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. 'In Support of Democratic Development
in South Africa'
A Three-Year Programme Proposal
Submitted m ClDA-ICDS
by cuso
November 1991

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A) Executive Summary

CUSO is requesting \$1,393,000 over three years from CIDA-IDCS for a programme of work in South Africa. drawing on the special South Africa fund established by CIDA in 1991-92. CUSO's programme investigation process, though only partly completed, has generated a proposal for Organizational and Human Resource Development to support the direct service and policy advocacy efforts of ten organizations across South Africa within a unified programme

framework. The work, called Programme One, is organized into three sub programmes. in addition CUSO proposes to implement a unique programme of international networking aimed at building familiarity with the experience of other development groups and projects.

These activities, called Programme Two. will help to break down the international isolation of

democratic organizations in South Africa, with a special focus on South-South networking, using

CUSO's own international networks to achieve this work.

CUSO will allocate \$921,000 of the total being sought to these two programmes, including a

Year Three evaluation, and support for an ongoing in-country programme reference group.

An additional \$306,500 will be allocated over three years to programme support which includes administration in South Africa and in Canada. An additional \$165,800 will be allocated

over three years to contingencies, inflation, and management fees.

All figures are clearly spelled out in the budget chart on Page 33 of this document.

CUSO has outlined to CIDA in the enclosed text a full documentation of rationale and key development assumptions, CUSO's goals, expected outputs including specific policy outputs, and

inputs including budget details. Longer narratives on individual activities proposed in Programme One have been isolated in the Appendix.

CUSO is making a concerted shift away from a long history of work with the ANC in exile in

Zambia, Tanzania and elsewhere in southern Africa. Its program office in Lusaka has been wound

down and closed. Building on CUSO's experience inside South Africa including a small programme

of financial support to projects since 1987, and working within the evolving formations of civil

society, CUSO has carved out a distinctive set of programme partners and laid out a clear set of

expected outcomes for each of the programme areas.

CUSO was not a direct recipient over the past years of CIDA Special Programme's funds designated to cover Legal and Humanitarian Support and to Support Victims of Apartheid.

However, CUSO did receive special funds from ICDS for activities of the African National Congress

in exile. CUSO allocated other funds from its main ICDS contract to work inside South Africa.

CUSO will augment the funds now being requested with some staff time and co-operant budget available from its regular ICDS contract. CUSO will also administer small project funds from

other Canadian and international sources in concert with the requested CIDA funds.

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B) introduction

1. A time of transition in South Africa

In this transitional period in South Africa, we see strong and deeply embedded elements of the old order throughout the country and only fragile promises of a new dispensation. Generations of severe racial oppression have distorted all spheres of human endeavour. The effort to create a just society will require massive levels of support from many quarters

Among the vast majority of South Africans there is acceptance and hope that the process to democratization and transformation will move forward. The terms on which that process advances are now being debated. While a national democratic outcome is seen as inevitable

it is critical to prepare for the new political dispensation. There is considerable attention

being devoted to the best strategies for rebuilding what has been destroyed and planning for

the advancement of the people.

Within the country, there is much concern in the democratic movement about the anticipated winding down of external funds from donor governments. This would appear to be a premature decision on the part of these governments as the absolute needs of the majority of the people will not and cannot be met only by a political transformation in the

national arena. Given the structures that a majority-elected government is likely to inherit

and the extremely broad and competing set of demands it will face, it will not be possible to

satisfy the full field of social priorities. This will likely become a major role for the non-

government or civil formations within South Africa.

Groups within the democratic civil society are undergoing their own process of transition, from having had as their main raison d'être the destruction of the apartheid regime, to participation in building a new society. In this transitional period, they are developing new strategies and methods while continuing to resist the old forms of harassment, intimidation and, indeed, death.

A central issue is the form and content to be given to democratic, people-based development. This includes a cluster of related themes and areas of work, including organizational development and institution building, adult education, information sharing

and network building -- internally, regionally, and internationally.

