked to draw up EOC's guest list by Tuesday, August 10, 1993. A final determination of the numbers of invited guests would be made once both EOC and USAID's guest lists have been compiled and reviewed. Mrs. Molefe needed some clarification as to whether EOC or USAID would be inviting IIE and AURORA. Sello felt strongly about the participants bringing their spouses to the conference, especially the Saturday evening gala event/dinner. He felt that family values have to be entrenched thus the spouses should also be invited.

PUBLICITY:

As agreed in the 15 April meeting, some local and national newspapers have been contacted for advertisement quotes. Dipuo is compiling a list of newspapers in which announcements can be placed. The general feeling was that we should first send the letter out and afterwards advertise the conference in the newspapers. Jacci mentioned that she was trying to obtain a media directory listing national and local print and broadcast media. Mrs. Molefe mentioned an attempt to organize a talk show on the event with Felicia Mabuza-Suttle. The general feeling was that a talk show would not be appropriate for the purpose of our proposed conference/celebration. The group was also reminded that a publicity committee had been proposed at the first meeting.

OPERATIONAL STRUCTURE:

The National Coordinating Committee formed in April included the following persons:

▶ Portia Shuba (Chairperson - EOC)

- ► Mashadi Mashabela (Convenor EOC)
- ► Eleanor Molefe (EOC)
- ► Magang Phologane (EOC)
- ► Jacci Conley (USAID)

The current working committee also includes Dipuo Headbush (USAID). Ms. Shuba has not been actively involved.

Suggested aimmni for co-option:

► Laura Kganyago
 ► Solly Ngubane
 ► Dumisani Mahlasela
 ► Dumisani Mahlasela
 ► Nhlanganiso Dladla

At that time it was decided and agreed that all committees would include representatives from the general alumni population and various alumni associations. To date the alumni have not been involved actively with the committee, however, Mrs. Molefe met with several groups of alumni on separate occasions. She provided minutes of a recent meeting of alumni who are also former SRC representatives. This group voiced their concern regarding various issues including the following:

- ▶ Venue: problem with congestion, inconvenience and possibility of muggings and shopping temptation;
- Mutual benefit of their involvement in meetings from planning to execution at both a national and regional level;
- Proportional distribution of guests lists (USAID, EOC and Alumni guests);
- Accommodation--lack of accommodation for PWV people might cause poor attendance from this region;
- Awards: concern that all graduates be recognized equally/uniformly rather than singling out individuals; and
- ► Workshop Topics

Other committees previously decided upon were discussed. Jacci expressed concern that the committees and chairpersons were agreed upon in April, however to date alumni involvement has not been included. There was discussion surrounding the numbers of alumni representatives on each committee. The numbers 3 or 5 were cited as possibilities. Jacci mentioned that 5 had previously been discussed for the National Coordinating Committee. Based on meeting held on April 15, the following committees and chairpersons were agreed upon. It was also noted that the USAID representative/coordinator would sit on all committees.

LIST OF COMMITTEES:

- ► Awards Committee -- Eleanor Molefe
- ▶ Records and Publicity Committee -- Magang Phologane
- ▶ Programs Committee -- Portia Shuba
- ▶ Participant Information Committee -- Mashadi Mashabela
- ▶ Travel & Accommodation Committee -- Puleng Zulu
- ▶ Entertainment Committee
- ► Seminars/Workshops Committee

The Fundraising and Events Committees have been removed from the list of committees as of 5 August, 1993.

CONFERENCE SEMINARS/WORKSHOPS:

Jacci reminded the meeting that one of the conference objectives is for USAID/SA to begin a participant training follow-on program. The graduates could discuss their projects for funding. Additionally it was stated that the workshops could focus on ways to implement a follow-on program for the alumni and the establishment of alumni associations including fundraising. Sello said that our suggestion of "Affirmative Action" as a topic was good, especially for alumni who have just returned to the country. It was also suggested that we get a person to conduct a workshop on "alumnus" in general and the way forward. Employment Networking was another workshop topic agreed upon so that people can exchange information, ideas and contacts. SASIF was mentioned as a possible convenor. Other workshop topics listed in the draft invite letter were discussed as well as those in the EOC Alumni meeting minutes. It was decided that the list will remain an attachment to the letter to obtain feedback from alumni regarding proposed workshop topics.

AWARDS:

There has been a great deal of controversial discussion about the issuing of awards. The former SRC alumni who attended the meeting (Sello) stated that he felt there should be no awards based on academic achievements. He seemed to be comfortable with the other categories for awards, however Jacci stated that she agreed with the exclusion of Academic Achievement category since the focus should be on "where are they now?" and "what are they doing?" Magang stated that there should be no distinctions and suggested that everyone be given some

token for "finishing the race". Mrs. Molefe suggested that USAID in collaboration with EOC design a Commemorative Certificate that would be awarded to all the participants. She shared one of their certificates with Jacci who will compare it with USAID's and draft a design. The idea of giving plaques was also brought up and will be looked into.

The question of who would nominate award candidates was raised again. At earlier meetings it was suggested that the alumni would nominate each other. It was also suggested that the different regions could nominate persons that they think are outstanding in their careers. There was a concern that the alumni may not necessarily know each other very well, the reasons being that they left and came back at different times. It was suggested that the issue of awards be

shelved for now (Mrs. Molefe). Jacci stated that before we decide to delete the awards category altogether, she would prefer to meet with a broader sampling of alumni to discuss the issue. Both Mashadi and Sello said that they would arrange such a meeting the week or weekend of August 9-15 to which Dipuo and Jacci would be invited. This will be most appropriate for Jacci for Jacci and Dipuo as they need feedback and ideas from the alumni.

OTHER ISSUES:

- 1. Mrs. Molefe suggested that the EOC would, in the form of an incentive for the alumni, offer free accommodation for twenty participants who offer their services on the proposed working committees.
- 2. Mrs. Molefe also felt that the spotlight should fall on EOC as participants who will need anything would first contact EOC before consulting USAID. The issue of regionalizing the conferences was raised in preparation for the follow-on program. Nobody could provide feedback as to what happened to the idea/why it has been abandoned. However, EOC seemed to feel it was a good idea.
- 3. The conference venue also came under fire as some people felt that Holiday Inn Garden Court was unsafe and downgraded. Jacci was asked to check whether or not the hotel contract could be nullified as some people really felt that it lacked security and that on weekends entry and exit is not controlled. Jacci stated that it was selected because it could accommodate our numbers and because it is centrally locked. She said that she and Dipuo would be meeting the hotel liaison the following day and would inquire about security.
- 4. Sello suggested that Jacci and Dipuo meet him at the hotel on Saturday. He will call to arrange a meeting time and offered to bring a video camera.
- 5. Jacci asked if the group could brainstorm a theme for the conference. It was stated by committee members that brainstorming would affect their individual thought processes. Jacci then requested that each member give it serious thought and come to the next meeting prepared to share their ideas.

MEETING SCHEDULE:

It was decided that we would meet weekly--on Thursdays--at 14h00. The meeting closed at 18h00.

EOC/USAID 10th Anniversary Celebration/Conference Meeting

July 21, 1993

Minutes of the meeting held at the EOC Boardroom on July 20, 1993.

PRESENT:

- 1. Dipolelo Ngatane
- 2. Dipuo Headbush
- 3. Eleanor Molefe
- 4. Jacci Conley
- 5. Magang Phologane
- 6. Mary Lou Johnson-Pizarro
- 7. Mashadi Mashabela
- 8. Michael Elliot

SUBJECT: 10th Anniversary Celebration/Conference

Chairperson: Eleanor Molefe

AGENDA

1.	Conference Date
II.	Conference Venue
III.	Tasks
IV.	Conference Program
V.	Conference Seminars/Workshops
VI.	Operational Structures/Committees
VII.	Budget Information
VIII.	Awards
IX.	Meeting Schedule
X.	Other Issue

PROCEEDINGS

CONFERENCE DATE:

It was confirmed that the conference will take place over the weekend of 15th to 17th October, 1993.

CONFERENCE VENUE:

The conference will be held at the Holiday Inn-Garden Court, in Johannesburg.

TASKS:

Mailing Lists/Labels:

Mashadi reported that as of the 20th July, she had about 250 alumni on her updated mailing list. She will inform Jacci and Dipuo in due course, as to how many more she has updated. Her list includes alumni from both SAEP and CDFP. She also mentioned that the number of accessible alumni is in the region of 1,200, however, the total number of current alumni is 2,000.

Draft Letter of Invitation:

Jacci prepared and presented a draft letter of invitation and asked everyone present to review it and make any additions/comments they may deem necessary. She stated that she and Dipuo would like to set 29 July as the deadline to get the mailing out. This depends upon the updated mailing lists from EOC.

The group decided to review the draft invite letter after the meeting and forward any comments to Jacci in a day or so.

Once the mailing lists and labels are ready, and the letter of invitation has been approved, by EOC & USAID, it will be mailed from USAID.

Letterhead:

As requested in an earlier meeting, Jacci drafted a sample letterhead with both EOC and USAID logos to be used for all mailings regarding this event. She presented two proofs of suggested letterhead at this meeting. Minor changes will be made as soon as she gets feedback from those present, David Evans, and Fr. Bhuti. Upon receipt of feedback, she will consult Dipolelo for the final approval 19 print.

Guests Lists:

USAID and EOC should compile lists of guests they wish to invite to the occasion. The number was limited to 50 and includes their respective staff members. It was suggested that the heads or representatives of the following organisations should be at the top of the guest list:

AID/Washington (Tim Bork & Keith Brown)
AFRICARE (1)
AURORA (2)

IIE (2)
Office of International Training (2)
USIS

Additionally, it was stated that all EOC Selection/Screening committee interviewers should be invited. Mrs. Molefe raised the question about payment of travel expenses for international interviewers—will USAID pay for their travel?

In addition to the letter of invitation which will be forwarded to participants/graduates, official invitation cards will be forwarded to the above list of suggested guests; the U.S. Ambassador and other Ambassadors (especially those from embassies with whom EOC has worked over the years); other dignitaries; and participants as soon as possible. The invitation cards will have to be designed and printed.

Eleanor reminded the group that the publicity announcements/press release must be drafted in collaboration with the Public Relations Office of USAID.

Photo Session:

Jacci/Dipuo will develop a list of photographers for the proposed Saturday photographic session. This session will assist in the development of a souvenir program/newsletter, etc.-- "where are they now;" and "what are they doing..."

Information Packets:

A reminder about information packets was made. It was suggested that we include some type of souvenir memento and informational conference brochure. Mrs. Molefe will provide sample brochures to review. It was stated that Jacci and Dipuo will research memorabilia, i.e., carry bags, portfolios, pens, mugs, etc. Mrs. Molefe mentioned the possibility of selling one of those items during the conference.

CONFERENCE PROGRAM:

Reference was made to the first planning meeting during which time a guest speaker on education--preferably a South African--was suggested, as well as other speakers. A schedule of activities for the weekend will be developed as soon as possible. On Sunday the group would concerntrate on ways in which the USAID follow-on program will be implemented--the way forward. There was some discussion about possible workshops. See details below.

Entertainment/Social Events:

On the social side, it was suggested that we have a choir perform before dinner, cultural performances by the alumni during dinner and a jazz band afterwards.

WORKSHOPS/SEMINARS:

It was suggested that we think of different speakers for the following suggested topics:

- --Internships (their value--SASIF)
- -- Employment Networking
- --Mentoring
- --Leadership Training (Aurora Associates)

Jacci reviewed the list of workshops suggested during the initial meeting and recent meeting with USAID. There was discussion and debate surrounding the topics and some were regarded irrelevant at this time. Jacci agreed to speak with Aurora regarding workshops they conduct. Eleanor would provide contact names from the different regional sub-committees, for Jacci & Dipuo to liase with.

OPERATIONAL STRUCTURES/COMMITTEES:

Jacci reminded the group of the need to confirm the establishment of the various committees that were suggested in the initial meeting especially if we intend to enlist their support and assistance. Mrs. Molefe reported that meeting was held with a group of alumni (possible committee members in the PWV region). She was asked to include both Dipuo and Jacci in the next meeting with alumni regarding this event and follow-on.

BUDGET INFORMATION:

The venue/hotel budget is only for the participants---therefore EOC and USAID will be required to pay for their respective staff members who will stay overnight at the hotel. A request was made for names of EOC staff members who will require accommodation. It was stated that funds are available for advertisements and awards.

AWARDS:

The deadline for nominations for awards will be September 1, 1993. Nominations may be made by other graduates. No agreement was reached on the categories for awards, however, it was stated that academic achievers would be the easiest to single out.

It was suggested that Jacci contact IIE & AURORA for the relevant student academic information. It was also suggested that we wait for feedback from alumni about the categories for awards, as Mrs. Molefe indicated that unofficially students have responded negatively to the idea of giving awards.

MEETING SCHEDULE:

It was decided that we would meet fortnightly--on Thursdays-- at 14h00. The meeting closed at 17h15.

Meeting for delegation of duties- 10th Anniversary/ USAID.

Date: 25/4/1993

Venue: ECC Boardroom

Present:

1. Portia Shuba

- 2. Eleanor Molefe
- 3. Magang Phologane
- 4. Jacci Conoley
- 5. Duku Mogcai
- 6. Mashadi Mashabela.

Subject: Tenth Anniversary of USAID's Scholarships and bursaries assistance to disadvantaged South Africans. - second meeting.

Chairperson: Portia Shuba.

Agenda: * Delegation of duties

- * Informing participants
- * Guidelines for regions (how to proceed)
- * Travel
- * Accommodation

Duties to be Discussed and Delegated

USAID logo Design of letter-heads Brochures - what kind

- what is to be enclosed- Jacci

- List of Achievers
- Selection Panel
- Types of Awards
- Invitation letter-Duku/Jacci
- Venue
- Transport from regions (Peltours) Puleng/Jacci
- Participant information
- Addresses and labels

- Correspondence to come through Alumni office Mashadi/Ben or Lulama
- Radio and T.V announcements
 Records and publicity
 *brochures
 *minutes
 *out-going information & news flashes Magang
 - Budget from USAID. Jacci
 - Speakers and program Portia
 - Alumni partisipation
 - Fundraising

Proposed Activities.

Invitation letters will be printed on the logo by the responsible parties to inform people who have been on the program about the event and specify that the date is at this point tentative. The Committee will have to work out ways to involve alumni in different activities throughout the regions. They will be targeted as an association and as individuals. Those who participate will be given a deadline. Groups to be targeted should be people in common fields.

For example, people in the same universities; a group effort for the event. Also people in education, business etc. Therefore, information will go to everyone who has participated in the program.

Puleng/ Magang to monitor costs accruing from preparations. USAID code number to be used - 546.

Alumni Data

- Alumni data to be done according to region, then grad stop/ field/ contact info/ gender. Self addressed and stamped envelope to be included in mailing to ensure response.
- Respondents should specify their interests and the manner in which they wish to participate.
- Copy of new addresses to be received from Portia.
- Jacci will follow up with Dipolelo concerning funds from USAID to deal with accruing expenses.

Guidelines for Regional Committees.

The steering committee is to find out if the regional co-ordinating committees are formed. Regions should set up committees in order to decide on the mode of operation. Also, the committees should also be sent guidelines on activities directed towards the 10th Anniversary event.

Transport

Regions will be entirely responsible for their own transport, but accommodation at the event will be the responsibility of USAID for the duration of the function. Puleng will set up a meeting with Peltcurs to find the cheapest rate for those who will be flying. Jacci is to attend the meeting.

She is also to get approximately three venues, and choose the cheapest and most convenient in terms of accessibility from town and parking.

Titles of Working Groups

- a) The steering committee at the head office in Johannesburg will be called the (USAID/EOC) National Co-ordinating Committee or the (USAID/EOC) 10th Anniversary National Co-ordinating Committee.
 - b) Committees in the regions are to be called Regional Cooridinating Committees.
 - c) Those within the larger regions will be called Sub-Regional Co-ordinating Committees.
- d) There will be Program Sub-Committees in every region.
- e) The Award Selection Committee It will be made up of a panel and members of the panel will select the achievers based on outstanding work in academic career, distinguished work in professional career and achievement in community service. They will also decide what is to be given as awards. Suggested possiblities: certificates of achievement, tokens or other options. Eleanor.
- f) Travel and Accommodation Committee. Puleng/ Jacci
 - g) Participant Information Committee. Mashadi
- h) Program and Speakers Committee. -Portia.
- i) Records and Publicity. Magang.

Meetings

It was decided that there will be regular 10th Anniversary meetings once every two weeks.

The next meeting will be on Tuesday lith May 1993.

changed tentahvely to me 17th.

· will confirm date before Triday.

Meeting with Representatives from USAID

Date: 15 / 04 / 1993

Venue: EOC Boardroom

Present:

- 1. Buti Tlhagale
- 2. Eleanor Molefe
- 3. Chris Mokoditoa
- 4. Portia Shuba
- 5. Nimel nabrahams
- 6. Dolly Kenney
- 7. Phindi Gcaba
- 8. Mashadi Mashabela
- 9. Magang Phologane
- 10. Dipolelo Ngatane
- 11. Jacci Conley

Subject: <u>Tenth Anniversary of USAID's Scholarships and bursaries</u> assistance to disadvantaged South Africans.

Chairperson: Buti Tlhagale

Agenda: - Date for the occasion

- Operational Structure
- Fundraising
- Tasks
- Schedule of activities
- Program

DATE

The meeting agreed that the dates for the occasion should be from the 6th to the 8th of August 1993, the 6th which will be on a friday, will be for registration, Saturday 7th will be for the main

event and Sunday 8th closing day.

OPERATIONAL STRUCTURE

Steering Committee

The meeting agreed on the formation of a steering committee to put the process in motion urgently.

Composition

- Portia Shuba Chairperson (EOC)
- Mashadi Mashabela Convenor (EOC)
- Eleanor Molefe (EOC)
- Magang Phologane (EOC)
- Jacci Connoly (USAID)

Sugested alumni for co-option

- Laura Kganyago
- Solly Ngubane
- Dumisane Mahlasela
- Duku Mogoai
- Jonathan Jansen.

I wers and Duties of the steering Committee

The Committee will have the power to co-opt and delegate duties when it deems it necessary to do so. A secretariate will be established to facilitate the work of the steering committee.

Proposed Activities

The committee will design letter heads, brochures and invitation cards for the occasion, it will issue press releases as well as radio and TV announcements. The committee will also come up with ideas on what prizes to give to the alumni who have distinguished themselves during their studies, in their careers and in community service. The selection will be from 9 (nine) candidates grouped in three (3) categories. A panel consisting of alumni will be formed to select deserving candidates, panelists will not stand as candidates.

EOC regional offices were requested to form regional committees consisting of persons from universities and alumni in their respective regions which will work together with the steering committee. The formation of regional committees should be taken as a matter of urgency.

Proposals by Alumni for possible funding by AID

Regional co-ordinators to initiate a proposal presentation competion by alumni in their respective regions, the proposals will be evaluated. The selected proposal will be funded by AID. Confirmation on this issue will be received after Dipolelc's consultation with AID's Director.

