

**PROJECT IMPLEMENTATION REPORT  
COMMUNITY OUTREACH AND LEADERSHIP DEVELOPMENT PROJECT**

**I. Administrative Information**

A. Country	:	South Africa
B. Project Title	:	Community Outreach and Leadership Development
C. Project Number	:	674-0301
D. Date of Report	:	April 1989
E. Implementing Agency	:	Non-governmental organizations
F. Major contractors/amounts	:	Various
G. Field Backstop Officer	:	Cecily Mango
H. AID/W Backstop Officer	:	Randy Roeser
I. Date Last Evaluation/Audit	:	May 1987
J. Date Next Evaluation/Audit	:	Second quarter 1991
K. Waivers Processed This period	:	None

**II. Financial Data**

A. Date of Authorization	:	7/17/86
B. Authorized LOP	:	\$19,310,000
C. Date of Initial Obligation	:	8/25/86
D. PACD	:	9/30/91; Rev 9/30/95
E. Cumulative Obligations	:	\$8,413,751
F. Cumulative Accrued Expenditures	:	\$3,553,809
G. Cumulative Commitments	:	\$8,255,751
Unearmarked	:	\$158,000
H. Cost of Individual Inputs	:	N/A
I. Pipeline	:	\$4,869,942

**III. Performance Information****A. Project Purpose and Subobjectives:**

**Purpose:** To strengthen the leadership and institutions of the disadvantaged community so they can better respond to the legitimate needs of their constituencies.

**Subobjectives:**

1. Empower black South African communities to act upon developmental priorities through democratic initiatives.
2. Support activities which promote democratic processes.
3. Provide assistance for leadership development to facilitate 1 and 2 above.

## B. Progress towards meeting EOPs:

The Mission is pleased with the content and effectiveness of the COLD project. It is still concerned, however, about the financial management aspects of some of the individual grants, especially as this affects the rate of expenditure and, hence, the impact of the grantee programs. The Mission is working to resolve all outstanding problems and introduce improved financial management controls over existing and new grants. Certain grants will continue to be monitored closely (see Problem Grants in annex) and may require complete or partial deobligation during the next six months. The Mission, in conjunction with USAID/Mbabane, will also be working to modify the current MACS reports for COLD. It is currently virtually impossible to provide basic financial data for each grant under the COLD project. The Mission hopes this problem will be resolved by the next PIR submission. The Mission has also instituted a new semi-annual reporting format for COLD grantees which requests data for key benchmarks selected to measure project impact. The information collected from the first set of reports (which were sent out mid-March) will constitute the baseline data for the benchmarks. These data will be presented in the next PIR submission. The benchmarks were selected on the basis of the following criteria: 1) a reasonable measure of project impact, 2) applicable to the largest number of grants, and 3) availability of data. Because WID is a priority area of focus under COLD, project impact on women was included as a sub-component to each benchmark.

### COLD Benchmarks

1. No community workers trained  
Percent women
2. No. of those trained working in the community  
Percent women
3. No. people served by the community organization  
Percent women

## C. Project Outputs:

As stipulated in the PP, project outputs under COLD are a number of Agreements signed with community-based organizations which conform to the areas of focus of the COLD project. These areas of focus were defined as a result of the Mission strategy exercise, and are included in the COLD PP Amendment which was approved during 1988. They are a) initiatives which promote the development of democratic processes and institutions; b) programs which meet the needs of young people; c) programs which meet the self-defined needs of women; d) initiatives which increase rural awareness; and e) programs which provide training in leadership and community development skills. Details of specific Agreements are provided in the annex to this section.

**D. Important Accomplishments, Issues, Problems:**

1. Major actions taken during the reporting period were the continued implementation of existing agreements with particular emphasis on improving financial controls, the signing of two grant amendments and three new agreements and the establishment and strengthening of relationships with key community leaders. The amendments and new agreements were selected as the result of the FY89 Sectoral Action Plan which was prepared in November 1988 and updated in March 1989. One new agreement with an independent labor/management mediation service is the first non-union labor grant the Mission has signed and represents a breakthrough for the USAID labor program. The Mission Labor Strategy identified the COLD project as the appropriate funding source for labor activities which focussed on training, technical assistance, and democratic processes.

2. The problems with the three grants referred to in the previous PIR have been resolved and the Mission has, or is in the process of, closing out all three of the grants. The details of each is found in the annex to this section.

3. As indicated in the last PIR, a number of the grantees have recognized the need to acquire additional financial and managerial skills. This coincides with the USAID effort to institute better financial and management controls over the grants. To accomplish these aims the USAID is working directly with the grantees to establish better financial management systems as well as to identify appropriate training opportunities.