It is these inter-related sectors that CUSO proposes to endorse by supporting the process of

democratic development in South Africa, recognizing the essential interdependence of development and democratization.

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2. The role of CUSO in this transitional period

The following programme proposal and framework results from a programme development process undertaken by CUSO in recent months, a process that we see as ongoing

In this highly unpredictable transitional period, with the broad programme goal of supporting democratic development, we propose to work with a rolling three-year plan that is assessed and revised every twelve months. Because of the fluidity of the situation, we are

developing a system of on-going monitoring and evaluation for this programme that will assist us to be flexible and able to make mid-course adjustments as the need arises.

a) Our main activities are designed to work with women, civic organizations, unions, rural

development projects, and community-based media.

b) The methodologies we propose to use include organizational development and institution building, information sharing, networking, and community organizing, along with an innovative process of international networking including a South-South exchange component.

c) All programme activities have been chosen because of CUSO's unique capacity to assist the groups involved, based on CUSO's Canadian strengths, our Regional thematic involvement, and our history of work in South Africa.

d) All groups involved with the proposed activities have clearly articulated their strong support for the goals and objectives contained herein, and have requested support that conforms with the overall goal of the programme.

At present, the proposed components for support within 'Programme One: Organizational and Human Resource Development' are clearly developed in the short and the medium term. Narratives for each component are included in the Appendix. Each of the activities, being in

a state of rapid evolution, will require support to ensure that longer-term planning is completed.

All of the financial allocations we are proposing are designed as 'grants', and will form part of a broader base of resources going to these activities from other sources. CUSO's particular support is intended to contribute to the successful realization of the stated objectives of the respective groups and activities as outlined herein, to tap a unique contribution that CUSO can provide as a result of its experience and history, to build the

basis for CUSO to further support these same organizations via their dynamic incorporation

into a process of Canadian, and international networking which CUSO can facilitate and provide as a result of its extensive connections and experience.

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C) Goal of the Programme

CUSO will provide support to policy advocacy for development within a democratic South Africa by strengthening regional and community-based democratic initiatives and groups where the the implementing organizations and the specific services they provide are intrinsically linked to processes for the formation of national development policy.

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CUSO proposes to support activities that expect to have the following outputs:

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...from the Community Media Training and Organizational Support Programme:

- . improved information dissemination to women's organizations and initiatives.
- . Dynamic policy debates on roles, rights, and responsibilities of women in the new democratic South Africa.

- . Stronger civic input to resolving municipal, provincial, and national development problems and issues.

- Specific educational materials for enhanced democratic and social processes.

- National coordination of training for community media personnel.

- . Stronger development media inputs to decisions on national media policy and systems.

- . Strengthened township media and communications, and enhanced national capacity for community oriented development media.

...from Rural Development Training and Community Education on Land Issues

- . Rural communities articulate in their advocacy for specific rural needs within the emerging South African development planning framework.

- . Appropriate and achievable national rural reform policy and programme alternatives.

- Enhanced work on rural and agrarian issues in a context dominated by urban issues.

- A useful model for agricultural extension/rural training in a democratic South Africa.

...from Civic and Social Sector Training and Organizational Strengthening

- Increased recognition for the social sector unions, especially where the state is the employer.

- . A campaign for improved national employment standards in the health and education sectors affecting more than 50,000 workers, primarily women.

- Strengthened civic associations acting to maintain peace as a prerequisite for development.

- Enhanced input from civic associations to development planning and the reshaping of the

country in the new democratic mode.

- . Alternative strategies for the inclusion of ex-combatants into nation building made evident

through autonomous organizing initiatives.

- A useful critique of planned and implemented initiatives for repatriation of ex-combatants.

...from International Networking

- . A basis for South-South learning for South Africans on issues of democratic development attained through involvement and exchanges within Southern Africa, as well as with people in the Caribbean and Latin America, making use of CUSO's contacts and experience.

- . Canadian institutional participation in the processes of transition in South Africa.