PUBLIC RELATIONS (Who and How to Communicate with the Public)

The question of Public Relations will be decided by the Directors of EOC and AID. In the iterim for low profile public relations, Buti and Eleanor will design the strategy.

FUNDRAISING

The streering committee will identify alumni who are working in companies which can be targetted for fundraising as well as other companies which may be sympathetic. Such funds will be administered by the committee. The committee is also expected to draw-up a budget.

SCHEDULE OF ACTIVITIES

The steering committee will have to meet within seven days (as of the 15th April 1993) to work out a plan of action. It is also expected to do the following:

- Write letters to alumni informing them about the occasion and what is expected of them.
- Prepare announcements.
- Make decisions as to who pays for what?
- Call a meeting within two weeks (as of the 15th April 1993) to review progress
- Work out a strategy for net-working.
- Provide interim reports

- Call monthly review meetings until July 1993.
- Make an update list of alumni orking at different universities.
- Identify committed alumni in rural areas, especially where there is no university.
- Identify companies which make emblems.
- Design a newsletter which will be used to inform the invitees on the purpose of the occasion.

PROPOSED PROGRAM

Friday 6th August 1993

- Registration
- Presentation: Role of Alumni (Experiences, what has been done thus far, what has not been done and what needs to be done).
- Planning meeting

Saturday 7th August 1993

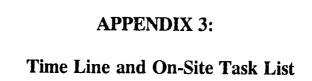
- Breakfast
- Introductions
- Report on the program
 - * EOC review since 1983
 - * IIE
 - * Aurora
 - * Africare experience in SAEP
 - * Alumnus address on where the focus should be.
 - * Address by guest of honour (Streering committee to identify a high profile person).
 - * US Ambassador main address and presentation of awards.
 - * Dinner, speeches and music.

Sunday 8th August 1993

- Alumni meeting Way forward
- Address by representatives of organisations currently funded by USAID and embarking on new projects (Documents of their presentations will be distributed)
- Departure.

COSTING

USAID will pay for accomodation, meals and planning, participants will bear transportation costs.



10th Anniversary Conference Project Plan/Timeline

Category	Date(s)/Task	Status	Conments
TECHNICAL	·7/19 Draft Partic Letter ·7/19 Draft EOC/USAID letterhead	Completed Completed	Approved by USAID & EOC 8/26
CONTENT	·7/21 Meet w/ EOC & have letterhead approved	Approved	
	·8/16 Prepare logistical info for letter	Completed	
	·8/16 Finalize attachmnts to invite letter	Completed	
	·8/16 Prepare draft agenda	Completed	
	·8/22 Meet w/Alumni a EOC to get feedback & develop agenda/program for wknd		New draft program agenda developed during this meeting.
	·8/22 Finalize Invitation design		
	·9/1 Draft advertisement		
	·9/3 Finalize ad/get appvd	Completed	Submitted draft to USAID, EOC & USIS Press Attache for comments, etc.
	·9/3 Obtain final rates for submitting ads		Rec'd go-ahead from EOC, awaiting USIS comments.
	·9/10 Invitation a printer		
	·9/9 Draft Certificate for approval		
	·9/10 Certific to printer		
	·9/10 Contact Caligraphers & photographers ·9/10 Compile draft list of partic'pnts (use as a check-list for responses)		
	·9/15 Submit ads to papers		
	9/15 Contact broadcast media w/input from USIS		
	9/15 Contact proposed facilitators		
, ,	9/16 Contact Projects/US		Request their proj info & rep @ Conf

10th Anniversary Conference Project Plan/Timeline

Category	Date(s)/Task	Status	Connents
TECHNICAL CONTENT	·9/20 Draft News Release		
	·8/2 EXO to finalize con- tract w/ hotel manager		Contract finalized 9/3/93 100 Rooms added to accommodate 300
HOTEL	-8/24 Meet w/ hotel staff re: mtg space, meals, on- site office, equipment, security, etc. -10/7 Submit final rooming	Conducted	24 Rooms booked for EOC and 5 for USAID Staffdoes not include Int'l guests. Tanya to provide floor plan to determine location of events, eg dinner (the # of guests will deter-
	list (First one by 9/30) Provide hotel w/list of ETAS/ETDS		mine location. Will also provide different menus (sitdown-vs-buffet) Hotel check-in info, only if we have
	·Finalize space arrangmnts for entertainment/dinner		
	·10/7 Determine exhibit area & what to exhibit		
	·10/17 Close out account		
	·10/14 Review/revise hotel meeting space, registra- tion, meals, equipment, security, on-site office		
ON-SITE	·10/14-15 Set-up for conf: registration signage message center plenary room break-out rooms (5) meal arrangements entertainment needs arrival reception all equipment needs		
	·10/15 Participants arrive Welcome Reception		
	·10/15-17 Conference		
	Register participants; distribute materials		
	·10/17 Administer evaluatn		
	·10/17 Close out account		

10th Anniversary Conference Project Plan/Timeline

Category	Date(s)/Task	Status	Comments
Corresp- dence, Materials Prepara- tion & Dissemin- ation	·logistical information ·committee list		
	labels letterhead name badges mementos signs (?) invitations conference site info		
	 -8/16 Guest Lists from EOC/USAID -8/19 Finalize Invitation -8/20-31 Develop RSVP List for conference & dinner 		
	-8/16 Disseminate Invite packets (900+) to grads - 9/10-14 Disseminate Invite letter to others	Completed	With various delays, packets were mailed 9/3-7.
	<pre>'9/20-27 Develop Welcome Packets: agenda list of participants welcome letter/memo guide to Johannesburg!</pre>		
	•9/20 Compile list of equipment/supplies and secure with hotel or other vandors directly		
	Lisa a Star Promotions		
Conferenc	·10/19-22 Reconcile Accnts ·10/19-29 Draft Report · Produce Report & Dissem		

On-Site Tasks

Friday Reception and Meeting:

Task:

Signage Registration

Receiving Guests Mistress of Ceremonies Introduction of Coordinator and Assistants/Announcements Chairperson (8:30 Planning Meeting) Hotel Registration

Saturday Conference

Task:

Registration Introductions and Announcements Tea Breaks Facilitator Assistance

Photographer Photocopying Breakaway Rooms

Telephones and messages Scribe

Tape Recorder (tapes, changing them, etc) Lunch Newsprint from workshops, etc.

Timekeeper

By Whom:

Jacci, Jean, Dipuo Nolitha, Margaret, Ceaser, Jacci, Jean, Dipuo Eleanor, Dipolelo Duku Mogoai Dipolelo Moffat Dyasi Jacci, Jean, Dipuo

By Whom:

(same as Friday) Dipolelo Dipuo, Jacci, Jean Dipolelo, Lulama, Mary-Lou Jacci & Lulama EOC staff member Magang, Sheena, Cornelius Jean, Bright Mary-Lou, Dipolelo Jacci & Sello Jacci, Jean, Dipuo Jacci, Gayla,s designee

Gary Morolo

Saturday Evening

Task:

Signage

Dinner Check-in (2 tables set-up to register guests

Receiving/Welcoming Guests

Issuance of Ribbons

Ushering and Seating Guests

Certificates EOC Awards

Ambassador Speech??

MC

Assistance with Band

PA System and music during dinner (cassette tapes)

Assistance with Hotel

By Whom:

Jacci, Jean, Dipuo Nolitha, Margaret, Jacci, Jean, Dipuo

Dipolelo, Eleanor,

Mary-Lou

EOC & USAID

The Ambassador

Mr. Abie Daniels

Mr. Shuenyane Jacci & Sello

Sello

Jacci, Jean, Dipuo

Sunday

Task:

Signage

Assistance with workshop & facilitator

Lunch

Hotel Check-out

MC

Assist Performers

Bid Farewell

By Whom:

Jacci, Jean, Dipuo

Dipolelo, Lulama,

Mary-Lou

Jacci, Jean, Dipuo Jacci, Jean, Dipuo

Mr. Gelderbloem

Jacci, Sello

Eleanor, Dipolelo,

Mary-Lou, Jacci,

Jean, Dipuo

APP	ENDIX 4:
10th Anniversar	ry Conference Agenda

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Creative Associates International, Inc. #PDC-5832-1-00-0095-00

10TH ANNIVERSARY CELEBRATION CONFERENCE

"Facing the CHALLENGES of a Changing South Africa TOGETHER"

AGENDA

FRIDAY, October 15, 1993

18h00 Registration

19h30 Reception-- Mistress of Ceremonies: Ms. Duku Mogoai, Alumna

Welcome Remarks:

Mr. David Evans, Education & Human Resources Dev. Officer, USAID

Mr. Buti Thlagale, Executive Director, EOC

Mr. Solomon Ngubane, Alumnus

Musical Presentation: Mr. Nhlanganiso Dladla, Alumnus--Akwaaba

20h30 Alumni Planning Meeting--Finalize Agenda for Conference

Chairperson: Mr. Moffat Dyasi, Alumnus

Conference Facilitator: Mr. Gary Morolo, Coordinated Management Services

SATURDAY, October 16, 1993

Conference Facilitator: Mr. Gary Morolo

08h30 Welcome--Opening of Conference: Mr. Buti Thlagale & Mr. David Evans

Introductions: Ms.

Ms. Dipolelo Ngatane, USAID/South Africa

Introduction of Keynote Speaker: Ms. Duku Mogoai, Alumna

Keynote Speaker: Prof. N. Chabani Manganyi

Keynote Address on Theme: "Facing the CHALLENGES of a Changing

South Africa TOGETHER"

O9h30 Panel Presentations/Discussions (10 minutes each)
"The Role of Alumni: Four Perspectives"

1) Review of Past Alumni Experiences: Mrs. Laura J. Kganyago

Mr. Vincent Mntambo
2) Role of Alumni as Change Agents:
3) Role of Alumni as Professionals:
Dr. Namane Magau
Dr. Sipho Nyawo

4) Role of Alumni Regarding Sponsors: Mr. Ronald Cornelissen

10h30 Question and Answer Session

11h00 Tea

11h30 Workshops:--(Intergrated Group Discussions)

13h00 Lunch: Pool Deck

14h00 Report Back (10 minutes per group)

15h00 Tea

15h30 Discussion of Report Back

16h30 CLOSURE OF SESSION -- Break--Prepare for Dinner

19h00 Dinner--Master of Ceremonies: Mr. Windsor Shuenyane, EOC Board Member

Remarks:

Mr. Leslie A. Dean, Director, USAID/South Africa

Mr. Howard Dodson, IIE Representative (Board Member)

Mr. Robert Walker, President, Aurora Associates

Musical Presentation: Trio Choral Ensemble

Dinner Speech: "The New South Africa" Mr. Kaizer Nyatsumba, Alumnus,

Political Correspondent, The Star

Presentations and Remarks:

Mr. Abie Daniels, Alumnus, EOC Board Member The Honorable Princeton Lyman, U.S. Ambassador

Vote of Thanks: Mr. Sipho Nkosi, Alumnus

21h00 Social Event: Entertainment Provided by Jonas Gwangwa

SUNDAY, October 17, 1993

09h00 Way Forward for Alumni: Establish Task Groups

Chairperson: Mr. Gelderbloem

FACILITATOR SUMMARY AND CLOSURE

Appendix #4

13h00 Lunch: Pool Deck

Introduction of Gospel Ensemble

Musical Presentation: Sdasa Chorale & Spiritual Sounds

Mr. Mokale Koapeng

ugust 1993

гу

APPENDIX 5:

1 Anniversary Conference Materials Disseminated

C) staff and the il Development

ries--scholarship years to attend a. As indicated AID would like ersary Weekend exciting event is unday, October burg Sun Hotel),

e is to provide a leagues and the kinds of follow-It is a chance to sh networks with South Africa.

ortunity for you an assist you as es, employment enhancing your

ncluded in the evant ones to the

conference coordinators (listed on Attachment #1) at your earliest convenience. If you have any questions or suggestions, please direct them to the coordinators. We certainly hope that you will be able to attend this occasion and participate in some way. And we look forward to receiving your early reply.

Best regards,

Leslie A. Dean

Director, USAID/South Africa

Buti Thagale

Executive Director, EOC

Attachments:

- 1. Conference Coordinators & Logistical Information
- 2. Conference Reservation Form
- 3. Proposed Conference Program
- 4. List of Committees
- 5. Proposed Seminars/Workshops
- 6. Addressed Return Envelope

EOC/USAID

10th Anniversary Celebration Conference

"Facing the CHALLENGES of a Changing South Africa TOGETHER"

SAEP **CDFP** IIE. Conference Verne? Where is my hotel? Who are the coordinators? Johannesburgs the weather Who can I contact in case of emergency? What kind of expenses should I expect? 4

10TH ANNIVERSARY CONFERENCE PARTICPANT INFORMATION

October 15-17, 1993

Conference Coordinators:

The EOC/USAID SAEP and CDFP 10th Anniversary Celebration Conference is being coordinated by Jacci Conley and Dipuo Headbush, in consultation with EOC, on behalf of USAID/South Africa. They can be contacted at USAID/South Africa at (012) 323-8869 extension #334 and #125 respectively. The fax number is (012) 323-6443.

Time, Dates and Venue:

The conference will begin with registration at 18h00 on Friday, October 15 at the Holiday Inn Garden Court. Registration will be followed by a Welcome Cocktail Reception in the Broadway Room of the Hotel from 19h30 to 21h00. The address, telephone and fax numbers for the hotel are as follows:

Holiday Inn Garden Court 84 Smal Street Johannesburg, RSA (011) 29-7011 (Telephone) (011) 29-0515 (Fax)

All conference sessions will be held at the hotel and will begin at 08h30 each morning in the Broadway Room. Small group discussions and workshops will be held in smaller conference rooms which are to be determined later. The conference will conclude after lunch on Sunday, October 17.

Accommodations:

All graduates attending from outside the Pretoria Witwatersrand Vereeniging (PWV) area, a kilometre radius of 70kms and above, will be accommodated at the Holiday Inn Garden Court at the expense of USAID/South Africa. At the present time, 300 rooms have been blocked to accommodate attendees requiring hotel rooms on a first-come-first-serve basis. Therefore, you will need to confirm your attendance immediately so that the coordinators can determine an exact number of rooms required. Graduates not bringing spouses are expected to share rooms.

The hotel has agreed to provide its corporate discount of 10 percent (10%) to attendees from within the PWV area needing to stay over Saturday evening, October 16. The room rate will be R129.60. There is no extra charge for sharing the rooms (R64.80 per person).

For security reasons, persons not residing in the hotel must be accompanied/escorted by a hotel guest to residential rooms.

Please inform the coordinators immediately if you forsee any problems or difficulties with respect to your accommodation needs.

Please use the Reservation Confirmation Form and return it to the conference coordinators. A return-addressed, postage-paid envelope has been provided for your convenience. If at all possible, you may fax your response to the coordinators. The deadline to respond is September 16, 1993.

Meals:

Lunch will be provided for you on Saturday and Sunday. Breakfast will not be provided each day although coffee, tea, juice and biscuits will be available daily at the conference site. Breakfast is available in the Garden Grill restaurant of the hotel, daily, from 06h30 for R16.95 per person.

There will be a gala formal dinner (suit and tie or other formal/African attire required) on Saturday, October 16 beginning at 18h30. This dinner will include brief remarks from Ambassador Princeton Lyman, American Embassy, representatives from EOC and USAID/South Africa and other dignitaries prior to eating, and it will feature live musical entertainment afterwards. Graduates who wish to bring their spouses may do so at their own expense. Please indicate on the Reservations Form if you will be bringing a spouse.

Arrival in Johannesburg:

All attendees are responsible for their own transportation to and from the conference. Graduates living outside Johannesburg should plan to arrive in Johannesburg Friday evening, October 15. The hotel offers courtesy bus service between the airport (Jan Smuts) and the hotel daily from 06h00 to 20h00. Anyone arriving via the Rotunda should take a taxi from Rotunda to the Heliday Inn Garden Court. The one-way fare is approximately **R8.00**. The following taxi services operate 24 hours daily:

Rose Taxi: (011) 725-3333 & Taxi Maxi: (011) 648-1212

If you plan to drive to the conference, underground parking is available daily at the rate of R14.50. A map highlighting the hotel and rotunda locations is attached.

Note: Please be vigilant of strangers outside and within the hotel. Report any suspicious persons to hotel security <u>immediately</u>, and inform the coordinators. Johannesburg is an urban city in which one must be extra careful. Ladies should be especially cautious of how they carry their handbags. Valuables should either be left at home or placed in a hotel safety deposit box--inquire upon check-in. A police station is located directly across the street from the hotel.

Please place identification tags on your luggage to facilitate baggage handling at the hotel.

Weather and Clothing:

The weather in Johannesburg is generally warm and very springlike during October. Bring comfortable, informal clothing for conference/workshop sessions. Please note that the hotel air conditioning may be cool and you may even find it cold, therefore you should bring a jersey, jacket or other appropriate clothing for cooler temperatures. The gala dinner is the only formal event planned, the conference is informal.

Expenses/Finances:

Apart from your travel expenses, if travelling from outside the PWV region, you will need money to cover incidental expenses, e.g., taxi cabs, toiletries, etc. Additionally, if you are bringing your spouse, you will need money to cover the cost of the dinner for your spouse. You will be responsible for your individual bar bills throughout the conference.

Communications:

The hotel switchboard should channel messages directly to you, especially if you are staying at the hotel. However, those commuting daily should ask callers to indicate that you are attending the USAID/EOC Conference. We will advise the hotel to take messages during conference hours unless it is an emergency. A message centre will be located near the main conference room (Broadway Room).

Emergency Contact:

In case of an emergency or if you need personal assistance after hours, the conference coordinators will be residing at the hotel. If you need to contact them after hours prior to the conference or on weekends, please call:

Jacci Conley: (011) 788-8490 Dipuo Headbush: (011) 315-0420

EOC will also have staff members available at the hotel after hours.

Preparation for the Conference:

Please give some thought to "the role of alumni" and "the way forward for South African alumnus." And be prepared to share your thoughts, ideas and information with your colleagues and the sponsors during this weekend event. We hope that you will be prepared to work hard to plan a way forward as a group, network, socialize, renew acquaintances with old friends, and make new friends. We certainly look forward to "celebrating your success" with you!