4. As indicated in B. above, a new reporting format including benchmarks to measure project impact was developed during the reporting period. It is anticipated that the information gathered from the reports will serve as a major project monitoring device and will provide some of the baseline data necessary for the project evaluation scheduled for FY 91.

5. A WID resource list was prepared and distributed to COLD grantees (this was a USAID action in the previous PIR).

6. The identification of community organizations in other African countries (indicated in the previous PIR as a USAID and AID/W action) is being undertaken by grantees at their own initiative. In addition, all new COLD agreements are being written to include AID Geographic Code 914 to allow grantees to benefit from resources and training opportunities in other African countries.

**E. Important Actions Over Next Six Months, Action Agent and Timeframe:**

1. **Action:** Continue implementation of existing Agreements; design and execution of selected new Agreements; amendment of selected existing Agreements. Please see annex to this section for details of actions under specific Agreements.

**Action Agent:** USAID/Pretoria

**Timeframe:** Ongoing

2. **Action:** Modify current MACS reports for the COLD project so they provide necessary financial data by grant.

**Action Agent:** USAID/Pretoria and USAID/Mbabane

**Timeframe:** During next reporting period.

3. **Action:** Consolidation of rural development component of COLD and identification of organizations to be funded.

**Action Agent:** USAID/Pretoria

**Timeframe:** The USAID has developed relationships with several potential grantees which work primarily in rural areas. It is anticipated that 2-3 new agreements which address this area will be signed in the next reporting period.

4. **Action:** Focus attention on key implementation issues of certain projects, details of which are itemized in the annex to this section.

**Action Agent:** USAID/Pretoria

**Timeframe:** Throughout next reporting period.

5. **Action:** Begin to identify potential grantees for the FY 90 funding cycle.

**Action Agent:** USAID/Pretoria

**Timeframe:** Throughout next reporting period.

6. **Action:** Develop a list of community-based training opportunities in South Africa in the areas of administration, financial management, and other selected topics related to increasing the effectiveness of community development organizations.

**Action Agent:** USAID/Pretoria

**Timeframe:** During next reporting period.

**ANNEX 2**

**Community Outreach and Leadership  
Development Project  
Recipients of funds FY1986, 1987, 1988 and 1989**

- 1. Wilgespruit Fellowship Center**      Wilgespruit Fellowship Center is a service and training center for community organizations. AID funds contribute to the Center's projects, a training institute and a trust which channels funds to community organizations. The Center's projects cover WID, homelessness/squatters, non-formal education, migrant workers, labor rights, small scale business development, and community development activities. The training institute runs courses for community leaders from throughout the country. The trust disburses funds to approximately thirty organizations throughout the country engaged in development and self-help activities.

674-0301-G-00-6014-03;  
LOP: \$2,397,000; 1986-1989;  
Exp. to Date: N/A  
Johannesburg-based,  
Programs operate throughout  
S.A.

**Project Status:** The Agreement will be amended during the next reporting period to provide funds beyond December 1989.

- 2. Natal Red Cross**      AID funding supports the Natal Red Cross community organizers' projects in youth training self-help and skills training. It also provides funds for emergency relief in cases of unrest.

674-0301-G-00-6017-01;  
LOP: \$595,000; 1986-1989;  
Exp. to Date: N/A  
Natal

**Project Status:** Disbursements have been slow due to delays in the community center construction component. Construction, however, has now started. The Agreement will be amended by the end of CY 1989 to permit a no-cost extension to allow completion of grant activities.

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3. Black Education and Research Trust  
674-0301-G-00-6014-01  
LOP: \$1,020,000; 1986-1991;  
Exp. to Date: N/A  
Soweto-based, projects operate mainly in the Transvaal.
- A cooperative of six members. AID funds support projects in skills training, non-formal education, adult education, and community based art, music and theater activities.

Project Status: Project progressing very well. An amendment may be necessary during the next reporting period to add funds for rent and overhead costs.

4. Valley Trust  
674-0301-G-Ss-7048-00;  
LOP: \$75,000; 1987-1990;  
Exp. to Date: N/A  
Natal
- AID funding supports community projects in economic development, health and education.

Project Status: Activities are progressing according to the Agreement.

5. Careers Center  
674-0301-G-SS-7067-00  
LOP: \$200,000; 1987-1990;  
Exp. to Date: N/A  
Soweto-based
- A service and information center which provides counselling and courses for young people. AID funds contribute to running (a) a post-matric project; (b) a part time course for non-matriculants; (c) design of a skill training project; and (d) research on street children.