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D. Programme Qng20rganizational and Human Resource Development

a) Rationale and Key Development Assumptions:

- 1 . Groups that worked in South Africa during the oppositional phase and those which worked in exile are all learning new skills and still require extensive training to have an impact on this new phase of social reconstruction and development,
2. As external anti-apartheid funds begin to diminish, there is an onus on organizations in South Africa to strive toward self-reliance and sustainability.
3. There is a role for Canadian NGOs in supporting organizations in their transition to longer-term sustainability. The various forms of support include technical assistance, direct project funds, joint planning and goal setting, facilitating internal and international linkages, and participatory evaluation.
4. Any future democratic government will not be able to meet the full range of social needs. There is, therefore, an imperative to build a strong base of development organizations that are capable of two principle levels of intervention:
 - . direct service to their respective communities;
 - . participation in the formulation of social policy.
5. In order to play the roles as defined in No. 4, above, the development actors will need skills in planning, implementation, internal staff training, plus monitoring and evaluation. Indeed, each of the key development actors must be informed of the debate on development and of the definitions thereof that are emerging out of the altered political circumstances now existent in the country,
6. Community-based or oriented media production and training serves two vital purposes:
 - as a vehicle for local education and advocacy on issues of health, literacy, gender and development;
 - as a resource to media institutions, including government controlled media, that are in the process of transforming to provide access to broadcast facilities for social development programming.
7. In a context where the structures of land ownership are so highly skewed to the advantage of a minority, rural impoverishment and the historical grievances this has engendered is a major focus of development planning. The progress of a national political resolution will depend to a large extent on the alleviation of rural poverty.
8. The experience of other liberation struggles points to a marginalization of the former combatants in the period following repatriation. In order that their energy be channelled in

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support of the wider goal of nation building, it is essential that they be given the organizational tools for genuine participation.

9. The triple oppressions of women under apartheid has to a considerable extent been submerged under the objectives of national democratic struggle. In the transitional period, and over the longer term, there is a need to support initiatives that have an explicit focus on

gender issues - violence towards women, health, education, leadership training, etc.

b) CUSO'S Goal:

To support community-based/community oriented organizations in strengthening their internal capacity to deliver their services to the respective constituencies and to make national policy impact in their respective sectoral areas.

c) Expected Outcomes:

CUSO expects outcomes from this Programme in three main areas:

1. For those more fragile organizations such as the Agrarian Project, the Video groups and

the excombatants:

1.1 They will be established as autonomous community or community-oriented agencies,

1.2 They will have the planning and management tools which will enable their long-term sustainability,

1.3 Canadian and international sources for training and information exchange will have been tapped,

1.4 Newly trained staff, together with current capacities, will be working in stronger organizational structures providing both better community service and effective national policy impact.

2. For the more well-established organizations such as EDA, SPEAK, NEHAWU, etc.:

2.1 Their programme plans will have evolved, and capabilities will be enhanced to provide expanded services within stronger institutions,

2.2 Canadian technical assistants will have been selected and placed, and contributions assessed, together with assessment of Canadian institutional linkages.

3. For all of the organizations that CUSO proposes to work with:

3.1 A logical framework and goals for the South-South networking will be set with the said groups. with these groups deriving expected benefits from the exchanges,

3.2 Planning and evaluation frameworks will have been developed and tested, with an evaluation process in place that is both a mechanism for external assessment of performance to objectives, and more importantly, a methodology for ongoing use to these organizations in their own management.

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d) CUSO Inputs:

1. CUSO proposes to contribute \$555,000 over three years to three sub-programmes involving eight distinct initiatives. These funds will be grants to organizations to assist

eleven groups achieve particular objectives and results related to:

- . strengthening national impact of community-based print, radio broadcast and video media,
- strengthening rural development planning, and
- . enhancing organizing initiatives in the social sector, including civics, trade unions and ex-combatants.