Proposed Conference Program:

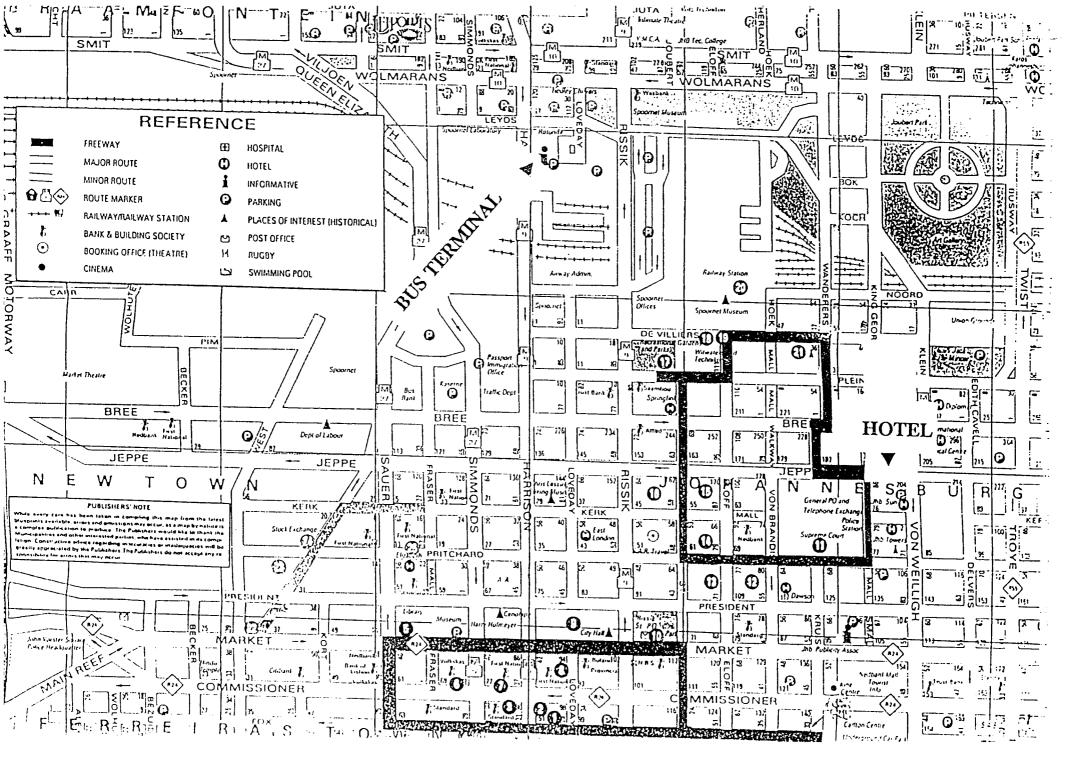
The proposed conference program is attached (Attachment #3) for your perusal.

Shuttle Service Timetable



Depart Hotel	0600	0645	0730	C815	0900	0945	1030	1115	1200	1245	1330	1415	1200	1343	1630	1715	1800	1845
Arrive Airport	0630	0715	0800	0845	0930	1015	1100	1145	1230	1315	1400	1445	1530	1615	1700	1745	1830	1915
Depart Airport	0645	0730	0815	0900	0945	1030	1115	1200	1245	1330	1415	1500	1545	1630	1715	1800	1845	1930
Arnva Hotel	0715	0800	0845	0930	1015	1100	1145	1230	1315	1400	1445	1330	1615	1700	1745	1830	1930	2000

Welcome Tours and Safaris Office Hours 97h00 to 19h00 7 days a week. Tel: 442-8905 to 19h04 23345, TE 333 1635, TO 8 333 1667, WILLIAM TOURS AND SETENS SET AND SETENS OF MICH. OF MICH



Attachment #2 EOC/USAID 10TH ANNIVERSARY RESERVATION/CONFIRMATION FORM I will be attending the Conference. I will NOT be attending but would like a conference report. ____Spouse will accompany me. ____Spouse will attend gala dinner. (Please complete the biographical data even if you are not attending. Please print.) Name: (First) (Middle Initial) Address: Telephone: _____ Fax: _____ Title of EOC/USAID Program Under Which You Studied: ____CDFP ____SAEP ___Other (please specify) Dates of Study:_____Field of Study:____ University & Location:

City:		State:	
Type of Degree:	BA MA	PhDOther (please specify)	
Accommodations:		equire hotel accommodation.	
DIETARY RESTRICT	IONS:		

DRAFT DRAFT DRAFT

Attachment #3

10TH ANNIVERSARY CELEBRATION CONFERENCE "Facing the CHALLENGES of a Changing South Africa TOGETHER"

PROPOSED PROGRAM

FRIDAY, October 15, 1993

18h00 Registration/Arrival

19h30 Reception

Presentations/Welcome Remarks:

USAID Mission Director EOC Executive Director Alumni (To be determined)

20h30 Alumni Planning Meeting--Agenda for Conference

SATURDAY, October 16, 1993

07h00 Breakfast

08h30 Presentation on Theme: "Facing the CHALLENGES of a

changing South Africa TOGETHER"

Suggested Presenters:

Eugene Nyati Neville Alexander Wiseman Nkuhlu Namane Magau Christen Qunta

09h30 Panel Presentations/Discussions

The Role of Alumni (3 perspectives from the above list)

- 1) Review of Past Alumni Experiences
- 2) Role of Alumni as Change Agents
- 3) Role of Alumni as Professionals

10h30 Tea

10h45 Workshops--Intergrated Discussion Groups The topics (5) will emerge from above Panel Presentations 12h00 Plenary Session Address by Invited Guest from a Historically Black University 12h30 Suggested Speakers: Prof Jakes Gerwel Prof Njabulo Ndebele Prof Sibusiso Bengu 13h00 Lunch 14h00 Workshops--Groups According to Professional Fields 1) Business 2) Education 3) Engineering 4) Law 5) Social Sciences 15h00 Tea 15h15 Plenary Session 15h45 Summary of both Workshops 16h30 Break--Prepare for Dinner 19h00 Dinner Remarks by Ambassador Presentation of Certificates Remarks by EOC Representative Remarks by USAID Representative 21h00 Social Events SUNDAY, October 17, 1993 07h30 Breakfast Resolutions and Way Forward 08h30 13h00

Lunch

EOC/USAID 10TH ANNIVERSARY CELEBRATION COMMITTEE LIST

Below is a list of the various committees needed to assist with the planning and implementation of this celebration conference. Please select and check the committee(s) on which you would like to serve, complete the biographical information below, and return this form to the conference coordinators using the return-addressed postage-paid envelope provided.

The National Coordinating Committee is a Johannesburg-based committee which currently meets on Thursday's at 2:00 p.m. in the EOC office.

Name:		
Telephone:	(Business)	(Home)
Fax:		
Committees:		
National Coordinating Com	nmitttee (Johannesburg-based)	
Regional Coordinating Com	nmittees:	
Durban-based	Cape Town-based	d
Port Elizabeth	-basedBloemfontein-bas	sed
Sub-Committees:		
Records/Publicity Committe	æ	
Seminar/Workshop Commit	itee	
Program Committee		
Participant Committee		
Entertainment Committee		

Proposed Workshop Topics

The following topics are merely suggested possibilities of workshop topics. You will note that the Proposed Program indicates that the intent is for actual topics to emerge from the presentations delivered on Saturday morning. The list below is provided only to inform you of some of the possible topics that have been discussed with various alumnus.

Affirmative Action		
Alumni Affairs and Follow-On		
Networking (Professional and Social)		
Empowerment		f .
Management Training		
Mentoring		
Professional Effectiveness		
Other (please suggest 3 topics):		
•		
·		
If you know workshop facilitators, please provide the name conference. (please indicate workshop/s):	es of possible facilitators fo	or this



EOC/USAID/SOUTH AFRICA ALUMNI

10TH ANNIVERSARY

CONFERENCE CELEBRATION

15-17 OCTOBER 1993

HOLIDAY INN GARDEN COURT JOHANNESBURG

THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT USAID/SOUTH AFRICA



P.O. Box 55380

Arcadia, Pretoria 0007

Tel: (012) 323-8869

Fax: (012) 323-6443

In Association with

EDUCATIONAL OPPORTUNITIES COUNCIL

Study and Research Opportunities for a new South Africa

Hunts Corner, 2nd Floor,

20 New Street.

Johannesburg 2001

P.O. Box 3323.

Johannesburg 2000.

Tel: (011) 833-1516/9.

Fax: (011) 838-7654



October 15, 1993

Dear Participant:

Welcome to the EOC/USAID/South Africa 10th Anniversary Conference Celebration honoring you, the graduates of the South African Education Program (SAEP), the South African Higher Education Program (SAHEP), and the Career Development Fellowship Program (CDFP). The conference theme is "Facing the CHALLENGES of a Changing South Africa TOGETHER." Approximately 350 graduates and participants of the abovementioned programs are in attendance. A list is attached.

Also in attendance are Washington, DC and New York representatives of the Institute of International Education (IIE) and Aurora Associates, and the Johannesburg-based Africare representative. This information packet contains information about each of those organizations with respect to their work with SAEP over the years.

The purpose of the conference celebration is to provide the forum to enable you to share innovative ideas with colleagues and the sponsors, and plan and develop a strategy for establishing the kinds of appropriate follow-on activities for South African graduates and participants of EOC/USAID-sponsored education and training programs. This is an opportunity for you to network and renew acquaintances with former school mates and colleagues, and establish networks and linkages with other EOC/USAID-sponsored scholars who have returned to South Africa.

The focus of the conference celebration is on follow-on activities for alumnihow do you, as alumni, face the challenges that lie ahead in a rapidly changing South Africa? What contributions can you make, as individuals and as an Alumni Association, towards the development of your communities and the country? Please utilize this opportunity to discuss those issues and suggest ways in which the sponsors can assist.

You will find the following documentation, in addition to those mentioned above, enclosed in this packet:

- Registration Form
- Conference Program
- Press Release
- Who's Who at SAEP
- One-Page Follow-On Description
- CDFP/Transvaal Alumni Newsletter
- EOC Annual Report
- USAID Survey

USAID Survey

- Aurora Associates Professional Development Workshop Description
- Congratulatory Letter from David Smok

Conference Evaluation

The arrival reception and presentations will be held in the Broadway West Conference Room at 18h00.

Conference Coordinators and staff members of EOC and USAID/South Africa can be identified by the red ribbons attached to their name badges. Please contact them in the conference room or the New York #1 (Staff Office) for any assistance that you may require. Please make note of the following:

Conference Venue: Broadway Room

Message Center: Located in the Staff Office (New York #1). The hotel telephone

number is (011)-29-7011. If you are not residing in the hotel, please inform callers to ask for the New York #1 Room and indicate that they are phoning a USAID/EOC Conference

Delegate.

Accounts: Telephone and all charges other than the room charge are your

responsibility. (Participants residing in the hotel.)

Telephones: Public telephones are located on the ground floor. Please inquire

with reception if you need assistance.

Lunch: Lunch will be held on the Pool Deck each day. A cash soft-drink

bar will be provided.

Gala Dinner: Saturday's Dinner is Black Tie/Formal or African Attire. A full

cash bar will be provided.

Memorabilia: Conference Memorabilia can be purchased on-site. Please see Ms.

Puleng Zulu. EOC Administration and Personnel Manager. Any staff member should be able to direct you to the stall location.

Hotel Check-Out: Check-out time on Sunday is 11h00. You are advised to settle your

account Sunday morning if you pian to depart before lunch. Please inform the coordinators or hotel reception staff if you require late

check-out because of flight schedules, etc.

Security: Hotel security are positioned throughout the hotel lobby area.

Please wear your name badges during the conference and please report any suspicious persons to them immediately. Please also

inform the coordinators of any problems that may arise.

Hotel security positioned at residential lifts should inquire whether or not you are a key-holding guest. Non-residents must be accompanied by a hotel resident when visiting residential rooms.

We wish you a useful, fruitful, productive, and enjoyable conference during which you celebrate your success, and plan a way forward as alumni.

With every good wish for all the best.

Jacci Conley

The Conference Coordinators in Association with EOC & USAID Staff

THE UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT USAID/SOUTH AFRICA



P.O. Box 55380

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P.O. Box 3323, Johannesburg 2060.

Tel: (011) 833-1516/9.

Fax: (011) 838-7654



NEWS RELEASE

FOR IMMEDIATE RELEASE: October 4, 1993

For More Information Contact: James Callahan U.S. Information Service (012) 342-1048

USAID & EOC ANNOUNCES 10TH ANNIVERSARY CELEBRATION CONFERENCE

Johannesburg, South Africa, October 4--The United States Agency
For International Development/South Africa (USAID/South Africa) in
association with the Educational Opportunities Council (EOC) will host a
Tenth Anniversary Celebration Conference from October 15 through October
17 at the Holiday Inn Garden Court, Johannesburg, it was announced today.

This event, to be held in honor of all South Africans who have participated in the South African Education Programme (SAEP), the South African Higher Education Programme (SAHEP), and the Career Development Fellowship Programme (CDFP), will include the launch of the Participant Training Follow-On activities for South Africa's USAID-sponsored graduates.

The purpose of the conference is to provide an opportunity for EOC/USAID Alumni to network and establish linkages with other USAID/EOC-sponsored scholars who have returned to South Africa, and to provide a forum for them to form an active alumni association. It will also be an opportunity for the graduates to renew acquaintances with colleagues and former school-mates. Additionally, the sponsors will utilize this opportunity to enlist the support of alumni and obtain their innovative ideas about the kinds of follow-on activities most appropriate for

more...

South African graduates. Foremost, it is an opportunity to find ways in which to maximize the alumni's contribution to the South African society as a result of their training.

USAID/South Africa, through EOC, has been awarding bursaries--scholarship opportunities to black South Africans over the past ten years to attend universities in South Africa and the United States of America. USAID/South Africa's program began in 1980 with a small human rights fund administered by the U.S. Embassy. Congressional earmarks in 1982 and 1984, respectively, mandated assistance for university bursaries and increased human rights activities. By 1985, USAID/South Africa launched three additional training programs to empower black businesses and labor unions, and to introduce technically-sound secondary educational materials.

The most significant program increase came in September 1985 when the President's Executive Order on South Africa pledged \$20 million for victims of apartheid in Fiscal Year (FY) 1986, more than doubling the prior year's assistance. The Comprehensive Anti-Apartheid Act (CAAA) of 1986 subsequently incorporated the U.S. assistance program into law, authorizing up to \$40 million annually beginning in FY 1987.

The current annual funding level for USAID/South Africa is \$80 million for each of the next three fiscal years. A total of \$240 million will have been invested over a period of three years. Training is emphasized throughout the Mission's portfolio because it is considered so vital to the process of allowing South Africans, who have been disadvantaged because of apartheid, to develop and administer a more equitable and effective educational system.

The essential goal is "to increase the number of qualified and skilled black South Africans through education and training programs."

USAID/South Africa's participant training projects have been managed by the Institute of International Education (IIE), a U.S.-based firm, since its inception. Under a sub-contract to IIE, the Educational Opportunities Council (EOC), a South African nongovernmental organization headquartered in Johannesburg, is responsible for recruiting and selecting candidates for training. The EOC was founded in 1979 to provide educational opportunities for black South Africans overseas (U.S.A., Canada, Britain, and the Netherlands) following the 1976 student uprisings to address the crisis in black education.

IIE and, under a sub-contract, Aurora Associates, a U.S.-based firm, places participants in U.S. universities, manages and monitors their programs and progress, and prepares them for re-entry to South Africa after completion of their degree programs. Many graduates of SAEP participate in internship programs with U.S. corporations through the Africare Career Development Internship Program prior to returning to South Africa.

To date, approximately 1.500 black South Africans have benefitted from USAID/EOC-sponsored long-term degree-oriented training in the United States. The annual intake of students over the past five years has been 100. This year marks the 10th Anniversary of the USAID/EOC U.S.-based training program.

end.

EOC/USAID 10TH ANNIVERSARY CONFERENCE

REGISTRATION FORM

NAME:		
(Surname)	(Firsi)	(Middle)
ADDRESS:		
TELEPHONE:	FAX	:
STAYING IN HOTEL:	Yes No	Room #
TITLE OF U.S. PROGRAM	UNDER WHICH YOU STUDIE	zn.
SAEP		2D ;
	SАНЕР	
CDFP	Other (please spec	cify:)
DATES OF DDOCD AM.		
DATES OF FROGRAM	to	
FIELD OF STUDY:		
CURRENT EMPLOYER:		
ADDDECC.		
ADDRESS:		
TELEPHONE:	FAX·	
		

UNITED STATES INSTITUTE OF PEACE

1550 M Street NW, Suite 700 Washington, DC 20005-1708 202 457-1700 202 457-1719 TDD 202 429-6065 Fax



October 6, 1993

Educational Opportunities Council Johannesburg, South Africa

Dear friends and colleagues:

What a wonderful event you will be celebrating on the 16th. You have much to be proud of in terms of what has been accomplished over the years, and I am confident that the contribution of the program to post-apartheid South Africa will be immense.

Recollections of my association with the EOC and with all the South African Education Programme students during the period of 1980 to 1986 generale some of my most cherished memories.

I wish you well for continued success of the program and for continuing achievements on the part of the graduates.

With warmest regards,

Founding Director

South African Education Program/IIE

Who's Who At USAID/EOC SAEP

The following staff of the various organizations, U.S.- and South Africa-based, are responsible for management and implementation of the Support to Tertiary Education Project (STEP) funded by the United States Agency for International Development/South Africa (USAID/SA). Programs include the South African Education Programme (SAEP), the South African Higher Education Programme (SAHEP), the Career Development Fellowship Programme (CDIP), and the Career Development Internship Programme (CDIP).

USAID/South Africa:

- Mr. Leslie A. Dean, Director, USAID/SA
- Mr. William Ford, Deputy Director, USAID/SA

Human Resources Development Division

- Mr. William Duncan, Support and Project Development Officer, Education & Human Resources Development Division
- Mr. David Evans, Chief, Human Resources Development Division
- Mr. Hector Nava, Deputy, Human Resources Development Division
- Ms. Mary Lou Johnson-Pizarro, Human Resources Development Officer
- Dr. Aggrey Mbere, Project Development Officer

USAID/SA Participant Training Programs

- Ms. Dipolelo Ngatane, Project Development Officer, is responsible for management of the Support to Tertiary Education Project (STEP), a participant training project that provides training in South Africa and the United States.
- Ms. Amy Tshabalala, Assistant Participant Training Specialist, is responsible for coordinating participant training activities.
- Ms. Dipuo Headbush, Assistant Participant Training Specialist, is responsible for coordinating participant training activities.
- Mr. Mlungisi Kelembe, Assistant Participant Training Specialist, is responsible for coordinating participant training activities.

- Ms. Mary Schorse, Program Administrator South African Education Program
- Mr. Joe Heim, Program Administrator South African Education Program
- Ms. Krista Johnson, Senior Program Specialist Career Development Fellowship Program

Aurora Associates (U.S.-based):

- Mr. Robert Walker, Esq., *President* and *Founder*, provided the leadership in 1983 to establish the South African Higher Education Program (SAHEP) and serves as its *Corporate Monitor*, offering quality oversight and direction.
- Dr. James M. Statman, Co-Founder and Executive Vice President, directs the South African Higher Education Program (SAHEP) and is responsible for its overall operations and for liaison with USAID, EOC, IIE, Africare, the Student Representative Council (SRC) and other bodies. He is also Director and Lead Trainer for the Professional Development Worskhops offered to current SAEP participants.
- Ms. Anne M. Githuku, Currently completing a International Rotary Fellowship at the South African Institute for International Relations, serves as Aurora's Liaison Officer in Johannesburg. Prior to becoming a Rotary Fellow, Ms. Githuku served as a SAHEP Program Officer based in Washington, DC.