Project Status: After a four month hiatus in project activities caused by the death of the previous director, a new director has finally been selected and project activities are moving forward. The grant will be reviewed with the new director to determine whether an Agreement amendment to revise project activities will be necessary during the next reporting period.

6. Black Sash  
674-0301-G-SS-7064-00  
LOP: \$225,000; 1987-1990;  
Exp. to Date: N/A  
Various locations in S.A.
- AID funds finance training courses and the production of training materials for advice office and crisis workers. The Black Sash is a long-standing human rights advocacy group.

Project Status: The project was amended to add \$170,000 and incorporate activities previously funded under the Legal Assistance project. The grantee has moved into new premises (necessary after the 1988 bombing of Khotso House) and activities are progressing well.

7. Legal Resources Center  
674-0301-G-SS-7081-00;  
LOP: \$150,000; 1987-1990  
Exp. to Date: N/A  
Various locations in S.A.

Legal Resources Center is a nationwide body of centers which provide legal aid to individuals and communities. AID funds contribute to the legal intern training program.

Project Status: Project is progressing very well. No problems have been encountered. Project managed by HRO.

8. Crisis Care  
674-0302-G-SS-7071-00;  
LOP: \$55,000; 1987-1990;  
Exp. to Date: N/A  
Durban.

AID funds training courses for advice office workers in Natal. Crisis Care is based in Durban but operates the training program in conjunction with other Natal-based advice associations.

Project Status: Project activities are progressing as planned. No difficulties have been encountered.

9. Catholic Archdiocese of Durban  
674-0301-G-Ss-7078-00;  
LOP: \$80,000; 1987-1990;  
Exp. to Date: N/A  
Durban-based, serves Natal.

AID funds finance, through the Archdiocese, non-governmental organizations which undertake projects designed to promote peaceful, beneficial social change. The Archdiocese is a human rights advocacy group.

Project Status: Project activities are progressing as planned. No difficulties have been encountered.

10. Human Awareness Program  
674-0301-G-SS-7077-00  
LOP: \$55,000; 1987-1990  
Exp. to Date: N/A  
Johannesburg-based,  
distributes and trains  
throughout S.A.

An information and service organization for community organizations. AID funds assist with the publication of training materials and meet costs of running training courses in community organization and management.

Project Status: Activities are progressing as planned. No problems have been encountered.

11. Careers Research and Information Center  
674-0301-G-SS-8158-00;  
LOP: \$325,000; 1988-1991  
Exp. to Date: N/A  
Western and Eastern Cape

An information and training outreach center to help young people with career choices, leadership development, unemployment and social problems. AID funds the Center's counselling, skills training, information and research, and consultancy services.

Project Status: Project implementation has begun and activities are progressing as planned.

12. Trust for Christian Outreach and Education  
674-0301/0302-G-SS-8161-00;  
LOP: \$1,053,000; 1988-1991  
Exp. to Date: N/A  
Various locations in S.A.
- The Trust supports community development and education projects in urban and rural areas throughout S.A. AID finances program and administrative costs for resource centers, literacy training, bursaries, self-help projects, and advice offices.

**Project Status:** The Agreement was amended to add \$250,000 in support of project activities. The total estimated funding under the Agreement is \$1,886,045. Project activities are progressing as planned.

13. Cheadle Thompson & Haysom  
674-0301-G-00-6014-00;  
LOP: \$25,000; 1988-1989  
Exp. to Date: N/A  
Johannesburg/Cape-Town
- AID funding provides training for black lawyers and unionists in advanced labor law at the University of Cape Town.

**Project Status:** Project activities, scheduled to start in January 1989, have begun. No difficulties have been encountered thus far. Project managed by HRO.

14. Black Lawyers Association  
674-0301-G-SS-8031-00;  
LOP: \$300,000; 1988-1991  
Exp. to Date: N/A  
Johannesburg based, outreach throughout South Africa
- AID funding supports the BLA's education and training program to increase the quantity and of blacks in the legal profession.

**Project Status:** No difficulties have been encountered thus far. Project managed by HRO.

15. Center for Applied Legal Studies  
674-0301-G-SS-8168-00  
LOP: \$35,000; 1988-1990  
Exp. to Date: N/A  
Johannesburg-based but operating throughout S.A.
- AID funds support the establishment and initial operation of a legal training program to help blacks in South Africa.