2. CUSO will bring additionality to these initiative via the capabilities within CUSO garnered

from our history of involvement with South African, both in exile and inside the country, during the period up to February 1990, and our activities since then in what has been the initial period of transition towards democracy.

3. CUSO will contribute using its capacity to manage co-operant programmes and portions of its ICDS budget, a small component of short and long term co-operants to build organizational

capacity in the selected South African organizations.

4. CUSO will bring its organizational experience in development to help expand the development debate in practical ways through new perspectives on planning and evaluation, funding and sustainability, programme monitoring and building inter-group liaison, among other inputs.

5. CUSO will facilitate interchanges within the southern Africa Region that will allow opportunities for learning about transition, development, and democratic practices.

What follows is details on the specific activities CUSO aims to support within this Programme

of Organizational and Human Resource Development. Each is described in terms of:

- A. Rationale for development intervention
- B. CUSO's own rationale
- C. Planned outputs, at both the policy level and the practical level
- D. CUSO's proposed inputs, including budget information.

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1.1 Community Media Training and Organizational Development

1.1.1

SPEAK Women's Media Project and Magazine

A. Rationale:

ii)

SPEAK is one of the few women's organizations that has consistently been able to mobilize and inform women in South Africa. Also, SPEAK is clearly committed to a non-partisan programme of work that addresses the fundamental needs of women. It is changing to adapt to new, increased demands.

Despite SPEAK's own efforts to move towards self-sufficiency, funding is falling off unexpectedly fast. Women's projects become low priority in times of scarce resources.

iii) SPEAK is attempting to break down many forms of isolation within South Africa and empower women to be more active in shaping the policy framework for the development of South Africa in this critical transition period.

iv) SPEAK is a key entry point and reference base for linking South African women into the proposal for South-South Networking Programmes.

8. CUSO's Goal:

i)

ii)

CUSO wishes to break from its previous pattern of work primarily with the ANC Women's Section in exile, now the ANC Women's League.

In concert with other initiatives within this programme, CUSO wishes to establish a supportive relationship with a national women's programme that can potentially have a national policy impact and an initiative which is rooted within the structures of non-partisan civil society.

iii) Consistent with CUSO Regional work and previous initiatives inside South Africa, we are eager to strengthen activities which have maximum impact involving the media.

iv) CUSO wishes to support SPEAK in concert with one element in particular of the CIDA funding to South Africa through WUSC/InterFund, believing that we can bring a unique 'additionality' to SPEAK and its programmes.

SPEAK's plans to expand into the radio broadcast medium can be linked into our proposed support to the Cape Town community radio initiative, and the request that CUSO facilitate a link with the World Headquarters of Community Radio in Montreal.

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C. Planned Outputs from SPEAK:

Policy outputs:

- i)
 - ii)
 - iii)
- informed women's organizations and women's initiatives in national organizations, increased women's awareness of and action on community problems and issues, increased basis for dynamic policy debates on roles, rights. and responsibilities of women in the new democratic South Africa.

Other outputs:

- ii)
- Performance to objectives as planned, including:
- increased readership by 50%
 - . improved magazine distribution system to major centres
 - . augmented/trained staff capacity
 - maintained production schedule of six issues of SPEAK magazine per year
 - results of feasibility study for radio related activities will guide the planning and production of radio programme material

Direct exchange between SPEAK, its audience, and women's development organizations in the southern Africa Region,

- iii) SPEAK and/or one of its partners on the Advisory body of the 8-8 Networking programme pursuing benefits for women and women's media,
- iv) An exchange of information with the Montreal-based World Headquarters of Community Radio.

D. CUSO Inputs to SPEAK Women's Media Project and Magazine:

- i)
- ii)
- iii)
- iv)

BUDGET: project funds over three years

1991-92 - 20,000

1992-93 - 15,000

1993-94 - 15,000

...for a total of \$50,000 (Cdn.) over three years,
financial support from above funding for:

- readership survey
- . support for one production and management trainee for year one
- . magazine and booklet distribution study and piloting
- . subsidy for production costs for six issues of SPEAK magazine per year
- . feasibility study for radio programming

facilitating Southern African links between SPEAK and women's media groups with relevant CUSO partners in the Region, 7

incorporating SPEAK into the South-South Networking Programme,

facilitating contact between SPEAK and the World Headquarters of Community Radio in Montreal.