Africare (U.S.-based):

- Mr. C. Payne Lucas, President
- Ms. Lois Hobson, Country Representative manages Africare's recently-opened office in Johannesburg, South Africa and the Career Development Internship Program. Since 1989, Africare has managed internships in the United States for South African Graduates of U.S. colleges and universities under the SAEP.

FOLLOW-ON

The concept of in-country Follow-on programs for trainees of USAID-funded training is an evolving one. With large numbers of alumni having returned home, Follow-on has become a primary focus of planning and implementing training programs.

How to capture the enthusiasm and build on the experience that trainees have brought back home is a question with which the sponsors are grappling. What is known is that there is no single way to carry-out Follow-on, but there are certain guiding principles which should be followed. Follow-on needs will depend upon the kinds of participants selected for training (academic/technical, long-term/short-term, rural/urban, and youth/non-youth), the types of programs and fields of training in which participants were enrolled and completed, and especially by the needs and interests suggested by the trainees themselves.

Follow-on is defined by what it accomplishes, and it encompasses the following aspects:

- verifies and evaluates results and applications of U.S. training;
- reinforces and strengthens skills acquired during U.S. training;
- promotes networking among national, regional, and technical alumni subgroups;
- provides incentives for further work and commitment with participants' workplaces, communities, and country;
- supports initiatives of cooperation and development; and
- reassures participants and demonstrates continued support beyond the U.S. training experience.

The ultimate success of a Follow-on program is predicated upon whether the returned trainee adapts, re-adjusts, achieves some independence, becomes employed, and is of service to the community. Networking can be the overall key to stimulating Follow-on activities.

The importance of Follow-on is the impact that the returned trainees will have on their country upon their return home. Returned trainees must be c. ganized--organized trainees (alumni associations) must decide on their own destinies with some implementation assistance from sponsors. Independence and empowerment must be the hallmarks of the institutions. This requires a method and environment wherein there is collaboration among all stakeholders, and where alumni are perceived as partners. However, a basic question must be asked, "How can this program engender a Follow-on process that will continue and endure long after USAID and other sponsor involvement has passed?" Alumni can and should play an effective role--you are the answer!

THE WAY AHEAD

AURORA remains committed to providing resources, energy and talent to the struggle for truly democratic, nonracial and equitable societies. For more information regarding AURORA and our work with community organizations please contact:

AURORA ASSOCIATES INTERNATIONAL

1015 18th Street, NW Suite 400 Washington, DC 20036 USA

Telephone: (202) 463-0950 Facsimile: (202) 659-2724

Røbert C. Walker President

James M. Statman Executive Vice-President Programs

Marshall A. Bykolsky Executive Vice-President Finance & Administration

Divison of African Programs.

Anne Githuku Barbara Hamlet Jenny Odebiyi Gundu Rau



A RESOURCE TO COMMUNITY-BASED ORGANIZATIONS

A HISTORY OF ACTIVISM AND SUPPORT

AURORA ASSOCIATES was founded in 1978 with the mission and mandate to work with community organizations engaged in education, community and economic development, health and non-formal training on behalf of disadvantaged, disenfranchised and under-served populations. Fourteen years later, AURORA's goal remains the same: to provide technical support and training to help build and strengthen organizations, alliances and networks which work in and for communities.

AURORA is able to enjoy the trust of and work effectively with community organizations because we come from a background of activism and organizing; a background of hands-on community practice which we combine with up-to-date technical expertise in areas such as planning, information management, training and social research.

AURORA brings to its work a progressive vision of participatory development which consults with and seeks to empower organizations and infuse skills into the communities rather than to create dependency upon hegemonic, technical elites. We understand education and development not as isolated, abstract academic discourse but as experience lived within the context of history, power and politics. And, by analyzing and understanding this history, we can help the community shape and assert its control over its future.

IT is this background of experience in community work, technical competence and commitment to progressive values which distinguishes AURORA's programmatic activities in Africa and in the United States.

PROGRAMS TOWARD A NEW DAY

AURORA refers to the dawn, to the light of the new day. And it is this image of promise, hope and change which continues to describe and to guide our efforts. It is this image which informed our many years of technical assistance and training work with more than one hundred community-based programs to serve homeless and runaway youth and their families located in inner cities and rural enclaves across America, and which helped to create and sustain a national alliance of these organizations. It was this vision that encouraged us to build a national clearinghouse for victims of crime; to work with the Community Services Department of the AFL-CIO and other American labor organizations, conducting workshops for workers in topics such as alcoholism, drug abuse and crime prevention; to run workshops for administrators of community shelters for battered and abused woman; to conduct research into the effectiveness of coordination of services for people suffering from hypertension; and to bring together leading researchers and practitioners concerned with issues of minority family health, and with problems of substance abuse, alcoholism, HIV/AIDS and primary health care within Native American, Hawaiian Native, Native Alaskan and other indigenous communities in North America and the Pacific Islands.

AURCRA has had a substantial involvement with many of the major American social programs of the past two decades. We have served as the national organizer and administrator of the management and training program for Job Corps, the principal education and training program for school leavers in the United States, working with more than 110 vocational training centers situated across the country; have developed innovative programs to more effectively structure and organize Job Corps centers; have created and published scores of training manuals, vocational training guides and health and social service workbooks for this program; and administered a center which provides basic and vocational education programs, life-skills and inter-cultural relations training and health and social service support to more than three hundred disadvantaged young people, almost all of whom left school without a diploma and many of whom have records of delinquency, gang activity and drug abuse.

We have helped Head Start centers for poor pre-school children structure their programs to save cost and serve more kids, and have assisted rural American Indian communities in organizing and evaluating communal economic development enterprises. And with all of these activities and many more, AURORA and its staff continue to support and provide voluntary assistance to boards and organizations in our local community.

INTERNATIONAL PROGRAMS

As an African/American organization it is not surprising that AUROR would work to build fies between community organizations in Africand the United States. Aurora has worked on the grass roots level Senegal and Guinea Bissau, establishing systems of agricultural extension training and credit for village farmers and developing rural heal education programs; implemented public health and sanitation project in Egypt; created educational curricula in small enterprise developme and teacher training material, and developed and operated a rur vocational skills training center in Lesotho; created the first busine directory in Sierra Leone; conducted workshops for managers at community leaders in Swaziland and Zimbabwe; conducted fisheristudies in Cape Verde and investment analyses in the front line state

Since 1983, AURORA has conducted the South African Higher Ed cation Program (SAHEP), the largest scholarship program for black South Africans operated by an African-American organization. In eig years, SAHEP has enabled more than 250 black South Africans attend university in the United States, participate in internships wi U.S. companies and community groups and return home. And, in the and all our programs in Africa, AURORA has conducted its activitinal a spirit of close coordination and consultation with the community



PROFESSIONAL DEVELOPMENT WORKSHOPS

Sponsored By:

Aurora Associates, Inc. and the National Council of Negro Women (NCNW)

in conjunction with the

Institute of International Education (IIE) and the United States Agency for International Development (USAID)

Program Description:

Aurora and the NCNW are offering a series of professional development courses which enable SAEP participants to acquire analytic, organizational, administrative and management skills useful in assuming positions of authority and responsibility within South African business, NGO, academic and public sectors. These workshops aim at enhancing participants' effectiveness as professionals and change agents, at providing concrete skills and techniques to enable them to take maximal advantage of opportunities available in the work-place, and at strengthening their ability to successfully analyze, confront, and overcome the serious hurdles and dilemmas endemic in the work-place during this sustained period of national transition. The courses also provide a context within which South Africans can identify collaborative strategies and techniques for creating more representative, diverse, and responsive institutions, for addressing issues of institutional racism and sexism, and for creating management styles and professional approaches consistent with South African values, traditions and aspirations.

The courses encourage the active considerations and debate of issues which participants identify as critical to professional, community, and national development, and the acquisition of tools to enhance their effectiveness as managers, leaders, and change agents in their work-places and communities. All courses will be specifically focused on the South African context, conducted by experienced American and South African trainers, and utilize a variety of media, and experiential and didactic training techniques. Courses will be presented during the summer months and other times when American universities are not offering academic classes.

Course Descriptions:

SKILLS FOR PROFESSIONAL EFFECTIVENESS: LEADERSHIP TOOLS FOR A SOUTH AFRICA IN TRANSITION (SPE) is the initial core course in the series and is a requirement for enrollment in other offerings. SPE is an intensive, eight-day residential seminar designed to identify the challenges confronting black South African managers and professionals, and to generate workable, realistic strategies to address these obstacles and opportunities. Gender issues constitute a major theme throughout the course, and an emphasis is placed on developing "win-win" strategies for more fully utilizing all of South Africa's human resources.

SPE also includes hands-on skill training workshops in topics including: communications, interviewing and public speaking; negotiation and mediation techniques for resolving disputes; and planning as a tool for empowerment and accountability. The course concludes with a full-day workshop in which participants critically examine and develop approaches to the role of the black South African professional, which incorporate the values, traditions, and aims of the South African people during this time of transition.

SPE has been offered twice during Summer 1993, and has been evaluated by its participants as an extremely valuable, concretely useful, challenging, and enjoyable adjunct to their academic programs.

MANAGEMENT SKILLS FOR THE SOUTH AFRICAN TRANSITION (MSSAT) is an eight-day intensive introductory management seminar designed to acquaint participants with basic management theories, concepts, and techniques and to equip them with practical systems and approaches which can be applied to their academic and work situations. Topics include the role and function of the manager; management theories, approaches and styles; introduction to personnel management and supervision; staff training and development systems; time management; long-range planning and strategic analysis; introduction to organization structure, design, and analysis; dispute resolution; problem-solving techniques; basic financial management; records management and data collection; and organizing and conducting effective meetings.

The initial MSSAT course will be offered in Spring/Summer, 1994, in Washington, D.C.,

MINI-COURSES; Aurora and NCNW will also sponsor a series of one-day, specialized mini-courses, developed and presented by SAEP participants who have completed the two core courses. Mini-courses on topics such as "finance for non-finance managers," "preparing academic reports and papers," "data base software for PC's," "critical legal issues for South Africa business development," "introduction to entrepreneurship," "understanding statistics," "building professional networks," and "economic forecasts and trends," will offer hands-on training to participants, while also providing the trainers with the experience of designing, developing and delivering a training program to their fellow South Africans. Selected SAEP participants will also be eligible to serve as co-facilitators in the two core courses.

For further information please contact:

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National Council of Negro
Women (NCNW)
National Headquarters
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Tel. Number (202) 659-0006 Fax Number (202) 785-8733

AURORA ASSOCIATES INTERNATIONAL

SOUTH AFRICAN HIGHER EDUCATION PROGRAM (SAHEP)

Aurora's South African Higher Education Program (SAHEP) is the largest scholarship program for black South Africans in the United States that is administered by an African-American organization. Since its founding in 1983, SAHEP has provided the financial, academic and social support necessary to enable more than 250 black South African undergraduate and graduate students to successfully attend colleges and universities in the United States and return home. And in so doing, Aurora has carned a strong reputation among South African students and educationists for its commitment, competence and caring.

Aurora views education within the context of the ongoing liberation struggle in South Africa and structures our programs in response to that mandate. We emphasize consultation with South African community and political groups, openness in policy development and a commitment to a shared, critical perspective on the conduct of our work.

Aurora views South Africans studying in the United States as whole persons, not merely as academic participants. We acknowledge and respect the sacrifices which South Africans make to pursue studies overseas, and the contribution which they provide to their U.S. universities and communities while they are in America. We focus on strengths rather than deficiencies and share a confidence in their successes while in America and upon their return home.

In addition to providing administrative, personal and academic support, Aurora works with SAHEP students to conduct research and disseminate information on issues of relevance to South Africa, and to develop professional networks for mutual support and assistance. SAHEP maintains a nonsectarian stance and we enjoy positive working relationships with the spectrum of progressive black South African organizations.

Since its founding in 1978, Aurora Associates has adhered to an organizational mission of participatory consultative technical support for community groups and institutions serving disadvantaged populations. Over the years, in communities across the United States and in West and Southern Africa, Aurora has provided thousands of days of technical assistance, program development and administration, applied research and evaluation, and training support in the education, health, small business and community development sectors.

In addition to SAHEP, Aurora currently conducts education and training programs in Swaziland, Lesotho and Malawi, as well as information management, health and human service programs in the United States.

The South African Higher Education Program is funded by the U.S. Agency for International Development.

For more information on SAHEP and Aurora Associates, please contact:



Robert C. Walker, President Aurora Associater International 1015 18th. Street, N. ... Suite 400 Washington, D.C. 20036 USA

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		APPEND	IX 6:		
	10th Ann	iversary Co	nference Sp	eeches	
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44					

FACING THE CHALLENGES OF A CHANGING SOUTH AFRICA

PROFESSOR N CHABANI MANGANYI EXECUTIVE DIRECTOR JOINT EDUCATION TRUST

The Master of Ceremonies, distinguished guests, colleagues, compatriots, ladies and gentlemen: many thanks to the EOC and USAID. They have been gracious enough to invite me to this 10th Anniversary celebration and conference. In all probability, you will agree that this is a well deserved celebration coming as it does following a decade of sterling work in the sphere of what I choose to call alternate tertiary education and training in numerous faculties and universities abroad. The achievement being celebrated is even more remarkable when examined in stark contrast to the now chronic failure of our own universities to develop creative solutions to the racial educational disparities in our country. Is it not a curious fact that many of the graduates in business, engineering and the social sciences who are here could easily have swelled the statistics of drop-outs if they had elected to pursue their studies in one of our "centres of excellence?" Experience over the years tells us that unlike some overseas universities, our universities have very little room for underprepared students. However, be that as it may, ours is to recognise the fact that the EOC programmes through associated institutions both in South Africa and abroad have been able to sustain alternative routes to higher education and training. Without doubt, this represents a significant and lasting contribution to our country and the leadership of USAID and the EOC and its Board of Trustees must take full credit for it.

Facing the challenges of a changing South Africa together: this is the theme of your deliberations. It is a daunting task to come to grips with. I wish you every success in your deliberations. For the moment, allow me to interpret this statement to mean some of the following. First: our country is changing. Put in another way, it is in the grips of a transition to democracy. Now this is a matter of the utmost importance to all of us whether we like it or not. The reason for this is that change demands everyone's attention, is unsettling, poses challenges and unleashes opportunities as well as crises for individuals, communities and even society as a whole. In various situations, public and private, it forces us to come to terms with novelty: to come face to face with its demands. Remember we said a changing and not a changed South Africa.

Had we said a changed South Africa we might then have been able to list all the outcomes of the change. To say that the country is changing is to admit some ignorance about some of the future outcomes both intended and unintended. All the same, we are in a position to identify changes which have already occurred and are able to summarise these as follows:

- The dominance of apartheid as an ideological framework for the National Party government and its national states surrogates has been undermined significantly by the entry into the political arena of liberation movements supported largely by the disenfranchised majority. The cosy political and security relationships between the government and the homelands has in several cases been substituted with mutual suspicion if not outright hostility.
- The long and bitter winter of diplomatic, economic, cultural and political isolation of our country is all but over. Our country is free at last to enter the global village with its diversity of business opportunities, cultural pluralism and scientific-technological achievements.
- Another less dramatic yet far-reaching development has been the new level of transparency of public life. This has arisen on account of a greater tolerance for freedom of thought and association. The World Trade Centre negotiations and other multi-lateral fora are concrete examples of this transparency. Significantly, this change has brought along with it a new vocabulary such that things that were unsayable five years ago have become part and parcel of our daily vocabulary. Indeed, negotiation and consultation have become a dominant feature of public life.

A paradox recognised in popular wisdom: the more things change, the more they remain the same. Paradoxically, it is the absence of significant change in some areas of South African life that poses the greatest challenge to all of us. I am referring to the many faces of our apartheid past which will continue to haunt us beyond the period of transition: the continuities which accompany change. Fact is: the old South Africa, its uglier face that is,

will be with us for a long period of time to come.

The delicate hope is that the all important question of the distribution of political power will be near resolution following the first democratic election and the installation of a government of national unity. This will represent a high point in the history of our country because in the very least, it will represent both a psychological and symbolic victory. In a certain sense, the election and installation of a government of national unity will represent the people's entry into the ante-chamber of power. This is so because economic power as well as the power of knowledge and skills will remain largely in the hands of a small minority of white South Africans. What the end of the transition to democracy will illustrate to us is that in our historical circumstances to be free is an important initial step to national liberation. Were this not the case, there would be no talk about a second independence movement in much of post-independent Africa. The second independence movement in some African countries is something we in South Africa must take serious note of. What the experience of other countries on the continent tells us is that decolonisation and the achievement of political equality are but a stepping stone enroute to national development. The right to vote for a government of one's choice is not the alpha and omega of national liberation. It is a necessary but not sufficient condition for the factoring in of economic, social, cultural and people development. Before proceeding any further, I would like to put a challenge to you as custodians of knowledge and skills. Assist the politicians and our people to have a realistic understanding of what will be achievable at the end of the transition. I make this plea because of the fact that people's expectations must not only be realistic. A full appreciation of the baggage we carry to the future is a necessary precondition for sound prospects of social and economic reconstruction.

Beyond April 1994 there will continue to be underdevelopment of large segments of our society featuring rural and urban poverty, large scale unemployment, unequal access to health and wealth as well as ignorance and illiteracy. Indeed, there will continue to be underrepresentation of blacks and women in high level decision making sectors in both the private and public sectors. In this regard, it is important to remember that this

underrepresentation is rampant also within the professions, such as law, medicine, engineering, accountancy and so on.

What we all need to come to terms with is both change and the absence of change by the end of the transition to a democratic future.

Many are the ways in which individuals and special interest groups are attempting in everyday life to come to terms with perceived changes. In the main responses have ranged from active and passive resistance to facilitation of change. Evidence of passive resistance has come from the professional and skilled classes who, we are told, are queening for positions and new homes abroad. For these South Africans, the predominant fear appears to be that of an ANC dominated future government, which they believe, will be dominated by "Communist elements." Yet another form of passive resistance to the transition to democracy comes in the form of capital flight through the globalisation of local business interests. In recent times, unbridled self-aggrandisment amongst state and homeland bureaucrats has reached unprecedented proportions in the infamous reported and unreported incidents of looting of public resources.

Active resistance to change is another predominant response to perceived and anticipated changes. Within a matter of months the parties on the right of the political spectrum mastered a kind of double-speak by giving unconventional meanings to concepts such as democracy, federalism and civil war. The singular feature of the active resistors of change is their claim to what appears to be a god-given right to play war and peace games with the public's imagination. This kind of large-scale intimidation serves the same purpose as the destabilisation of normal community life through the creation of anarchy and violence against innocent men, women and children. The desperate streak amongst active resistors of change is matched only by that of the looters who see their days as really numbered.