**Project Status:** Due to difficulties in identifying staff, project activities have been delayed. This problem should be resolved soon with implementation beginning shortly thereafter. The anticipated amendment to increase LOP funding has been postponed. Project managed by HRO.

16. Independent Mediation Service of South Africa (IMSSA) IMSSA is the only private labor mediation service in S.A. AID is funding a one year program of mediation and arbitration training and technical assistance.  
674-0301-G-SS-9010-00  
LOP: \$100,000 1989-90  
Exp. to Date: N/A  
Johannesburg-based, operates countrywide.

Project Status: The Agreement was signed in March 1988.

17. Education Information Center AID funds will support EIC's programs in career and education information, counselling and community development workshops.  
674-0301-G-SS-9011-00  
LOP: \$180,000 1989-92  
Exp. to Date: N/A  
Johannesburg-based, operates in surrounding areas

Project Status: The Agreement was signed in March 1988.

18. Southern African Association of Youth Clubs (SAAYC) AID is funding SAAYC's training and programs for youth clubs in the black community and the development of a formal youth leadership training program in conjunction with the University of Witwatersrand.  
674-0301-G-SS-9014-00  
LOP: \$431,500, FY89 \$125,000; 1989-92  
Exp. to Date: N/A  
Johannesburg-based, operates in surrounding areas

Project Status: The Agreement was signed in March 1988.

19. Vrye Weekblad Vrye Weekblad is a new Afrikaans language weekly committed to providing accurate news and alternative commentary.  
674-0301-G-SS-00  
LOP: \$40,000; 1989  
Exp. to Date: N/A  
Johannesburg-based

Project Status: The Agreement was signed in March 1988. The project has been implemented and virtually all funds disbursed.

## Problem Grants

20. Natal Education Organization      A community based school in Durban. NEO operates a full time high school, a part-time school and tutorial classes in 4 areas.  
674-0301-G-00-6014-01;  
LOP: \$1,200,000; 1986-1990;  
Exp. to Date: N/A  
Durban-based, tutorial outreach in locations in Natal

Project Status: The project has been terminated. All outstanding advances have been liquidated and the final report has been received; disposition of grant financed property needs to be finalized.

21. Songoba Mediation      AID funds paid salaries and rental for a community-based mediation center.  
674-0301-G-SS-7043-00;  
LOP: \$100,000; 1987-1990  
Exp. to Date: N/A  
Johannesburg

Project Status: The USAID-contracted accounting firm was unable to conduct a follow-up financial review. A visit by the Project Officer and regional IG confirmed that the organization was in a state of dissolution. The remaining organization representative will attempt to liquidate the outstanding advance at which time the USAID will terminate the Agreement and deobligate the remaining funds.

22. Advice Centers Association      AID funds finance training for advice office workers from community-based advice offices throughout S.A.  
674-0301-G-SS-7065-01  
LOP: \$236,750; 1987-1990;  
Exp. to Date: N/A  
Johannesburg-based.

Project Status: This grantee was forced to relocate due to the 1988 Khotso House bombing. Difficulties finding new premises lead to a slow-down of project activities. The organization has also suffered the loss of several key staff members. The grant will be closely monitored during the next reporting period.

23. ACA Women's Desk      AID support allows the Women's Desk to provide information on various aspects of the legal status of women and to run seminars on such topics throughout S.A.  
674-0301-G-SS-7017-01  
LOP: \$160,000; 1987-1990;  
Exp. to Date: N/A  
Johannesburg-based

Project Status: See comments above under Advice Center Association.

24. Women's Caucus                      An advisory group of eminent women activists. AID funds are channelled to community organizations undertaking projects which meet the self-defined needs of women.
- 674-0301-G-SS-7070-00;  
LOP: \$269,800; 1987-1990;  
Exp. to Date: N/A  
Johannesburg-based, will operate throughout S.A.

**Project Status:** The Trust was finally registered (a CP to disbursement) and a first advance for administration is being processed. The name of the Trust has been officially changed to the Basadi-Baagi Trust (Women Are Builders) and will be referred to as such in future reports. A considerable amount of time will continue to be devoted to this project in the next reporting period to help develop operating procedures and an administrative structure for the Trust.

25. Seriti sa Sechaba Publishers      A publishing house run by and for women to publish books by African women authors.
- 674-0301-G-SS-7069-00;  
LOP: \$150,000; 1987-1990;  
Exp. to Date: N/A  
Johannesburg-based, serving whole country

**Project Status:** Due to the severe financial difficulties encountered by the grantee, the USAID agreed to accelerate project disbursements. The final disbursement will be made during the upcoming reporting period. No amendment to continue the project is planned.

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