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1.1.1.2 Media Production and Training Programmes

A. Rationale:

The organizations we propose to support are these:

- . The Other Press Service (TOPS). Johannesburg,
- Soweto Media Resource Centre (SMFtC), Soweto, and
- CASET Community Radio Initiative. Cape Town.

Several considerations underpin the selecting of these organizations for support:

- i) Community-based production and distribution of information is central for genuine processes of democratization and development. The legacy of the heaviest period of government repression is a clear pattern of media overwhelmingly controlled by the national state, in contrast to a democratic press operating with systems and an orientation learned under siege conditions.
- ii) TOPS, SMRC and CASET Community Radio initiative are innovative projects that are putting media skills into the hands of community workers.
- iii) These three groups serve the two-fold purpose of serving the community and providing training. Through this base they are able to contribute to national media policy development.
- iv) They play a key role in the National Media Trainers' Forum, a consortium of community media groups planning media training programmes in SA.

B. CUSO's Goal:

- i) CUSO wishes to augment activities that are bound into a CUSO Regional strategy related to development media. Previous and ongoing work that CUSO supported involved initiatives that helped to bring development and regional perspectives increasingly close to individuals and organizations in all of southern Africa, including South Africa.
- ii) CUSO is keen to support media activities that will facilitate the national policy impact by the articulate and vocal intervention of township-based civic organizations.
- i i i) CUSO wishes to assist media and civic groups that are bridging the gap between the so-called progressive media and people in the townships. This is a critical step in attempting to bring into the democratic process more of the views and the aspirations of the majority of society.

C. Planned Outputs from the Media Production and Training Programmes:

Policy Outputs:

- i) strengthened township media and communications,
- ii) stronger civic input to resolving municipal, provincial, and national development problems and issues,
- iii) national coordination of training for community media personnel,
- iv) enhanced policy development capacity in the Transvaal.

Other Outputs:

- i) performance objectives as planned, including:
 - three trainees per year x 3 years with augmented skills for township media service centres including skills in:
 - . administration and business operations
 - desktop publishing/computer skills
 - community liaison
 - marketing and fundraising plans for the media training and production centres
 - . workshop on national community media training programme
- ii) Cooperant reports at the end of Year One, and the end of Year Two that address performance to job description, assessment of the role of cooperants, and areas for potential further support, prepared in consultation with the employer,
- iii) institutional links established with media training and production units in southern Africa, Latin America, and the Caribbean, including information exchanges,
- iv) a functioning community radio facility is in place,
- v) Canadian cooperant recruited and training plan implemented.

D. CUSO Inputs to the Media Production and Training Programmes

i) BUDGET: project funds over three years

1991-92 - 30.000

1992-93 - 40,000

1993-94 - 40,000

...for a total of \$110,000 (Cdn.)_ over three years

ii) financial support from above funding for:

- training 3 trainees per year for three years at TOPS
- . feasibility planning for township media service centres
- development of fundraising and income diversification plans for TOPS
- . planning and preparations for CASETS's Cape Town community Radio initiative
- preparation and implementation of a national community radio planning workshop.

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iii) coordination and administration support for one cooperator at TOPS. This cooperator to undertake production training programme within TOPS and SMRC, and act as a resource person to both groups. The cooperator to be paid from CUSO's ICDS sources. e

iv) facilitate institutional links for these three organizations through the South-South Networking Programme. .

v) CUSO to facilitate recruitment of a Cooperator from the World Headquarters of Community Radio in Montreal for the Community Radio Initiative.

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1.1.3 Community Video

A. Rationale:

i)

ii)

Information is central to processes of democratization and development.