Having said that, we should be mindful of the fact that it is not only individual professionals, leaders of political groups or homeland bureaucrats who are anxious about impending

changes. Significant social institutions such as business organisations and universities amongst others have recently demonstrated a visible amount of uneasiness. In both these cases, the new demands on them have centred around issues of affirmative action and transformation. It remains to be seen whether these important social institutions will have the nerve to join the forces of change and become facilitators rather than passive resistors.

Not much needs to be said about what I call the change masters. These are men and women who are giving every ounce of their talent and experience to the various structures involved in negotiations (national, regional and local) and the promotion of peace. In many cases, this is work which is done under conditions of extreme personal sacrifice and we begin to see some evidence that there are people such as ANC President Nelson Mandela, who know that the new South Africa is about putting the country first.

I am reminded as I move towards the close of my address about a recent television interview. Some of you may remember the rather unusual occasion on which Zimbabwean President Robert Mugabe was interviewed by John Bishop on Agenda. At the end of the that interview, President Mugabe made a statement which he repeated to dispel any doubt. He said: "I am an intellectual" or something to that effect. Remember, ladies and gentlemen that President Mugabe could have said: "I am a revolutionary." I refer to this seemingly unimportant episode at the tail end of a wide ranging interview to emphasise the fact that there are people (including veteran politicians) who take intellectual life seriously. Unhappily, there are not many amongst us in this country who can make a similar declaration and sleep comfortably at night.

To use a borrowed expression, there has been something akin to the closing of the South African mind accompanying the ascendency of apartheid repression. Significantly, apart from an overly self-congratulatory marxism during much of the 1980s, intellectuals as an interest group remained suspect both in the eyes of the regime and those who believed themselves to have been at the vanguard of the struggle against apartheid. Fearing disapproval and much else from both quarters the educated classes elected anonymity and

silence. In large measure, the choices of the 1980s were predominantly moral: thus making the penalties for transgression equally grave. Allegiances needed to be absolute. Indeed, solidarity meant more than mere conformity in that it demanded absolute equality of individuals at all cost. Notably, the intellectual radicalism of the 1980s has almost surreptitiously transformed itself into a new utilitarianism which is taking the form more and more of expert banks and consultancies. That there is another challenge here should go without saying.

The plea I am making today is that the black professional and intellectual class must wake up from its long sleep, eschew an intellectually debilitating populism and develop a realistic understanding of the magnitude of our national predicament.

At the very least, intellectuals from the disadvantaged sector of our society must begin to make their voices heard on the variety of critical questions being debated today. More than ever before, there are numerous avenues through which your voice may begin to be heard. These include membership of political, civic, business and professional organisations. But to be heard, each one of us must have something valuable to say about matters such as the need for the socio-economic reconstruction of our country. We desperately need answers to questions relating to the reconstruction of education at all levels; the form and structure of the envisaged public service as well as new avenues for access and mobility through the professions and learned societies, to mention but a few.

In posing this challenge I am acutely aware of the fact that the challenge to white power whether this power is economic, political or intellectual will be actively contested. For this and other reasons, a simplistic reliance on notions of entitlement will not suffice. A new chapter towards work and learning needs to be opened. While it was sometimes a mortal sin to be highly educated and successful as a black person in the not too distant past everyone must realise that a reliance on political patronage and its associated nurturing of mediocrity has never provided a foundation for national development.

Within the overal! context sketched above, not even a legally enforceable affirmative action programme on a national scale will deliver the goods unless and until ordinary people (not politicians and bureaucrats) take their future into their own hands. I know of no other remedy other than self-discipline, hard work and a determination to succeed. While the simplicity of this prescription may mislead us into believing that it applies to individuals only; it does indeed apply to institutions and communities. As you celebrate the 10th Anniversary this weekend, the call that should ring out loud and clear is: let us roll up our sleeves and get down to work!

16 October 1993

Remarks at the Tenth Anniversary Celebration Dinner South African Higher Education Programme

October 16, 1993

by
Princeton Lyman
United States Ambassador to South Africa

Master of Ceremonies Mr. Shuenyane, Members of the Board of the EOC, Distinguished Alunae of this program, ladies and gentlemen.

This is a wonderful occasion. It brings home to all of us working together in South Africa that it is people, people given opportunity and access to education, that make the difference in a country's progress and development.

I am particularly thrilled at the very fact that we have come ten years since the beginning of these programs. I remember very well, in Washington when these programs were begun, the misgivings and uncertainty with which we began. The misgivings related to whether we were starting too soon, whether we should wait further demise of apartheid before undertaking any such programs, even worthwhile ones such as this. The uncertainty related to whether we could even structure such programs under those conditions, sidestepping all the apartheid institutions and keeping clear of political controversies that could undermine our efforts.

Looking back, all who have been part of this program can be proud. The Educational Opportunities Council deserves special praise. It led the way in establishing a mechanism that in its very purpose was defying and undermining apartheid, yet managed to thread its way through the thicket of political minefields that could have blown up in our faces. The universities in South Africa, who broke the barriers set up to deny the majority access to higher education, made the bulk of this program possible.

The supporting agencies deserve credit for gradually expanding this program at each opportunity. I spent twenty years in USAID. And I felt early on that the greatest contribution we ever made was in the provision of training and opportunities for on-the-job experience. Many of our other projects have long been forgotten, but the investment in people has paid dividends a hundred times over. I want to express special appreciation to Africare. Africace pioneeced the intern program which added to the formal education in the United States that vital element of work experience that gave those who participated in it an extra edge when they returned, an added insight that employers quickly appreciated.

But above all, the students, today's alumnae, all of you in this audience, deserve the greatest credit. You had the vision to see

that South Africa would need the best educated and trained people once apartheid collapsed and that you had an obligation to get that education and training. You had the courage, the determination and the brains to overcome obstacles, sometimes to leave family behind, and in the end to acquire the degrees and the experience needed to build a new society.

Looking out over this audience, I can only shake my head at those who say there are no trained people ready to move into the positions of influence, production, power, and education from the majority population. Many more are needed, of course. And in that regard, you are the vanguard. That puts a hevay responsibility on your shoulders. You are the ones who must break down the remaining barriers, you are the ones who will set the precedents, you will be the ones who establish the exhical and professional standards of the new society.

But what a glorious time to have such responsibility. Yesterday all of us in this country, and people around the world, thrilled to hear that Nelson Mandela and F.W. De Klerk had been awarded the Nobel Peace Prize. To me the meaning of that award is to sound a clarion call to all who have doubts, to all who might resist the movement toward democracy to which these two men have committed themselves, a call to join with this movement — it is the path to peace and prosperity for this country. The Nobel award speaks also to the absolute necessity of resisting the appeal of those who would find new ways to divide this society, who would play on people's fears in order to provoke class or ethnic warfare, who would focus more on stoking the embers of past hatreds and rivalries than on building something new and much better.

It is finally a call to leaders -- and all of you who have acquired advanced education and training are now leaders by necessity -- a call to leaders to channel anger, insecurity and doubts into something other than violence. It is not enough to undertand the anger, the roots of violence, the underlying forces behind it. That is only the start. The real task of leadership is to channel those forces into new directions. Without that we have only explanations, not peace.

I am proud that the United States, through our USAID and associated organizations, have been part of this program. We look forward to seeing each and every one of you assuming your place in the new society that is being forged. But we too are only beginning. Ten years from now, there won't be room in this whole hotel for all the alumnae of this program. So we'll rent a stadium. Because we plan to keep right on going.

TENTH ANNIVERSARY CELEBRATION DINNER REMARKS BY CAP DEAN, DIRECTOR, USAID/SOUTH AFRICA 10/16/93

THANK YOU.

MR. AMBASSADOR, HONORED GUESTS, LADIES AND GENTLEMEN.

IT IS A PRIVILEGE FOR ME TO BE HERE TONIGHT, AND TO HAVE THE OPPORTUNITY TO MAKE A FEW REMARKS. THE OCCASION IS A FESTIVE ONE, AND YET ONE WITH A VERY SERIOUS PURPOSE --- "FACING THE CHALLENGES OF A CHANGING SOUTH AFRICA TOGETHER".

LET ME START BY FIRST CONGRATULATING ALL OF THE PARTICIPANTS HERE TONIGHT FOR HAVING SUCCESSFULLY COMPLETED YOUR STUDIES, OFTEN UNDER VERY DIFFICULT CIRCUMSTANCES AND AWAY FROM YOUR HOMES AND YOUR COUNTRY. IT IS A FIRST-RATE ACCOMPLISHMENT FOR WHICH ALL OF YOU CAN BE JUSTLY PROUUD. USAID IS PLEASED THAT WE, WORKING WITH THE EDUCATIONAL OPPORTUNITY COUNCIL, THE INSTITUTE OF INTERNATIONAL EDUCATION, AURORA ASSOCIATES, AFRICARE, AND MANY OTHER SUPERB ORGANIZATIONS, UNIVERSITIES AND COLLEGES, HAVE BEEN PRIVILEDGEL TO PLAY A PART IN ASSISTING YOU TO OBTAIN A PART OF YOUR EDUCATION. WE'RE PARTICULARLY PLEASED THAT WE HAVE BEEN ABLE TO ASSURE THAT A VERY HIGH PERCENTAGE OF THE SOUTH AFRICANS TRAINED HAVE BEEN WOMEN.

THERE ARE APPROXIMATELY 1,400 SOUTH AFRICANS WHO ARE EITHER UNDERGOING OR HAVE COMPLETED A U.S. DEGREE THROUGH THE AID-SPONSORED PROGRAMS. AN EVEN GREATER NUMBER OF SOUTH AFRICANS HAVE UNDERGONE SPECIALIZED SHORT TERM TRAINING. THESE ARE FORMIDABLE NUMBERS THEN ONE CONSIDERS THE POTENTIAL IMPACT EACH AND EVERY ONE OF YOU CAN HAVE.

AND LET ME SAY JUST A FEW WORDS ABOUT THAT IMPACT WHICH YOU CAN HAVE. THE THEME OF THE TENTH ANNIVERSARY CONFERENCE -- "FACING THE CHALLENGES OF A CHANGING SOUTH AFRICA TOGETHER" -- CONNOTES TRANSFORMATION, HARD WORK AND UNITY OF PURPOSE. THESE ARE INGREDIENTS, THAT IN THE PROPER MIX AND AMOUNT, WILL GIVE RESULTS WHICH WILL PROVIDE, FOR ALL OF SOUTH AFRICA'S CITIZENS, THOSE IDEALS WHICH PEOPLE ALL OVER THE WORLD CLAMOR FOR: THE FREEDOM TO PARTICIPATE IN DECIDING AND SHAPING ONE'S OWN SOCIAL, ECONOMIC AND POLITICAL DESTINIES.

SOUTH AFRICA'S ACCEPTANCE OF THE CHALLENGE TO TRANSFORM, AND THE NEGOTIATED TRANSITION TAKING PLACE AT THE WORLD TRADE CENTER, IS A MODEL THAT OUGHT TO BE EMULATED ABROAD. INTERNATIONALLY, THE WORLD IS IN NEED OF A SUCCESSFUL CASE THAT CAN MAKE A STRONG, CONVINCING DECLARATION THAT CIVIL STRIFE CAN BE SOLVED IN A CIVIL MANNER. LET SOUTH AFRICA -- AND ALL OF YOU -- SHOW THE BOSNIA'S, THE SOMALIA'S, AND THE HAITI'S OF THE WORLD THAT THERE IS ANOTHER WAY, A BETTER WAY.

THIS TASK OF TRANSFORMATION, OF TRANSITION, IS INDEED IMMENSE, AND REQUIRES IN-DEPTH AND DIVERSE SKILLS. NATION BUILDING IS COMPLEX, ELUSIVE, DIFFICULT AND DAUNTING, AND FAILURE TO SUCCEED IN THIS TASK WILL, UNFORTUNATELY, RESULT IN EVEN MORE OF THE TRAGIC VIOLENCE THAT THIS COUNTRY HAS SEEN SO MUCH OF. FORTUNATELY, ALL OF YOU HAVE ACQUIRED MANY OF THOSE NECESSARY SKILLS, AND THAT IS WHAT WE ARE CELEBRATING TONIGHT. BUT NOW THAT YOU HAVE THOSE SKILLS, A VERY SERIOUS RESPONSIBILITY HAS BEEN PLACED ON YOU. MANY OF YOU HAVE PLAYED CRITICAL ROLES IN THIS COUNTRY ALREADY. WITH THE TRANSITION AND THE ESTABLISHMENT OF A NON-RACIAL, NON-SEXIST DEMOCRATIC GOVERNMENT IN SOUTH AFRICA, YOU WILL HAVE GREATER OPPORTUNITIES THAN YOU HAVE HAD IN THE PAST, AND YOU WILL BE CHALLENGED MUCH MORE THAN EVER BEFORE. WHILE ACADEMIC DISCIPLINES DIFFER WIDELY, ALL OF YOU WILL HAVE VITAL ROLES TO PERFORM IN A TRANSFORMED SOUTH AFRICA -- THERE IS NO SECOND-STRING ON THIS NATIONAL TEAM!

LET ME JUST CLOSE BY SAYING WHAT YOU KNOW FAR BETTER THAN I -- THAT THE CHALLENGE OF CHANGING SOUTH AFRICA WILL BE AN UNBELTEVABLY TOUGH BATTLE, AND PROBABLY THE TOUGHEST PART OF THAT BATTLE IS STILL AHEAD. BUT THAT CHALLENGE WILL BE SUCCESSFULLY MET, BY YOU AND MILLIONS OF OTHER SOUTH AFRICANS. USAID STANDS READY TO ASSIST YOU, AND WE FEEL HONORED AND PRIVILEDGED TO BE A SMALL PART OF YOUR EFFORTS TO TRANSFORM THIS COUNTRY.

AGAIN, CONGRATULATIONS TO ALL OF YOU ON YOUR ACADEMIC EFFORTS AND SUCCESSES, AND THE MUCH MORE IMPORTANT SUCCESSES YOU HAVE REALIZED AND WILL REALIZE SINCE RECEIVING YOUR DEGREES.

THANK YOU.

LADEAN: 10/16/93: U: \CDEAN\DOCS\10THANNI (6 mienutes)

SOUTH AFRICA IN TRANSITION

DINNER SPEECH - Kaizer M Nyatsumba, Political Correspondent, The Star

Mr Master of Ceremonies, honourable guests, friends and fellow EOC/USAID alumni, ladies and gentlemen: may I heartily thank you for the opportunity to share ideas with you this evening on the unprecedented transitional process through which our beloved country is going at the moment.

I am only too well aware of the fact that you have spent the whole day here today, that you have discussed and debated important issues and have listened to various worthy and, no doubt, valuable presentations. I have also taken a look at your programme and have noticed that no less a person than internationally acclaimed musician Jonas Gwangwa is scheduled to entertain you this evening.

Since I do not yet suffer from delusions of grandeur, I have no intention, therefore, of taking much of your time and delaying that which is infinitely more important than the paper I am about to present: music.

Within the next few minutes available to me, ladies and gentlemen, I intend to give a brief analysis of what has been going on in negotiations at the World Trade Center in the past few months - but especially since the resumption of multi-party talks on April 1 this year - and to speculate on what is likely to happen on the political front between now and the conclusion of negotiations next month, and indeed beyond next year's elections.

I will do this, Mr Master of Ceremonies, as a totally non-partisan political observer and commentator, as indeed those who may have read some of the things I write might attest.

For the purpose of this paper, I will assume a basic familiarity with political developments here on your part, and I will therefore not burden you with details or give chapter and verse on everything I say. Should any member of this august audience feel a need to discuss anything I say here with me afterwards, he or she will be more than welcome to do so.

As all of us know, things are very different now than they were a mere twelve months ago. Given the uncertainty and the dangers which may have been with us for quite some time now, sceptics could be forgiven for even posing what might seem to many as a stupid question: more than three years since our new Nobel Peace laureate President FW de Klerk took that historic move on February 2, 1990, are we as a people anywhere nearer to our freedom?

And yet many important things have taken place, as a cursory look at the negotiations process will indicate. Until the breakdown of CODESA II in May last year, there were two clear power-blocs in the multi-party talks: the ANC and its allies on the one hand - these, as you know, included, and still include, the South African Communist Party, the Transvaal/Natal Indian Congress, the now haemorrhaging Labour Party and various homelands aligned to the ANC - and the Government and the Inkatha Freedom Party and their allies - also mostly homeland administrations on the other hand.

Pretoria and the IFP were still friends then, and had - as they now do - a lot in common in their constitutional proposals. This informal alliance came apart at the seams after September 26 last year, the day that the other Nobel Peace laureate Nelson Mandela of the ANC and President de Klerk signed an agreement called the Record of Understanding, to which IFP leader Chief Mangosuthu Buthelezi strenuously objected.

Ironically, it was that agreement, which paved the way for a series of bilateral meetings between the ANC and the Government and subsequently led to a convergence of views between the two major players, that finally led to the resumption of multi-party negotiations this year.

It was also the Record of Understanding which saw the angered IFP flexing its muscle and reaching out to fellow conservative and rightwing groups such as the governments of Bophuthatswana and Ciskei as well as the Conservative Party and its splinter group the pragmatic Afrikaner VolksUnie, unfortunately now also in its death throes, to form the Concerned South Africans Group (Cosag), which engaged in a fair amount of "constructive filibustering" in the negotiations, to use the words of the KwaZulu government negotiator Dr Ben Ngubane.

This group is now known as the Freedom Alliance and, apart from the fact that it is now more structured alliance which wants to negotiate with the and the ANC *en block*, it is not at all different from Cosag. It is still a group of former and present beneficiaries of apartheid who fear democracy and all it means and they are very reluctant to let go of their stakes in the old order. As far as this group has the potential to plunge South Africa into a civil war, it is a potentially threatening alliance which should be taken very seriously indeed.

As some of you might remember, I have recently argued that some of this group's reasonable demands - especially on the question of powers to be given to regional governments so that we have a real federal systems - should be met to avert unnecessary confrontations which we might later regret.

There are now two-and-a-half power-blocs in the negotiations process. There are:

1. The Government-ANC axis backed by the ANC's allies. There are by far the majority in the negotiations at the World Trade Center, and they are going to be the main partners in a Government of National Unity which will have a five-year life-term. For them urgency is the catch-word, and they have consequently made numerous concessions to the IFP on the question of regions, regional powers and the Interim Constitution which will be finalised within the next few weeks. I have no doubt that concessions will be made to the IFP and its Freedom Alliance partners on these issues within the next few weeks in an effort to lock them into the process once again.

It is important to note, however, that concessions the ANC and its allies have made to the IFP - and there are many - have also been concessions made, albeit indirectly, to the National Party Government. As I have already indicated above, the NP and the IFP have a lot in common on constitutional issues.

The ANC's starting point was that the country's new constitution would have to be written by a democratically elected, sovereign and unfettered Constituent Assembly (CA), and the organization came up with its Transition to Democracy Act of 1992 which would merely amend the present constitution to counter the Government's concern about a "constitutional vacuum" during the transition. Not only would the CA write the constitution, but it would also be the body deciding on the demarcation of regions in the country and the powers and functions of those regional governments. All this, of course, is now being done by the unelected Negotiating Council, and the CA which will eventually be elected next year will be severely constrained by binding constitutional principles and the Interim Constitution which cannot be altered much. In effect, this CA will be a toothless body.

