PD1-AAW-216

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COMMUNITY SERVICE MANAGER TRAINING

PID REPORT

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November 10, 1982

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PID OUTLINE

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I. BACKGROUND

A. Country Situation

The Country Situation in the PID on African Entrepreneurial Training gives an overview of the structure of the South African society. Briefly, the government policy of apartheid has created a myriad of laws and policies which have established a highly segregated and discriminatory society favoring the white minority over the country's divergent racial/ethnic groups.

Particularly germane to community service organizations is the fact that the rights of freedom of association and freedom of expression and information do not exist for black South Africans. The Internal Security Act and the Unlawful Organizations Act cover organizations and individuals who engage in "activities which endanger the security of the state or the maintenance of public order." In practice, this is used to include a very broad range of activities. These laws authorize banning (a complete curtailment of an individual's/organization's activities) as well as detention. The combined effect of these laws is that any organization may be outlawed by an executive decree not subject to judicial or any other independent control.

Two other laws also curtail freedom of association. One is the Prohibition of Political Interference Act, which bans multi-racial parties. The other is the Affected Organizations

Act, which authorizes the state President to declare an organization "affected" if, in his opinion, it engages in politics with the aid of a foreign organization or person.

Despite these and other restrictive laws, many black or multi-racial organizations have emerged. Some are specifically politically motivated, but many are community service and other self-help organizations trying to strengthen the potential, skill, and knowledge of the black community. An increasing number of self-help organizations in both the urban and rural areas can be identified throughout South Africa, including church groups and women's organizations. They are engaged in many activities including literacy training, care of the aged, sewing, knitting, chicken farming, vegetable gardening, and youth programs. Some of the organizations are newly formed and lack organizational structure and staff. Some are directed by whites.

Recent government legislation stipulates that any organization involved with the collection of funds must be registered under the Fund Raising Act. To become registered, organizations must submit detailed accounts of their use of funds and ongoing activities. Registration is only upon approval of the minister. It has been seen as a move to tightly control activities of organizations.

B. Description of Community Service and Other Self-Help Organizations

There are at least 200-300 community service organizations operative throughout South Africa which are involved in a wide range of community development, education and training, legal advice, social action and awareness, skill development, or other activities. The following is an example of some of the organizations in this field:

1. Self-Help Association for Development Economics (SHADE)

SHADE is located in the Johannesburg area. Its stated objectives are:

a. To enhance the spirit of self reliance and people development within disadvantaged groups and individuals of South Africa.

b. To encourage economic alternatives to learn self-sufficiency.

c. To promote group action to achieve self-help by using cooperative structures.

SHADE operates a variety of ongoing programs, which include consultation on project planning and managing, project evaluation, marketing, fundraising, and publicity for self-help groups, plus training in the principles of cooperatives and credit unions, study clubs, leadership and small business financial management. They also train in sewing skills.

2. The Human Awareness Programs (HAP)

HAP is headquartered in Johannesburg. Its objective is to provide a wide range of resources for organizations working for change in South Africa. HAP's programs include:

a. Consultation on aspects of project management and setting up organizational structures and systems; the design and organization of conferences and seminars

b. A wide range of training courses, which include: organizational effectiveness, attitude formation and attitude change strategies applicable in South Africa, team building, goal setting, time management

c. Resources, such as: publications and manuals on organizational effectiveness, and attitude change; research reports on specific topics; regular newsletters; audio-visual programs, including films, videos, and slide shows on such topics as black trade unions, homelands, resettlement, domestic service, and other areas

d. Ongoing discussion groups for businessmen, politicians, and community workers concerned with change in their environment. HAP also facilitates setting up discussion groups for individuals with shared professional concerns.

3. South African Institute of Race Relations (SAIRR)

The SAIRR, with offices in Johannesburg, Durban and Cape Town, is a non-political, voluntary, multi-racial organization which works to encourage and promote inter-racial harmony. Its areas of activity include:

a. Fact-finding, investigation and research into matters affecting race relations. It produces periodic reports as well as an annual Survey of Race Relations. Each branch of the Institute has a library available to the public.

b. Communication and contact between different groups by means of meetings, conferences, symposia, workshops, and cooperation with a wide range of other organizations.

c. Scholarship programs for black students.

d. Action projects, such as Domestic Workers and Employers Project.

e. Audio-visual resources, including tape-slide, film and other resources.

4. Housewives League

There are 56 branches of the Housewives League throughout the country. It is an African women's organization which is involved in:

a. Raising money for scholarships to educate their children.

b. Training urban and rural women to sew and to grow and market vegetables.

c. Assisting the elderly.