Community-based production and distribution of information is central for genuine processes of democratization and development. The legacy of the heaviest period of government repression is a media overwhelmingly controlled by the national state and a democratic press learned under siege conditions.

Together with radio, video offers access to a large number of people, primarily urban people in the townships, to information not available over state-controlled television broadcasting.

iii) While this situation of state control is likely to change over time, community-based video groups are eager to become skilled at the job of creating their products for inclusion in a national television broadcast system, once access to that system opens up.

B. CUSO Goal:

i)

ii)

ii)

Both Video groups are caught in the difficult transition to development-based programmes. For New Dawn Video, CUSO has a particular obligation to provide support in this process.

CUSO has made a deliberate choice to support video groups which are in the hands of black South Africans.

there is a Canadian connection for both video groups we propose to work with:

- The Cape Town group was involved in the South African Education Trust Fund's programme and CUSO believes it is useful to complement other Canadian inputs

. CUSO's history with the ANC Video Unit dates back to 1985. CUSO has organized and administered funds for this unit, from Partnership Africa Canada, Oxfam Canada, the United Church of Canada, Development and Peace, and a Dutch anti-apartheid organization. Our history of close work provides us with the basis for engaging in a forthright process of joint planning for transition and economic self-sufficiency.

C. Planned Outputs from Community Video:

Policy

i)

ii)

iii)

Outputs:

stronger development media inputs to decisions re national media policy and systems, enhanced national capacity for community-oriented development media, specific educational materials for enhanced democratic and social processes.

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Other Outputs:

- i) business plan including marketing and production for the two organizations,
- ii) plans for economic self-sufficiency through diversification of income.
- iii) work plans detailing:
 - objectives
 - division of labour
 - further plans for training requirements
 - production schedules
- iv) improved unit management for successful implementation of the workplan,
- v) improved production process and quality editing of products for end users,
- v i) a participatory evaluation methodology is agreed upon and finalized,
- vii) one reciprocal work/training attachment from the South-South Networking,
- viii) successful transition to development video production and training for both groups.

D. CUSO's Inputs to Community Video:

- i) BUDGET: Project funds for two development video organizations:

- Community Video Education Trust

1991-92 -\$10,000

1992-93 - 10,000

1993-94 - 10,000

for a total of \$30,000 (Cdn.) over three years,

- New Dawn Wdeo

1991-92 -\$20,000

1992-93 - 20,000

for a total of \$40,000 (Cdn.) over two years only.

The combined three-year budget totals \$70,000.

- ii) financial support from above funding for:

- feasibility studies
- . skills assessments
- salary subsidies for manager, editor, and production coordinator
- professional advice in workplanning and production scheduling
- . equipment exchange to Beta-cam from U-matic format
- . preparation of job bids and sample productions

- iii) monitoring development of programme objectives, production planning, and workplan implementation,

- iv) facilitating of a senior accountant from a major South African firm to provide extensive

management and financial planning to assist New Dawn Video on a voluntary basis,

- v) negotiating between CUSO and the respective management committees the basis of an evaluation of their planning methodology, long-term potential and sustainability,

- vi) income diversification planning to spread the funding base and enhance economic sustainability,

- vi) incorporation of these groups into the South-South Networking Programme.

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1.2 Rural Development Training and Community Education on Land Issues

A. Rationale:

ii)

Massive land dispossession for the majority of South Africans is a key area of dispute within the country. Unless measures are taken to respond to this historical grievance, it is highly debatable as to whether a national political resolution can be found.

Two organizations are perceived as having the potential for both policy impact and building that intervention on the basis of community needs and inputs.

iii) EDA participates in a variety of national structures/coalitions related to land and to

iv)

rural issues; it is contributing its experience at the grass-roots level into the wider policy-making process. EDA is a well-established rural development agency having existed for over 10 years. It has not engaged in partisan, oppositional activism in the course of its existence, so does not face the same type of transitional challenges that other agencies now confront. Nevertheless, the dwindling of external funds has begun to impact on EDA at a time of increased need for rural development and attention to environmental considerations.