- 2. The second power-bloc in the process is Cosag, now known as the Freedom Alliance. Bophuthatswana, Ciskei, KwaZulu and the IFP, as I said earlier, all have a vested interest in the status quo, and therefore would not like to see it altered beyond recognition. The CP and the Afrikaner Volksfront want a separate, independent state for white Afrikaners, while the AVU wants a state within a federal South Africa where white and brown Afrikaners will constitute a majority. They are all small parties and, except for the IFP, the AVF and CP, have absolutely no constituencies or power base worth talking of. This group knows most of its members will not survive an all-inclusive election, and therefore wants the constitution written and adopted by the Negotiating Council from which members of the group have pulled out. It wants as much power given to the regions as possible, and is so far oppose to the holding of elections on April 27 next year.
- 3. Then there are about three independent organizations forming what I would call half a bloc in the negotiations process. There is the Democratic Party, which wants federalism and wants progress in the talks and is generally constructive in the debate. There is the Pan Africanist Congress which entered multi-party talks for the first time on April Fools day this year after a series of bilateral meetings with the Government inside and outside the country, and it still remains true to a vision of an unfettered Constituent Assembly which would write the new constitution. The PAC is opposed to an Interim Constitution written and approved by the Negotiating Council, and is not happy about the proposed Government of National Unity. It is often a voice in the wilderness, and does not have much influence in the negotiations.

All that by way of background. But where are we today, and quo vadis South Africa?

Well, South Africa is heading for a federal system whose constitution will have been crafted at the World Trade Center by the unelected Negotiating Council through a technical committee of experts on constitutional issues. The various regions - there will be between seven and nine of them - will each be allowed to write their own constitutions, as long as these do not conflict with the national constitution.

Next year's elections, which I think will be held on April 27 as scheduled despite the Freedom Alliance's vociferous objections at the moment, will take place at both national and regional levels, with two Houses of Parliament: a small Senate and a 400-member National Assembly.

All things being equal, the ANC will win the election comfortably and will be the senior partner in a Government of National Unity, with Nelson Mandela being the country's first black State President. However, I do not think the organization will get a two-thirds majority in the election, and I think the NP - which will be the second biggest party after the election, will do surprisingly well in the election, with its votes coming from Africans - between 15 and 20 percent of them - and the overwhelming majority of whites, coloureds and Indians.

Although I am now much more optimistic than I have ever been about our potential to attract foreign aid, I think that unless the G-7 countries and the European Community embark on a Marshall Plan-type programme for South Africa, the ANC-dominated GNU will be unable to deliver economically within its five-year term of office, and the overwhelming majority of black South Africans will remain impoverished and at the lowest rung of the economic and social ladder. It is people like you, the black professional and political elite, who will benefit maximally and almost immediately from the changes.

The resulting disillusionment from the masses, with boycotts and mass action now aimed at the ANC-led government, will be uncontainable - especially if the revered Nelson Mandela is, for one reason or the other, no longer at the helm of the government - and the PAC and the Azanian People's Organization will then peak at the expense of the ANC, and might even form the next government if they should get their act together.

Another possible scenario, of course, is that the so-called radicals within the ANC - people like Mrs Winnie Mandela, the news of whose political death was greatly exaggerated, and ANC youth league leader, Peter Mokaba - might seize control of the organization and save it from the ignominy of being ousted after the first five years in government, during which time democracy and majority rule as we know them will have been subverted in the interest of racial reconciliation.

I thank you ladies and gentlemen.

APPENDIX 7:

10th Anniversary Alumni/ae Lists

- Invitation Letter Mailing List Conference Pre-Registrants Conference Registrants A)
- B)
- **C**)

ALUMNI LIST

Abrahams Antonio (Mr.)

Abrahams John (Mr.)

Abrahams Shaheem (Mr.)

Adonis Lionel (Mr.)

Africa Kenneth (Mr.)

Allison Noleen (Ms.)

Andrews Penelope (Ms.)

Arendse Andrew (Mr.)

Auala Rehabacam (Mr.)

Bapela Manas (Mr.)

Balatseng Deborah (Ms.)

Baloyi Danisa (Ms.)

Banda Enos (Mr.)

Bassuday Claude (Mr.)

Bayat Ismail (Mr.)

Bekiswa Nceba (Mr.)

Belle Mshiyeni (Mr.)

Bergins Ernest (Mr.)

Bhoola Furhana (Ms.)

Bickrum Sherin (Ms.)

Bimray Carolrose (Ms.)

Bloemetje Micheal (Mr.)

Bobat Imran (Mr.)

Bongwe Isaac (Mr.)

Bopalamo Lebogang (Mr.)

Bopape Diphete (Mr.)

Bopape Marcellus (Mr.)

Bunding Mark (Mr.)

Burgess Roberta (Ms.)

Buthelezi Alson (Mr.)

Buthelezi Nsimbi (Mr.)

Buthelezi-Khamp Virginia (Ms.)

Butler Nadine (Ms.)

Carolus Adam (Mr.)

Cassim Hasina (Ms.)

Cassim Yusuf (Mr.)

Cele Innocentia (Ms.)

Cele Margaret (Ms.)

Cele Ronald (Mr.)

Chakela Lulama (Ms.)

Chalufu Nomsa (Ms.)

Chetty Narainsami (Mr.)

Chetty Dhianaraj (Mr.)

Chiloane Ntopane (Mr.)

- 91. Funeka Sizakele (Ms.)
- 92. Fusi Mmete (Mr.)
- 93. Ganie Laila (Ms.)
- 94. Ganzin Benjamin (Mr.)
- 95. Gaoseb Erich (Mr.)
- 96. Garbharan Hari (Mr.)
- 97. Gcaba Phindi (Ms.)
- 98. Gcabashe Thulani (Mr.)
- 99. Gcaleka Khanyisile (Ms.)
- 100. Gebeda Zama (Mr.)
- 101. Gentle Roy (Mr.)
- 102. Gilbert Christy (Mr.)
- 103. Ginindza Thamsanqa (Mr.)
- 104. Goba Bahle (Ms.)
- 105. Goba Laura (Ms.)
- 106. Goba Muziwethemba (Mr.)
- 107. Goba Nongaba (Ms.)
- 108. Goba Sibongiseni (Ms.)
- 109. Goba Thulasizwe (Mr.)
- 110. Goba Trueman (Mr.)
- 111. Gogo Nominise (Ms.)
- 112. Gokul Saraswathie (Ms.)
- 113. Gongo Phakamile (Mr.)
- 114. Gool Sulaiman (Mr.)
- 115. Gopal Shobhna (Ms.)
- 116. Gordhan Taramathi (Ms.)
- 117. Gordhan Yaswant (Mr.)
- 118. Gosebo Ntjantji (Mr.)
- 119. Govender Karthigasen (Mr.)
- 120. Govender Loganathan (Mr.)
- 121. Govender Neelamagan (Mr.)
- 122. Govender Rajendran (Ms.)
- 123. Gqulu Pearson (Mr.)
- 124. Gqwaru Sibusiso (Mr.)
- 125. Green-Thompson Eleanore (Mr.)
- 126. Gregory Amanda (Ms.)
- 127. Grootboom Abe (Mr.)
- 128. Gumbi Velaphi (Mr.)
- 129. Gumede Thembinkosi (Mr.)
- 130. Gwala Prudence (Ms.)
- 131. Gwambe Deryck (Mr.)
- 132. Gwele Nomthandazo (Ms.)
- 133. Gxalaba Patrick (Mr.)
- 134. Hadebe Sifiso (Mr.)
- 135. Hansrajh Stanly (Mr.)
- 136. Haricombe Lorraine (Ms.)

- 137. Hassan Mahomood (Mr.)
- Haupt Nigel (Mr.) 138.
- 139. Hendricks Ivan (Mr.)
- 140. Hira Jayprkaash (Mr.)
- 141. Hlahane Matseliso (Ms.)
- 142. Hlati Maleho (Ms.)
- 143. Hlatywayo Thokozile (Ms.)
- 144. Hlongwa Musawenkosi (Mr.)
- Hlongwane Lynette (Ms.) 145.
- 146. Hlongwane Mziwenkosi (Mr.)
- 147. Hlubi Ethel (Mr.)
- 148. Hope Gregory (Mr.)
- 149. Huma Willam (Mr.)
- 150. Isaacs Abdu Raof (Mr.)
- 151. Jacobs Priscilla (Ms.)
- 152. Jaichand Vinodh (Mr.)
- 153. Jali Nonhlanhla (Ms.)
- 154.
- Jali Nozizwe (Ms.)
- 155. Jali Thabani (Mr.)
- 156. Jali Vernon (Mr.)
- 157. Jamaloodeen Mohamed (Mr.)
- 158. Jansen Jonathan (Prof.)
- 159. Jardine B.W. (Mr.)
- 160. Jarvis Kivido (Mr.)
- 161. Jen Moi
- 162. Jhatam Mohammed (Mr.)
- 163. Jobodwana Mkhuseli (Mr.)
- 164. Johnson Ashley (Mr.)
- 165. Johnson O. (Mr.)
- 166. Jonas Reginah (Ms.)
- 167. Joyram Shastri (Mr.)
- 168. Julies Eugene (Mr.)
- 169. Kagee Shaheen (Mr.)
- 170. Kalam Moegamat (Mr.)
- 171. Kau Mary (Mr.)
- 172. Kgaphola (Ms.)
- 173. Kamdar B. (Ms.)
- 174. Kasper Hermanus (Mr.)
- 175. Kekana Archibald (Mr.)
- 176. Kentane Lindibandla (Mr.)
- 177. Kgasago Joseph (Mr.)
- 178. Kgekwane Ruby (Ms.)
- 179. Kgobokoe Kelepile (Ms.)
- 180. Kgomo-Tso10 Mmaphuti (Ms.)
- 181. Kgwadi Ntate (Mr.)
- 182. Khabanyane Khatatso (Ms.)

- 183. Khashane Abel (Mr.)
- 184. Khoali Thakampholo (Mr.)
- 185. Khomo Zanaye (Mr.)
- 186. Khumalo Ariel (Mr.)
- 187. Khumalo McGlen (Mr.)
- 188. Khumalo Nokwazi (Ms.)
- 189. Khumalo Frans (Mr.)
- 190. Khuzwayo Basil (Mr.)
- 191. Kirk Myma(Ms.)
- 192. Kock Lesotho (Mr.)
- 193. Kela Jacky (Mr.)
- 194. Kristopher Lorraine (Ms.)
- 195. Kungoane Ella (Ms.)
- 196. Kubheka Sydney (Mr.)
- 197. Kubheka Thandi (Ms.)
- 198. Kwini Mlungisi (Mr.)
- 199. Laher Ismael (Mr.)
- 200. Laka Stanley (Mr.)
- 201. Langa Bhekuyise (Mr.)
- 202. Langveld Neil (Mr.)
- 203. Langeveldt William (Dr.)
- 204. Langeveldt Yvonne (Ms.)
- 205. Lauten Dominic (Mr.)
- 206. Lebakeng Azaria (Mr.)
- 207. Lebea Calvin (Mr.)
- 208. Lebepe Semakaleng (Mr.)
- 209. Leburu Mogorosi (Mr.)
- 210. Ledibane Maureen (Ms.)
- 211. Ledwaba Seaparankwe (Ms.)
- 212. Lefoka Motshoanetsi (Ms.)
- 213. Legodi Dennis (Mr.)
- 214. Lekota Mofasi (Mr.)
- 215. Lembethe Nokuthemba (Ms.)
- 216. Lemmert Gail (Ms.)
- 217. Lengoasa Queen (Ms.)
- 218. Lenkwane Moeti (Mr.)
- 219. Lentsoane Ngwedi (Mr.)
- 220. Lentsoane Sephorah (Ms.)
- 221. Leopeng Derrick (Mr.)
- 222. Leseme Bellinah (Ms.)
- 223. Levendal Mandy (Ms.)
- 224. Lewis Sean (Mr.)
- 225. Lidovho Mordaccai (Mr.)
- 226. Litheko Segano (Mr.)
- 227. Lukhele Robert (Mr.)
- 228. Lund Lynn (Ms.)

- 229. Lippert Joe (Mr.)
- 230. Loate Sello (Mr.)
- 231. Lottering Trevor (Mr.)
- 232. Luthuli (Mr.)
- 233. Luvhengo Ntsundeni (Mr.)
- 234. Luzipho Dryden (Mr.)
- 235. M'Belle B. (Mr.)
- 236. Mabale Anna (Ms.)
- 237. Mabaso Jacob (Mr.)
- 238. Mabaso Justice (Mr.)
- 239. Mabe Molefe (Mr.)
- 240. Mabelane Khalifi (Mr.)
- 241. Mabena Joseph (Mr.)
- 242. Maber Robert (Mr.)
- 243. Mabitsela Frans (Mr.)
- 244. Mabizela Gladwell (Mr.)
- 245. Maboe Matlhogonolo (Ms.)
- 246. Mabokela Reitumetse (Ms.)
- 247. Mabudusha Seragi (Mr.)
- 248. Mabuya Themba (Mr.)
- 249. Madikizela Mziwandile (Mr.)
- 250. Madime-Takalo M. (Ms.)
- 251. Madiope Rudolph (Mr.)
- 252. Madlala Jabulani (Mr.)
- 253. Madlala Zamukulunga (Mr.)
- 254. Madolo Sandile (Mr.)
- 255. Madonsela Dumisane (Mr.)
- 256. Maesela Sara-Anne (Ms.)
- 257. Mafrika (Ms.)
- 258. Magadla Humphrey (Mr.)
- 259. Magadlela Andrew (Mr.)
- 260. Magagula Leslie (Mr.)
- 261. Magagula Melusi (Mr.)
- 262. Magashula Marion (Ms.)
- 263. Magau Namane (Ms.)
- 264. Magazi Thami (Mr.)
- 265. Magewu Nozibusiso (Ms.)
- 266. Magome Daniel (Mr.)
- 267. Magome Kgobati (Ms.)
- 268. Magqaza Loyiso (Mr.)
- 269. Magubane Margaret (Ms.)
- 270. Magugumela Maurice (Mr.)
- 271. Mahambehlala Mcebisi (Mr.)
- 272. Mahape Isaac (Mr.)
- 273. Maharaj Shakila (Ms.)
- 274. Maharaj Josadha (Ms.)

- 275. Mahaye Msawenkosi (Mr.)
- 276. Mahlaba K. (Mr.)
- 277. Mahlaba Lucy (Ms.)
- 278. Mahlangu Andries (Mr.)
- 279. Mahlangu Dexter (Mr.)
- 280. Mahlasela Dumisani (Mr.)
- 281. Mahlatsi Lesabane (Ms.)
- 282. Mahlobo Linda (Mr.)
- 283. Mahlobo Sello (Mr.)
- 284. Mahomed Ismail (Mr.)
- 285. Makgopa Douglas (Mr.)
- 286. Makobe Malopeng (Mr.)
- 287. Makosana Isobel (Ms.)
- 288. Makua Louis (Mr.)
- 289. Makume Taunyane (Mr.)
- 290. Maifo Sophonia (Mr.)
- 291. Majake William (Mr.)
- 292. Majija Loyiso (Ms.)
- 293. Majoe Matlakala (Ms.)
- 294. Makatsa Monamele (Mr.)
- 295. Makgalemele Malesotse (Ms.)
- 296. Makgalemele Nosizwe (Ms.)
- 297. Malhaga Margaret (Ms.)
- 298. Makhaye Nelisile (Ms.)
- 299. Makhene Modise (Mr.)
- 300. Makhene Nokuthula (Ms.)
- 301. Makhobotloane Faith (Ms.)
- 302. Makhohliso Solomzi (Mr.)
- 303. Makhubela Olga (Ms.)
- 304. Makudu Charles (Mr.)
- 305. Mali Tembakazi (Ms.)
- 306. Mallane Samuel (Mr.)
- 307. Malamba Mathilda (Ms.)
- 308. Malao Matihape Faith (Ms.)
- 309. Malatse Tlhabkgoadi (Mr.)
- 310. Malaza Enoch (Mr.)
- 311. Malaza Mfanawenkosi (Mr.)
- 312. Malepe Modisane (Mr.)
- 313. Mali Nompilo (Ms.)
- 314. Malamabe Matile (Mr.)
- 315. Maliwa Wilberforce (Mr.)
- 316. Maluleka Stephen (Mr.)
- 317. Mamabolo Victor (Mr.)
- 318. Manan Mierwhaan (Mr.)
- 319. Manan Rameez (Mr.)
- 320. Manana Pascal (Mr.)

- 321. Mangaliso Mzamo (Mr.)
- 322. Mangaliso Nomazengele (Ms.)
- 323. Manilall Dharamdav (Mr.)
- 324. Mankga Joel (Mr.)
- 325. Mantshso Joyce (Ms.)
- 326. Manyama Ngwako (Mr.)
- 327. Manyathi Thamsanga (Mr.)
- 328. Maphai Boitumelo (Ms.)
- 329. Maqashalala Singitwa (Ms.)
- 330. Marishane Michael (Mr.)
- 331. Marishane-Leboa Lepule (Ms.)
- 332. Marite David (Mr.)
- 333. Martin Nazeem (Mr.)
- 334. Maruma Naphtaly(Mr.)
- 335. Marumo Joseph (Mr.)
- 336. Marvey Bassie (Mr.)
- 337. Maseko Pal (Mr.)
- 338. Maseko Lindiwe (Ms.)
- 339. Mashabela Mashadi (Ms.)
- 340. Mashao Jacobeth (Ms.)
- 341. Mashao-Nyama Prisca (Ms.)
- 342. Mashele Harry (Mr.)
- 343. Mashiane Thabo (Mr.)
- 344. Mashiatshidi Arthur (Mr.)
- 345. Mashugane Segumotso (Ms.)
- 346. Masiangoako Valerie (ms.)
- 347. Masibisi Elias (Mr.)
- 348. Masimini David (Mr.)
- 349. Masipa Asnath (Ms.)
- 350. Masobe Patrick (Mr.)
- 351. Masondo Sydney (Mr.)
- 352. Masters Keith (Mr.)
- 353. Masuabi Norah (Ms.)
- 354. Mathe Mahlanyane (Mr.)
- 355. Mathebula Hendrick (Mr.)
- 356. Mathivha Tendani (Mr.)
- 357. Mathiva Mami (Ms.)
- 358. Matlape Lesenyego (Mr.)
- 359. Matibe Mbuzeli (Mr.)
- 360. Matlwa Matsobane (Mr.)
- 361. Matsewane Keitumetse (Ms.)
- 362. Matshayana Vuyani (Ms.)
- 363. Matshitse Makhosazana (Ms.)
- 364. Matthews Zachariah (Mr.)
- 364. Mavana Nduna (Mr.)
- 365. Mavuso Velile (Mr.)