5. Foundation For Community Development

The Foundation is based in Cape Town, and is involved in elemental leadership training at the grassroots level as well as the provision of facilities and other resources for pre-school children, particularly in the coloured areas.

6. Churches Urban Planning Commission (CUPC)

CUPC is based in Cape Town, and provides training in community development work. This includes short training courses, in-service training for community workers, as well as a variety of development related workshops.

7. Zamani Soweto Sister's Council

This Council is made up of six different women's clubs in Soweto. The participants have formed groups and teach other women skills that they have acquired, such as sewing, knitting, quiltmaking and patchwork. Their object is to develop a viable cottage industry with the aim of building a women's resource center in Soweto.

8. YWCA

The YWCA offers leadership training in different parts of the country as well as organizing local projects.

Note: For further information and contacts, see BRIDGE: An Index Of Organizations At Work In South Africa (published by the Human Awareness Programme).

II. GOAL AND PURPOSE

The goal of the project is to help overcome human resource limitations of black South African community service organizations in order to promote additional and more effective self-help development activities.

The project purpose is to assist in providing managerial, organizational and related functional skills necessary for planning, implementing and evaluating community self-help projects by strengthening and expanding practical training activities in the rural and urban areas of the country.

III. PROJECT FINDINGS

There was almost universal agreement among the Africans engaged in community service work that there was a need for managerial training in this field. The most frequent mention of training for which skills were needed was bookkeeping and other financial operations, fund-raising, leading a meeting,

report writing, motivation of persons, and organizational goals and objectives.

There is however no one national community service organization which is universally acceptable to use as a base to develop curriculum and carry out this training. In addition the various African groups lack unity for either theoretical or political reasons. It was difficult to get a consensus on the training approach since many of these groups are community-based and inward-oriented, believing that the only valid ideas come from within the group and not from outsiders. Given the circumstances it was difficult to arrive at the appropriate organizational and conceptual framework to launch this project. A technical Advisory Committee working with an A.I.D. officer or contractor was suggested by several persons (see Alternative Approaches) but the chance of this succeeding in view of past experience is questionable. It is recommended, therefore, that a separate project not be developed to meet these managerial training needs.

Since a number of South African organizations are conducting management and leadership training or have the capability to do so, it is recommended, as an alternative to a new project, that grants be provided from an augmented Self-Help Fund. It is recommended that an additional allotment of $100,000 a year for several years be made to the Embassy for

the specific purpose of assisting in community service manager training. Selected organizations who have the capability such as SHADE, HAP, SAIRR and others would be invited to submit proposals to the Embassy for assistance in developing curriculum and providing training. The Embassy would manage the program as they do the regular Self-Help Fund.

IV. IMPLEMENTATION TECHNIQUES

A U.S. contractor or African Advisory Committee would not be formed under the recommended approach. This does not mean that a U.S. specialist in training persons engaged in community work would not be useful if there was the right forum in which to work. It means that at this stage of African social and political development in South Africa it is difficult to obtain a consensus on which organization(s) to work with.

It is recommended that the allocation of additional Self-Help Funds to the Embassy be accompanied by a cable setting forth criteria for grants as follows:

1. Grants to African or other existing private non-profit organizations oriented toward black development.
2. Grantee should have experience or interest in undertaking community service organization management training.

3. Organizations would contribute their own resources or services to the activity or a related phase of the activity.
4. Activities should be implemented within four months of the date funds are made available to the organization.
5. There should be a regional distribution of grants through use of regionally based organizations.
6. Grants should be a maximum of $20,000 and should not include provision of vehicles.

V. ALTERNATIVE APPROACHES

A. Follow-Up Mission

Leaders of community service organizations expressed a desire for assistance with management training. While these needs are pervasive, time spent in South Africa by this team did not allow for adequate determination of a number of factors which would be critical to the successful development and implementation of a management training project. These "unknowns" include:

- A central body or bodies through which a management training project could be coordinated;
- An in-depth study of the nature and composition of the organizations and specific information on their managerial needs;

- Most effective ways for organizing and implementing management training;
- Ways to minimize the political and social sensitivities of bringing together members of a number of organizations.

In light of these and other "unknowns", a follow-up team might be sent to South Africa. Its primary objective would be to obtain sufficient information on the above factors.

The follow-up team would build on the findings of this report. The duration of stay in the country would not exceed one month.