The Agrarian Project has been a key actor in the raising of issues related to rural transformation. This was done from its position in exile, using both solid research and innovative educational methodologies. Since February 1990 this Project has been assisting the work of both the NGO-National Land Committee and the ANC's National Land Commission. It aims to become autonomous and find a new home in a Land Reform Institute which is currently being formed in South Africa. The Agrarian Project has always been coordinated and planned by South African women.

B. CUSO Goal:

i)

The Agrarian Project has been supported by CUSO since its inception in the mid - 80's. It has also built up a variety of relations with Canadian and with other international agencies engaged in agrarian issues and social change. It was of interest to CUSO because it embraced research, education, and policy objectives. In particular, the project employs a variety of innovative adult education methodologies. QUSO is committed to continuing support for this project to build its institutional Strength and to maximize its impact. As well, we aim to see the capacities of this project housed in an institute that will incorporate the project and ensure broader impact, longer-term support, and sustainability.

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C. Planned Outputs from Rural Development Training and Community

Education on Land Issues

Policy Outputs:

- i) increasing levels of articulate rural communities to advocate attention to specific rural needs within the emerging South African development planning framework,
- ii) development of appropriate, achievable rural reform policy and practice in South Africa,
- iii) within a context of widespread support to urban groups, EDA and the Agrarian Project will make an important contribution to national development planning by bringing attention and profile to the rural issues,
- iv) the design of the rural training of EDA will provide a useful model for agricultural extension in a democratic South Africa.

Other Outputs:

- i) Both organizations achieve their objectives as set out in their plans, including:
 - seminars held in several areas of South Africa
 - . popularized policy information distributed and used within workshops
 - improved rural planning in Transkei and Transvaal
- ii) A basis of ongoing exchange is established with the Saskatchewan Indian Federated College, ORAP, TADG, the Mozambique Provincial Coop Union and like-minded organizations in the Caribbean and Latin America.
- iii) The design of an innovative social development evaluation model is established as an internal planning tool for these and other South African agencies, and as a measurement of achievement for CUSO.

D. CUSO Inputs to Rural Development Training and Community Education on Land Issues

i) BUDGET: Project funds over 3 years:

1991-92 -\$30,000

1992-93 - 35,000

1993-94 - 35,000

...for a total of \$100,000 (Cdn.) over three years,

i i) use of these funds for:

- planned seminars on rural reform issues
- . popularization of policy issues in easily-read documents
- . national distribution of popularized policy material
- . training rural community organizers
- . hold community consultations
- . support community planning processes
- ii) Facilitating links between the Agrarian Project and the Saskatchewan Indian 'In Support of Democratic Development in South Africa' CUSO Proposal Page 17.

Federated College, Regina,

iii) Facilitating links between EDA, the Agrarian Project, and CUSO partners in southern Africa eg., ORAP, TADG, (both in Zimbabwe), Provincial Cooperative Unions (in Mozambique),

iv) Incorporating these organizations into the South-South Networking Programme,

v) Negotiating a model of evaluation that serves both the internal purpose of the more well established EDA and the more-fragile Agrarian Project.

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1.3 Civic and Social Sector Training Organizational Development

1.3.1 National Education Health and Allied Workers Union, (NEHAWU)

A. Rationale:

- i) Black public sector workers have historically been denied the right to union membership in a society where the civil service was largely the privileged preserve of Alrikaaners. NEHAWU is the key organization striving to acquire better working and living standards for black workers in the public sector.
- ii) Development and labour connections can be brought to bear for maximum advantage by focussing on this union.