- 366. Mawasha Phetolo (Mr.)
- 367. Mayeng Isaac (Mr.)
- 368. Mayevu Christina (Ms.)
- 369. Mayeza Carl (Mr.)
- 370. Mbalo Ndileka (Ms.)
- 371. Mbabama Nomsa (Ms.)
- 372. Mbhele Sylvia (Ms.)
- 373. Mbonyana Cements (Mr.)
- 374. Mda Sergei (Mr.)
- 375. Mdamane Freddy (Mr.)
- 376. Mdaka Cecil (Ms.)
- 377. Mdebuka Amos (Mr.)
- 378. Mdekazi Mvuyisi (Mr.)
- 379. Mdluli Cecil (Mr.)
- 380. Meko Kate (Ms.)
- 381. Melato Oageng (Mr.)
- 382. Melato S. (Mrs.)
- 383. Mfunwa Mzwanele (Mr.)
- 384. Mgabadeli Agnes (Ms.)
- 385. Mgoma Abraham (Mr.)
- 386. Mgoma A. (Mr.)*
- 387. Mhlane Lizwi (Mr.)
- 388. Mhletywa Pumeza (Mr.)
- 389. Mhlongo Bonakele (Ms.)
- 390. Mhlongo Henry (Mr.)
- 391. Mitchell Colin (Mr.)
- 392. Mkhize Christopher (Mr.)
- 393. Mkhize Isidore (Mr.)
- 394. Mkhize Micheal (Mr.)
- 395. Mkhize Siphiwe (Mr.)
- 396. Mkhize Nkosi Nomsa (Ms.)
- 397. Mkhize Stanley (Mr.)
- 398. Mkhize Obed (Mr.)
- 399. Mkhize Stanley (Mr.)
- 400. Mkhwanazi Addison(Mr.)
- 401. Mkwayi Nomthandazo (Ms.)
- 402. Mlamla Ncedo (Mr.)
- 403. Mlangeni Simeon(Mr.)
- 404. Mlokoti Nettleton (Mr.)
- 405. Mlonzi Ezra (Mr.)
- 406. Mmusi Sheila (Ms.)
- 407. Mnchunu Mandlenkosi (Mr.)
- 408. Mncube Dingani (Mr.)
- 409. Mncube Gertrude (Ms.)
- 410. Mncwango Sizwe (Mr.)
- 411. Mcwango Vusi (Mr.)

- 412. Mndaweni Angela (Ms.)
- 413. Mndaweni Cedric (Mr.)
- 414. Mngadi Primrose (Ms.)
- 415. Mngomezulu Mbuso (Ms.)
- 416. Mngomezulu Tobias (Mr.)
- 417. Mngomezulu (Mr.)
- 418. Mngibisa Nomonde. (Ms.)
- 419. Mniki Lizile (Mr.)
- 420. Mntambo Vincent (Mr.)
- 421. Mnyandu Bhekinhlanhla (Mr.)
- 422. Modise Bonolo (Mr.)
- 423. Modise Tshepo H. (Ms.)
- 424. Moephuli Shadrack (Mr.)
- 425. Moerane Laureen (Ms.)
- 426. Mofokeng Boraki (Mr.)
- 427. Mofokeng Thabiso (Mr.)
- 428. Mogajane Tebogo (Ms.)
- 429. Mogane Moffat (Mr.)
- 430. Mogashoa Jerome (Mr.)
- 431. Mogashoa Mary (Ms.)
- 432. Mogoai Duku (Ms.)
- 433. Mogoai Johanna (Ms.)
- 434. Mogorosi Lobelo (Mr>)
- 435. Mogotsi Seipati (Ms.)
- 436. Mogotsi-Mahlabo Merriam (Ms.)
- 437. Mohamed Nazeema (Ms.)
- 438. Mohamed Sattar (Mr.)
- 439. Mohapi William (Mr.)
- 440. Mohanoe Joyce (Ms.)
- 441. Mohlabane Hosia (Mr.)
- 442. Mohohlo Andrew (Mr.)
- 443. Mohohlo Margaret (Ms.)
- 444. Mohohlo Michael (Mr.)
- 445. Mojaki Michael (Mr.)
- 446. Moji Daniel (Mr.)
- 447. Mokati Machitje (Mr.)
- 448. Mokae Motsidisi (Ms.)
- 449. Mokale Geoffrey (Mr.)
- 450. Mokgatle Molefe (Mr.)
- 451. Mokgolabone Matome (Mr.)
- 452. Mokoena Albert (Mr.)
- 453. Mokcena Sello (Mr.)
- 454. Mokoena Thabo (Mr.)
- 455. Mokoena Wardson (Mr.)
- 456. Mokoetla Motlalepula (Ms.)
- 457. Mokotedi Dennis (Mr.)

- 458. Mokuena Daniel (Mr.)
- 459. Molale M.T. (Mr.)
- 460. Molefe Lerato (Ms.)
- 461. Molefe Ralesenya (Mr.)
- 462. Molefe Samuel (Mr.)
- 463. Moleli Lebona (Mr.)
- 464. Molelle Frank (Mr.)
- 465. Moletsane Relebohile (Ms.)
- 466. Molise Patricia (Ms.)
- 467. Moloane Edward (Mr.)
- 468. Moloi Veronica (Ms.)
- 469. Moloko Solomon (Mr.)
- 470. Molope Moatshe (Mr.)
- 471. Moloto Gadihele (Ms.)
- 472. Molotsane Moipone (Ms.)
- 473. Molotsi Keneilwe (Ms.)
- 474. Monamodi Seboko (Mr.)
- 475. Monareng William (Mr.)
- 476. Monama Cornelius (Mr.)
- 477. Mondi Lumkile (Mr.)
- 478. Monyokolo Michael (Mr.)
- 479. Moodley Sadha (Mr.)
- 480. Moodley Mogambal (Ms.)
- 481. Moosa Abubaber Λ. (Mr.)
- 482. Moraba Mogasa (Ms.)
- 483. Morden Cecil (Mr.)
- 484. Morden Marilyn (Ms.)
- 485. More Percy (Mr.)
- 486. More Philimon (Mr.)
- 487. Morodi Abram (Mr.)
- 488. Morolo Tselane (Ms.)
- 489. Morudu Mohlabane (Mr.)
- 490. Mosala Tabata Donata (Ms.)
- 491. Mosebi Rousseau (Mr.)
- 492. Moseki Motlole (Mr.)
- 493. Moses Clive (Mr.)
- 494. Moshesh Jobo (Mr.)
- 495. Mosia Norman (Mr.)
- 496. Mosidi Reuben (Mr.)
- 497. Mosime Sophia (Ms.)
- 498. Motala Ziyad (Mr.)
- 499. Motala Ahmed (Mr.)
- 500. Motatamali Mpoetsi(Ms.)
- 501. Motea Nobusi (Ms.)
- 502. Mothusi Badu (Mr.)
- 503. Motlatle Reshoketswe (Ms.)

- 504. Motsamai Vincent (Mr.)
- 505. Motsepe Solomon (Mr.)
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- 144 Manila, Amin
- 145 Manilall, Dharaniday
- 146 Marape, Zakes
- 147 Marishane, Michael
- 148 Maruma, Naphtaly
- 149 Marumo, T
- 150 Marumo, Joseph
- 151 Marvey, Bassie
- 152 Masemola, T
- 153 Mashalaba, Nonceba
- 154 Mashalaba, Nonceba
- 155 Mashoa, Jacobeth
- 156 Masimanyane, D
- 157 Masimini, David
- 158 Masithenyana, G.M.
- 159 Masobe, Patrick
- 160 Matamela, M.N
- 161 Mathamda, Michael
- Mathe, Mahlanyane
- 163 Mathebula, Hendrick
- 164 Mathekga, M.A
- 165 Matibe, Mbuzeli
- 166 Matlape, Winston
- 167 Matodzi, Rodrick
- 168 Matshitse, Makhosazana
- 169 Mayedwa, Lulama
- 170 Mayevu, Christina
- 171 Mayeza, Carl
- 172 Mbandazayo, Patricia
- 173 Mbetshu, Thozamile
- 174 Mbetshu, Tozamile
- 175 Mbuyane, Cassandra

- 176 Mdana, K.J.N.
- 177 Meko, Kate
- 178 Melato, Oageng
- 179 Melato, S
- 180 Mfunwa, Mzwanele
- 181 Mgoma, Abraham
- 182 Mhlane, Lizwi
- 183 Mhletywa, Pumezo
- i84 Mhlongo, Bonakele
- 185 Mhlope, Monica
- 186 Mkhize, Isidore
- 187 Mkhize, Michael
- 188 Mkhize, Siphiwe
- 189 Mmaputhi Kgomo
- 190 Mncube, Dingani
- 191 Mncwangu, Sizwe
- 192 Mngomezulu, N
- 193 Mngomezulu, Tobias
- 194 Mniki, Lizile
- 195 Mntambo, Vincent
- 196 Moatshe, Daniel
- 197 Moatshe, Daniel
- 198 Mogashoa, Mary
- 199 Mogotsi, F.J
- 200 Mohanoe, Joyce
- 201 Mohapi, William
- 202 Mohashoa, Mary
- 203 Mohlabane, Hosia
- 204 Mohohlo, Margaret
- 205 Mohoto, O
- Mokale, Geoffrey
- 207 Mokgoro, Y.J
- 208 Mokoena, Albert
- 209 Mokoena, Sello
- 210 Mokoena, S.I
- 211 Mokoetla, Motlalepula
- 212 Molale, H.T
- 213 Molefe, Samuel
- 214 Molefe, Ralesenya
- 215 Molefe, B.T
- 216 Molema, O
- 217 Moletsane, Relebohile
- 218 Moloto, Gadihele
- 219 Mondi, Lumkile

- 220 Moniassa, Ranyobo
- 221 Moosa, Abubaber
- 222 Moosa, Ammed
- 223 Morden, Cecil
- 224 Mosaubi, Ntabiseng
- 225 Moshabi, N
- 226 Moshesh, Francinah
- 227 Mosime, Sophia
- Mosimere, D.M
- 229 Motea, Nobusi
- 230 Mothusi, Badu
- 231 Motoung, Enea
- 232 Motoding, Enca
- Motsepe, Tshepo
- 233 Mpahlele, K
- 234 Mphenyeke, Mkhuseli
- 235 Mphuti, Joyce
- 236 Mpini, Jacob
- 237 Mpone, Z.E
- 238 Mthimkulu, Tony
- 239 Mthiyane, Sibongile
- 240 Mthiyane, Sibongile
- 241 Mulaudzi, Mulalo
- 242 Mulaudzi, Mulalo
- 243 Mutala, Ahmed
- 244 Mzolisi Toni
- 245 Naidoo, Inbaranjani
- 246 Naidoo, Priya
- 247 Naidoo, Devamonie
- 248 Naidoo, Priscilla
- 249 Naidoo, Zaboonnisha
- 250 Ncetezo, Pinkie
- 251 Ncetezo, Pinkie
- 252 Ncetezo, Langa
- 253 Ndaki, Lindiwe
- 254 Ndashe, Andrea
- 255 Ndaweni, S
- 256 Nevhulalu, Prins
- 257 Newton, Daryl
- 258 Ngadane, Zola
- 259 Ngubane, Soily
- 260 Ngwasheng, D
- 261 Niemack, Iris
- 262 Nkone, Theophilus
- 263 Nkopane, N

- 264 Nkuhlu, Wiseman
- 265 Nombeleka, Siyabulela
- 266 Nonkwelo, Carol
- 267 Nozibele Tatangu
- 268 Nqweni, Zinziswa
- 269 Ntombela, B.B
- 270 Ntshanaga, Malizole
- 271 Ntsime, R.G
- Ntsoane, Elias
- Numa, Mninawa
- 274 Nyantsumba, Kaizer
- 275 Nyawo, Sipho
- 276 Nyoka, Thamsanga
- 277 Nzama, Bongani
- 278 Nzimande, Bongani
- Nzimande, Bongani
- 280 Pascan, P.R.
- 281 Peter Volmink
- Phaka, Jackie
- 283 Phillips, Heston
- 284 Phiri-Khoale, Mapula
- 285 Pillay, Srinivasan
- 286 Pitso, Percy
- Pobe, Ephraim
- 288 Primo, Natasha
- 289 Pule, P
- 290 Radebe, Clement
- 291 Rakhudu, Sherwell
- 292 Ramantsi, Moses
- 293 Rantoa, Rannona
- 294 Rasethaba, Sello
- 295 Rathu, Sanjay
- 296 Sarjoo, Krishndass
- 297 Sathiapalan Naicker
- 298 Scheepers, Peter
- 299 Seape, Advisor
- 300 Sebe, K.D
- 301 Segoneco, Gregory
- 302 Sekese, Griffith
- 303 Sekete, Simon
- 304 Sekgobela, Amos
- 305 Sekgwelea, Sello
- 306 Seota, C.M

- 307 Serapole, Wellington
- 308 Setshekedi, Rudolph
- 309 Shabangu, Alfred
- 310 Shembe, Manono
- 311 Shezi. Thokozile
- 312 Sibeko, Matseko
- 313 Sibeko, Matsepo
- 314 Sibeko, Rueben
- 315 Sibisi, Famanda
- 316 Sithole, Phumzile
- 317 Sithole, Sipho
- 318 Siyabonga Ndfabezitha
- 319 Stephen Kent
- 320 Subedar, Munirah
- 321 Summers, Carol
- 322 Summers, Gabriel
- 323 Summers, Carol
- 324 Tatangu, Nozibele
- 325 Thabede, Dumisani
- 326 Thinyane, Frank
- 327 Thobela, Ellen
- 328 Thole, Myiro
- 329 Thomas, C.C.
- 330 Tjele-Mgaise, Mathiyane
- 331 Tsengiwe, Nolitha
- 332 Tshivase, Talukanyani
- 333 Tsotetsi, Ian
- 334 Tsotso, S.
- 335 Twalo, Lungelo
- 336 Vilakazi, Sipho
- 337 West, Vivienne
- 338 Witbooi, Charlotte
- 339 Xaba, Sipho
- 340 Xaba, Mantijane
- 341 Xuza, Vabaza
- 342 Yoyo, Mvula
- 343 Zimu, Linda
- 344 Zingitwa, Pintsi
- 345 Zingitwa, Thembekile
- 346 Zitha, Lulama
- 347 Zitha, Elias
- 348 Zulu, Vincent
- 349 Zulu, Puleng
- 350 Zulu, Moses

- 351 Zulu, Timothy
- 352 Zwane, Musa
- Zwane, Phillip Zwane, Musa 353
- 354
- Zwane, Phillip 355

REGIONAL CONVENORS

These are the regional convenors, agreed to by participants on Sunday, October 17th. Participants agreed that the Regional Convenors will organ; a meetings to carry through on alumni activities.

Western Cape Nic van Oordt

Box 1906, Bellville, 7535

(021) 959-6911

Southern & Eastern Transvaal Thami Toni

011 804-1530 (H) 011 711-2629 (B)

Eastern Cape & Border Nominise Goge

Box 1400, Uitenhage, 6230

041 977-3300 (H) 041 977-3087 (B)

OFS Masilo Koenane

Box 2302, Kagisanong Location,

Bloemfontein 051 355179 (H) 051 354935 (B)

Northern Transvaal Kutu Mphahlale

University of the North

Private Bag X1106 01521 682604

Northern Cape & Western Transvaal Joseph N Kgasago

0156 25248

LIST OF CONFERENCE ATTENDEES

- 1. Yusuf Abrahams
- 2. Mohamed Fazil Akhalwaya
- 3. Manila Soni Amin
- 4. Mshiyeni Belle
- 5. Elizabeth Shirley Bendile
- 6. Ruth Ellen Benjamin
- 7. Sherin Bickrum
- 8. Harold Lebogang Bopalamo
- 9. Rachel Chuenyane
- 10. Walter Barry Loyiso Cingo
- 11. Ronald Stewart Cornelissen
- 12. Adrian Gordon Cornelius
- 13. Nhlanganiso Dladla
- 14. Busisiwe Innocentia Dlamini
- 15. Nosipho P Dlamini

- 16. Fanyana Amos Dlamini
- 17. Dumisani Michael Duma
- 18. Moffat Mabhelandile DYasi
- 19. Thembinkosi A Dyeyi
- 20. Mahmood H Fadal
- 21. Monwabisi Fandeso
- 22. Christine Mapula Fisher
- 23. Vanessa V Francis
- 24. Vuyisile Nompumelelo Funeka
- 25. Lwany Benjamin Ganzin
- 26. Khanyisile S Gcaleka
- 27. Chamberlain Zama Gebeda
- 28. Oswald Norton Gelderbloem
- 29. Thamsanda A Ginindza
- 30. Bahle D Goba
- 31. Laura Nomnambithi Goba
- 32. Muzi Darius Goba
- 33. Thulasizwe Desmond Goba
- 34. Nominise Joyce Gogo
- 35. Hasha Gordhan
- 36. Yaswant Narotham Gordhan
- 37. Ntjatji Gosebo
- 38. Logan V Govender
- 39. Pearson Kusie Gqulu
- 40. Gabusile Gumbi
- 41. Prudence Esther Gwala
- 42. Bharat Hansjee
- 43. Monhla W Hlahla
- 44. Mabuse Hlalele
- 45. Nozizwe Martha Jali
- 46. Vernon L Jali
- 47. Mohamed Iqbai Jamalodeen
- 48. Priya Jamalodeen (Naidoo)
- 49. Mohammed-Saeed Ihatam
- 50. Mkhuseli D Jobodwana
- 51. Michael Roy Jobson
- 52. Clyde Garth Johnson
- 53. Reginah Dimakatso Jonas
- 54. Albina Kekana
- 55. Stephen S Kent
- 56. Lindi H Kentane
- 57. Marcel Ntopile Kganyago
- 58. Mmantoa Sinky Kgaphola
- 59. Joseph N Kgasago
- 60. Kelepile Kgobokoe
- 61. Khathatso Evelyn Khabanyane
- 62. Nditsheni Abel Khanshane
- 63. Leonorah Khanyile