The disadvantage of this approach is twofold: (1) It is unclear whether a team (no matter how long in the country) could obtain adequate information on some of the primary issues, such as determining an organization through which to work, and (2) the U.S. Embassy is firm in its opinion that no follow-up team should go to South Africa at this time.

B. Project Coordination Through A Technical Advisory Committee

The basic concept of this approach would be to structure management training to community service organizations through the formulation of a technical Advisory Committee. The primary purpose of this committee would be to provide technical advice

to an American contractor on matters such as curriculum development, potential community service managers to be trained, geographical location for training, and organizations with which to work.

This approach was suggested by a number of community service leaders. They indicated that because of the political and social sensitivities associated with community service organizations generally, it would be advisable to formulate a committee with broad geographical and social representation. The individuals who expressed this point of view did not feel that any single organization could creditably represent the interest of all affected groups.

The technical Advisory Committee would act as an advisory body to an American contractor who would have overall responsibility for implementing the project. The members of the committee, who would be community service leaders, would be selected on the basis of their regional, political and/or social backgrounds. As members of the committee, they would not represent the organizations with which they are affiliated.

A brief overview of the schedule of events during the first year of the project would be as follows:

First Quarter - An American contractor, headquartered in Johannesburg, would identify potential members and

formulate the technical Advisory Committee. In identifying members, advice should be sought from organizations such as the Institute of Race Relations, the Housewives League, Inkatha Institute, and the Foundation for Community Work.

Once the committee is formed, its members would be invited to Johannesburg to meet with the American contractor. The purpose of such a meeting would be to advise the contractor on specific actions which would be required to develop and implement a management training program for community service leaders. The contractor, working with a locally hired specialist in training at the community level, would to the degree possible and practical, develop the detailed specifications in accordance with suggestions of the committee.

Second Quarter - The primary emphasis would be on curriculum development, identification of potential instructors, training locations and facilitators. The curriculum would be developed in conjunction with, or by, community service organizations which are currently working in the area.

Third Quarter - The technical Advisory Committee would review curriculum and other elements of the project. It would recommend actions and/or changes, if any, which

in its opinion would be required to commence the training program. Based on the committee's recommendations and its own best professional judgments, the American contractor would seek to accomplish all actions required to launch a "test" training program. The curriculum and teaching methodology would be tested on a limited, but to the degree possible, representative number of community service organizations.

Fourth Quarter - Based on the result of the "test" program, instruction would be expanded and, if necessary, altered. All prudent actions should be taken to have some degree of instruction in each major region of the country.

The primary advantage of this approach would be the use of a qualified and representative group of individuals as technical advisors. The successful implementation of this approach would work toward allaying concerns regarding offending one group by working exclusively with another. However, the degree to which the goal and purpose of the project could be accomplished through a committee is highly questionable.

This assessment is based in fact on the following:

- The task of organizing a representative committee would be extraordinarily difficult.

- It would be exceedingly difficult to keep political and social concerns out of the committee's judgments.
- In the event of conflict among the committee members, the American contractor would have the tenuous, if not impossible, job of coalescing the divergent points of view.

For these and other reasons, this approach is not recommended at this time.

VI. BENEFICIARIES AND ROLE OF WOMEN

The beneficiaries of assistance to community organizations will be on several levels:

a. Managers of community service and self-help organizations will benefit directly from leadership/management training in running their organizations.

b. The people that are reached through these organizations' projects and activities will benefit indirectly from more effective and more diversified programs. Many of these people live on a subsistence level, whether in the rural or urban areas. Programs such as vegetable gardening or sewing can provide them with basic skill training that can help these people feed and clothe their families. Thus self-help programs can assist people to upgrade their daily lives.

Because women are prominent in community development work, and because many of the self-help groups are organized and operated by women, women stand to be major beneficiaries of such training.

VII. RELATION OF PROJECT TO U.S. STRATEGY

A discussion of U.S. strategy was included in the PID for African Entrepreneurial Training. The same basic motivations apply in connection with training community organization managers.

It is believed that the results of the recommended approach to use an augmented Self-Help Fund would contribute to achievement of U.S. strategy without the pitfalls which may ensue from implementing a discrete project.

VIII. A.I.D. POLICY ISSUES

The recommendation for using an augmented Self-Help Fund to provide assistance in training community managers does not invoke additional policy issues in undertaking a project in South Africa.

IX. COSTS (SELF-HELP FUND)

It is estimated that grants to organizations to carry out this training would be approximately $15,000 to $20,000 each. An additional allotment of $100,000 would enable at least five different organizations to be assisted each year. This would facilitate a geographical distribution of activities.