- 64. Noel Alberi Khoapa
- 65. Nokwazi Khumalo
- 66. Masilo John Koenane
- 67. William Langeveldt
- 68. Semakaleng Lebepe-Mazur
- 69. Mogorosi George Lebunu
- 70. Maureen Matlakala Ledibane
- 71. Seapara Yvonne Ledwaba
- 72. Ivan Leedenberg
- 73. Mofasi Lekota
- 74. Jacob Mpini Letsolo
- 75. Nangakhulu Mordacai Lidovho
- 76. Joe-Mark Lippert
- 77. Ntsundeni Reckson Luvhengo
- 78. Namane Milcah Magau
- 79. Kgobati Mirandah Magome
- 80. M Sizakele Magubane
- 81. Josodha Harrikisson Maharaj
- 82. Shakila Maharaj
- 83. Dumisani G Mahlegela
- 84. Josiah Sello Mahlobo
- 85. Soph M Maifo
- 86. Matlakala M M Majoe
- 87. Nozizwe Pearl Makgalemele
- 88. Kholfelo Margaret Makhaga
- 89. Modisana Zacharia Malepe
- 90. Thembakazi N Mali
- 91. Kwezi Wilberforce Maliwa
- 92. Mashale Fethuel Mangate
- 93. Joel Matseke Mankga
- 94. Michael R Marishane
- 95. Thato Lereko Marumo
- 96. Jabu Solly Maseko
- 97. Lindiwe Jacqueline Maseko
- 98. Thabo Nkosinathi Masemola
- 99. Nonceba Constance Mashalaba
- 100. Segashuana Paul Mashiloane
- 101. Mmathari Jacobeth Mashoa
- 102. David Lebelo Masimini
- 103. Gladwin Mpho Masitenyane
- 104. Nthabiseng Masuabi
- 105. Mbuzeli Michael Matibe
- 106. Les Matlhape
- 107. Faith Mmaphefo Matlhape
- 108. Ndidinwangani Redrick Matodzi
- 109. Carl A Mayeza
- 110. Nosihodi Patricia Mbandazayo
- Gamagwini Ponds Mdaka

- 112. Kenneth Nani James Mdana
- 113. Kate Mathilwane Meko
- 114. Siziwe G Melato
- 115. Oageng Melato
- 116. Pumezo Kolis Mhletywa
- 117. Bona Y Mhlongo
- 118. Vincent Z Mjambo
- 119. Isidore Bandile Mkhize
- 120. Obed Bongani Mkhize
- 121. Sheila Onkaetse Mmusi
- 122. Dinga M Mncube
- 123. Tobias Themba Mngomezulu
- 124. Mband Patrick Mnisi
- 125. Thandile G Moche
- 126. Joe G Modibane
- 127. Tiny Julia Modisakeng
- 128. Bomolo Modise
- 129. Tshepo Hope Modise
- 130. Thabo Mofokeng
- 131. Tebogo Deborah Mogajane
- 132. Jerome Mogwatike Mogashoa
- 133. Mary Motanti Mogashoa
- 134. Duku Mogoai
- 135. Otto John Mogotsi
- 136. Zacharia Mohanoe
- 137. Joyce Ntsabeng Mohanoe
- 138. William M Mohapi
- 139. Hosia Mohlabarie
- 140. Margaret Mantsha Mohohlo
- 141. Michael RathebeMojaki
- 142. Geoffrey Sonny Mokale
- 143. Molefe M D Mokgatle
- 144. Albert Tieho Mokoena
- 145. Sello Ingoapele Mokoena
- 146. Motlalepula Josephine Mokoena
- 147. Oupa M Mokuena
- 148. Nikiwe Rosy Molaba
- 149. Ralesenya Molefe
- 150. Samuel Seabelo Molefe
- 151. Thinyane Frank Molelle
- 152. Olga Motshidisi Molema
- 153. Moatshe Daniel Moloe
- 154. Gadihele Mittau Moloto
- 155. Lumkile Patriarch Mondi
- 156. Michael Monyokolo
- 157. Abubaker Ahmed Moosa
- 158. Cecil Harold Morden
- 159. Marilyn Erna Morden

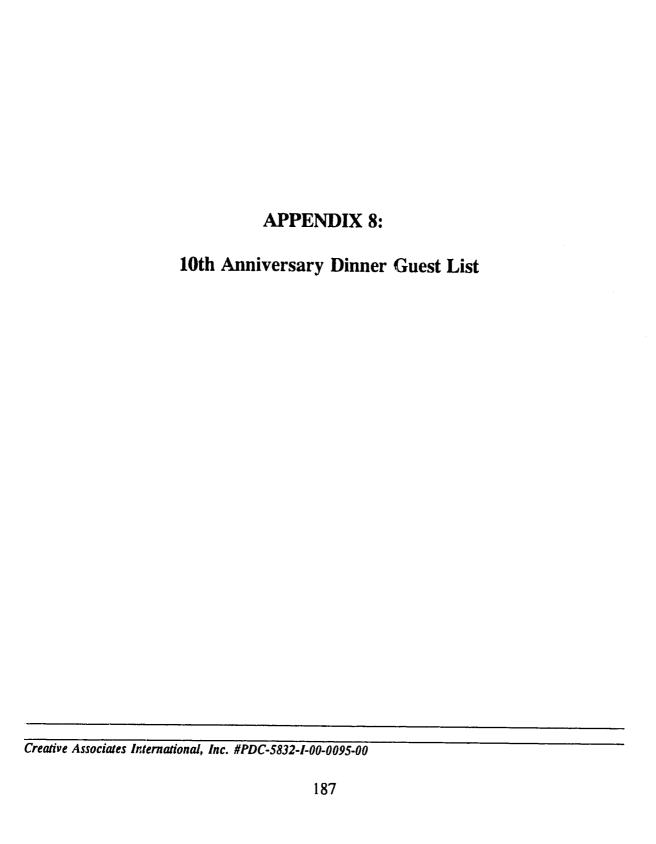
- 160. Francina Moshesh
- 161. Modiehi Sop'ia Mosime
- 162. Mogege David Mosimege
- 163. Mpoetsi E Motatamali
- 164. Badu Mothusi
- 165. Soraya Chilly Motsabi
- 166. Lillette Tshepo Motsepe
- 167. Mmakotoane E Mphahlele
- 168. Moeketsi Raymond Mphenyeke
- 169. Stokkie Joyce Mphuthi
- 170. Zwelethemba Eugene Mpono
- 171. Sibongile Mthiyane
- 172. Toni Mtimkulu
- 173. Linda M Mtongana
- 1/4. Mulalo Meshack Mulaudzi
- 175. Sathiapalan Naicker
- 176. Priscilla Naidoo
- 177. Rymilla Naran
- 178. Langa Mbylelo Ncetezo
- 179. Pinkie Kedibone Ncetezo
- 180. Lulama Phyllis Nchukane
- 181. Roney Ndala
- 182. Mabel Ndala
- 183. Andrea Fanyana Ndashe
- 184. Prins Azwitenhelwi Nenhutalu
- 185. Daryl Aquinas Newtor
- 186. D D M Nghatsane
- 187. Solomon B Ngubane
- 188. David Ngwasheng
- 189. Theo lykone
- 190. Sipho A Nkosi
- 191. Zi.:ziswa C Nqweni
- 192. Zoleka Ntisana
- 193. Phambili Ntloko
- 194. Brenda Bernice Ntombela
- 195. Magnate Ntombela
- 196. Malizole Larristone Ntshanga
- 197. Ratshikama G Ntsime
- 198. Elias Manhlane Ntsoane
- 199. Gloria Ntuane
- 200. Sipho Nyawo
- 201. Tebs Nyezi
- 202. Gaogakwe Jacqueline Phaka
- 203. Mapula Rachel Phiri-Khaole
- 204. Sivan P Pillay
- 205. Clement Mzwakhe Radebe
- 206. Sanjay P Raghu
- 207. Comillar Perumall Rajah

- 208. Masibigiri Ramaano
- 209. Grace J Ramafi
- 210. Moses Ramantsi
- 211. Paulina Ntebo Ramusi
- 212. Sello Rasethaba
- 213. Kolekile Joseph Renene
- 214. Krishandass Sarjoo
- 215. Thuso Advisor Seape
- 216. Kgabathote Daniel Sebe
- 217. Gregory T Segoneco
- 218. Griffith Mojalefa Sekese
- 219. Simon Ramootso Sekete
- 220. Matsoso Lethusang Sengoara
- 221. Charles Matsobane Seota
- 222. Dumisa Olive Seshabela
- 223. Alfred Shabangu
- 224. Nomfundo T Shange
- 225. Manono Athma Shembe
- 226. Thokozile C Shezi
- 227. Thulani Reuben Sibeko
- 228. Matseko Jeaney Sibeko
- 229. Famanda July Sibisi
- 230. Sipho Sithole
- 231. Phumzile P Sithole
- 232. Neeven Soodyall
- 233. Hamilton Sango Stemela
- 234. Gabriel Jeffrey Summers
- 235. Nozibele J Tatanqu
- 236. Dumisani Thabede
- 237. Dumisani Thabethe
- 238. Irene N Thebehali
- 239. Ellen Thobela
- 240. Sello Miygo Thole
- 241. Christopher Gerald Thomas
- 242. Mathinyane Winkie Tjelele
- 243. Khathutshelo Ronald Todani
- 244. Nolitha Tsengiwe
- 245. Ntombifuthi Lucretia Tshabalala
- 246. Mmaphuti Tsolo
- 247. Lungelo Twalo
- 248. Nickfurt F Van Oordt
- 249. Sibulelo Vilakazi
- 250. Vivienne West
- 251. Charlotte Witbooi
- 252. Elias Velaphi Zitha
- 253. Puleng E Zulu
- 254. Timothy B Zulu

Non-Alumni

- Sipho David Madhlopa
 Theophilu Zwelakhe Manane
 Livingstone Kayakulu Mbandazayo
 Nhlanhla Mjoli-Mncube
 Khotso Mokhele

- 6. Mfamolini S Ndaudwe
- 7. Manana Smohgele8. Salome Tsotso



USAID/EOC 10th Anniversary Guest List (Invitations were mailed to the following)

USAID Guests:

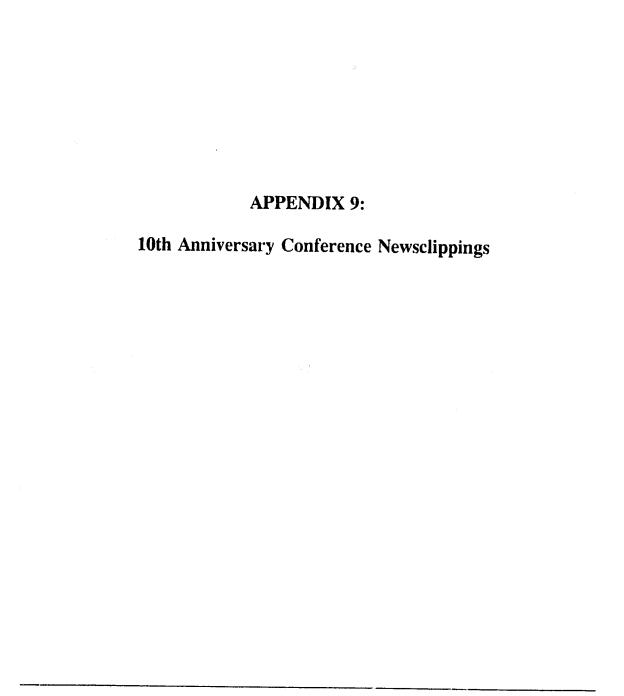
- 1. Ambassador Princeton Lyman, U.S. Ambassador to South Africa
- 2. Mr. Leslie A. Dean, Director, USAID/South Africa
- 3. Mr. William Ford, Deputy Director, USAID/South Africa
- 4. Ms. Ann Githuku, Aurora Associates
- 5. Dr. Vincent Vera, Fort Hare University
- 6. Mr. Mackie McLeod, Lotus Foundation
- 7. Ms. Sheila McLean, Institute of International Education
- 8. Dr. David Smock
- 9. Mr. James Callahan, Press Attache, USIS
- 10. Ms. Rosemary Crockett, Cultural Attache, USIS
- 11. Mr. James Statman, Executive, Vice President, Aurora Associates
- 12. Mr. Robert Walker, President, Aurora Associates
- 13. Mr. John Burns, Director, USIS
- 14. Dr. Richard Krasno, President, Institute of International Education
- 15. Ms. Lois Hobson, Africare
- 16. Mr. William Duncan, USAID/South Africa
- 17. Mr. Bruce Gatti, USAID/South Africa
- 18. Dr. Aggrey Mbere, USAID/South Africa
- 19. Mr. Hector Nava, USAID/South Africa
- 20. Mr. James Washington, A.I.D./Washington
- 21. Ms. Ethel Brooks, A.I.D./Washington
- 22. Mr. Dennis Venter, South African Institute of Race Relations
- 23. Mr. John Samuel, ANC Education/EOC Board Member
- 24. Prof. Peter Hunter, Wits University
- 25. Mr. Frank Ferrari, African American Institute
- 26. Dr. John Gerhart, Ford Foundation
- 27. Prof. Mangayi, Joint Education Trust
- 28. Dr. Sebiletso Matabane, TEPS Project
- 29. Ms. Dorothy Anderson, Institute of International Education
- 30. Mr. Thsidi Majela, USAID/South Africa
- 31. Mr. Farooq Mangera, USAID/South Africa
- 32. Ms. Louise Africa, African American Institute
- 33. Ms. Gayla Cook, Gayla Cook & Associates

USAID/EOC 10th Anniversary Guest List (Invitations were mailed to the following)

EOC Guests:

- 1. Archbishop Desmond Tutu
- 2. Mr. De Carcer Rodrigo
- 3. Mr. Yashic Akawara
- 4. Mr. R. Timms
- 5. Mr. I. Nkwe
- 6. Mr. G. Gibbs
- 7. Mr. J. Kramer
- 8. Mr. J. Samuel
- 9. Mrs. H. Moolman
- 10. Mr. M. Corke
- 11. Dr. N. Motlana
- 12. Archbishop P. Butelezi
- 13. Mrs. A. Rathebe
- 14. Prof. A.P. Hunter
- 15. Prof. P. Mohanoe
- 16. Dr. T. Guma
- 17. Mr. M. Ntombela
- 18. Mr. I. Sogoni
- 19. Mr. W. Shuenyane
- 20. Mr. A. Daniels
- 21. Bishop S. Ndwande
- 22. Mrs. M. Pitjie
- 23. Mr. N. Lupondwana
- 24. Dr. P. Zulu
- 25. Mrs. E. Gaborone
- 26. Ms. N. Mlambo
- 27. Mr. M. Edom
- 28. Mr. A. Klaaste
- 29. Mrs. P. Maurice
- 30. Mr. M. Mphahlele
- 31. Mr. K. Nyantsumba
- 32. Mr. K. Sathekge
- 33. Mr. K. Sibiya
- 34. Mr. Z. Sisulü
- 35. Ms. N. Sithole
- 36. Mr. M. Trevor
- 37. Ms. I. Matsepe-Cassaburi
- 38. Mrs. C. Kuzwayo

- 39. Mr. F. van der Walt
- 40. Mr. S. Zuma
- 41. Mrs. T. Chaane
- 42. Rev. Frank Chikane
- 43. Mr. & Mrs. Motluotse
- 44. Dr. M. Motlhabi
- 45. Mr & Mrs. Eyeington
- 46. Mr. T. Mead
- 47. Mr. Joe Tshume
- 48. Ms. M. Seromo
- 49. Dr. S. Rataemane
- 50. Dr. Eskia Mphahlele
- 51. Mr. Franklin Sonn
- 52. Mrs. M. Mason
- 53. Mr. A. Thomas
- 54. Mrs. J. Chadwick









EDUCATION AND DUES ... It was a memorable night when 1 400 black South Africans who graduated at US tertiary institutions in the last 10 years got together in Johannesburg recently. Sello Rasethaba (ABOVE) was among those who received certificates of achievement from US ambassador Princeton Lyman and Jacci Conley (TOP). # Picsi BONGANI MNGUNI

Sympaticos celebrate a decade of assistance

By ZB MOLEFE

11 was a birthday with a difference.

Black South Africa joined hands with the United States to toast a remarkable effort which has been going on for the past 10 years.

That effort involves increasing the number of qualified and skilled black South Africans through education and training projects.

One of Johannesburg's swank hotels glittered last weekend when the South Africans and Americans infolved came together.

Speaker Howard Dodson, from the Washingtonbased Institute of International Education, got to the heart of the matter when he said: "You have the extraordinary opportunity to be part of a transformation. It's a fantastic pranent in (your) history."

Dodson, who was part of the American civil rights generation, said; "We will follow your lead and we expect you will bring forth the new South Africa to serve as a model for societies around the world."

Dodson was wrapping up the three-day Tenth Anniversary Celebration Conference of the South African Education Programme (Saep) and the South African Higher Education Programme (Sahen).

For three days the black South African students who have benefited from the programmes examined the future South Africa and their role in it.

Well-known academic, Professor Chabani Manganyi, was one of the voices heard in the conference,

The conference mapped out strategies to spread the Julis of the graduates for the benefit of black South Africans.

USAID South Africa, through the F ducational Opportunities Council (FOC), has awarded bursaries and scholarships to thousands of talented black South Aficans to enable them to pursue higher education at American and local universities.

The programmes were set up after the '76 student uprisings and many people attending the function had taken part in the historic event.



HERE'S TO YOU ... American Leslie Dean, one of the guest speakers at the dinner.



DRESSED TO THRILL . . . Dressed to impress were Margaret Mohohlo, left, and Priscilla Naidoo.



AFRO-AMERICAN . . . Celebrating co-operation between black SA and the US were Americans Gayla Cook, left, and John Burns.



SHARE IT... Robert Walker urges graduates to share their skills and education.

After the uprising was viciously queiled the students left SA and participated in the Africare Career Development Internship Programme set up with US corporations.

One of the speakers was Robert Walker, president of Aurora Associates, an organisation which places programme participants in American universities, implicits their progress and prepares them for their return to SA.

return to SA.

He said: "All the material trappings you have achieved... enjoy them. But go back to your communities and work with those who never had the opportunities you had."

The mood of celebration was emphasised between speeches by the spirited music of the popular Khotso House Trio, comprising Ntsoaki Mxadana, Linkie Khanyile and Thembi Sekgapane.

APPENDIX 10: USAID/EOC Alumni Survey

EOC/USAID ALUMNI SURVEY

The following survey questions will assist in determining the desire to and need for establishing a USAID/South Africa Participant Alumni Association. Please take time to complete this survey.

Please tick the appropriate box(es).

1.	Shou	hould an active alumni association exist? Yes No		
2.		s, in what kinds of activities should the association be involved? se prioritize your selections by numbering them, with no. 1 being highest ity.)		
		Develop Newsletter		
		Research for Community Development Projects for Academic Purposes for Private Sector Benefits other (identify):		
		Seminars and Workshops		
		Networking for Employment		
		Professional Networking		
		Participate in EOC/USAID-Sponsored Student Pre-Departure Orientations		
		Re-entry Seminars for Returning Participants		
		Fund Raising Activities (Purpose):		
		Develop Alumni Directory		
		To Establish Communications With University/College Alma Mater		
		Other (Identify):		
		Other (Identify):		
		Other (Identify):		

7(b).	What kind of resources can you contribute? (Either personally or through you employment institution)				
	i	Source:			
	ü	Source:			
	iii	Source:			
COM	MENTS (Please use rever	rse side of page, if needed):			
					
GENE	ERAL INFORMATION:				
Title o	of Program under which	you studied?			
		tended Under The Program:			
Year o	of Completion:				
NAME	2:				



Certificate of Achievement

This certifies that, under the program of the United States Agency for International Development in cooperation with the Educational Opportunities Council, the Institute of International Education, and Aurora Associates,

has successfully completed participation in an educational program.

Issued at Johannesburg, South Africa This 16th day of October, 1993

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Agency for International Development