B. CUSO's Goal:

- i) This work is rooted in existing direct relations between CUSO and NEHAWU: CUSO's union is represented in the International Affairs Committee of Canadian Union of Public Employees (CUPE) which has NEHAWU as its focus for its pilot programme. CUSO sent a short-term cooperant to work with NEHAWU in early 1991 on organizational development and labour exchange.

i i) CUSO's assessment is that facilitating links between NEHAWU and CUPE demonstrates the best point of investment to secure maximum outputs of a linkage relationship. While other Canadian agencies, including the Canadian Labour Congress (CLC) support trade Unions in South Africa, they work through the labour central of the Congress of South African Trade Unions (COSATU). CUSO has the history with trade unions in South Africa to manage this limited piece of assistance to the trade union sector.

C. Planned outputs from National Education, Health and Allied Workers Union:

Policy Output:

- i) NEHAWU will effect a national level impact in relation to recognition issues plaguing the social sector unions, especially those where the state is the employer. NEHAWU will organize on behalf of workers in provincial and national government health and education institutions.
- i i) NEHAWU will also effect an impact on national employment standards and labour relations affecting more that 50,000 workers, primarily women.

Other Outputs:

- i) training efforts by NEHAWU are undertaken and trained staff are in place,
- ii) two comprehensive oooperant reports covering performance to objectives completed in collaboration with NEHAWU's executive,
- iii) evaluation undertaken and recommendations incorporated into revised structure and workplan of NEHAWU,
- iv) NEHAWU participation in South-South Networking Reference Group,
- v) institutional links between NEHAWU and CUPE's International Committee strengthened through direct exchange and information sharing.

D. CUSO's Inputs for National Education Health and Allied Workers Union

i) BUDGET: project funds over 3 years:

1991-92 -\$10,000

1992-93 - 20,000

1993-94 - 20,000

...for a total contribution of \$50,000 (Cdn.) over three years.

- ii) two short-term cooperants in organizational development producing a plan of action for organizational development,
- iii) specific training courses for Union staff at branch and national levels,
- iv) facilitating the creation of an evaluation model that will strengthen NEHAWU's capacity to plan, implement, and assess programmes,
- v) facilitating exchanges regionally and internationally.

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1.3.2

Summer School for Community Organizations

A. Rationale:

- ii)
- iii)
- iv)

The project is an important collaborative undertaking between the university, the Centre for Community and Labour Studies, and the community organizations (civics) in Natal.

i

As many observers have noted, peace will not be brought to Natal through theorizing or necessarily through peace agreements, but rather through practical examples of working together on the ground.

The project has a large take-in of 500 participants; this is a large yet appropriate response to the magnitude of the problems in South Africa.

The Centre for Community and Labour Studies is well connected to a variety of democratic organizations in the province.

B. CUSO's Goal:

- i)
- ii)

CUSO wishes to make an effective break from organizational development assistance which in the past was provided primarily to departments of the African National Congress. CUSO is maximizing its earlier, though smaller, relations with components of civil society in South Africa.

Discussions were held with key organizations about where CUSO should make its contribution to strengthening civil society through transferring skills and experience in organizational development. The recommendation was that an important impact could be attained working outside of Johannesburg, specifically in the Natal area, reinforcing the new opportunities being seized by the Centre for Community and Labour Studies, specifically its planned summer school for Civics.

C. Planned Output from CCLS Summer School for Civic Associations:

Policy

- i)
- ii)

Outputs:

Strengthened civic associations will be better able to act to maintain peace as a prerequisite for development in the Natal area,

Organizations will be able to transcend division and communal clashes and provide coherent input to development planning and the reshaping of the country in the new democratic mode.

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Other Outputs:

- ii)
- iii)
- iv)

Performance to objectives as set out in their proposed programme, including:

- 500 people trained during summer school, each year for three years
- . relevant programme of study and reflection to meet the need of civic associations
- . a comprehensive and ongoing relationship of dialogue and assistance to community groups in Natal, aiding in specialized training, advocacy by CCLS, and institutional support where required.

establishment of a diversified funding base for the summer school,
cooperant reports on performance to objectives as determined by job description
and recommendations for further CUSO support,
CCLS participates in Reference Group in South-South Networking and assists the
incorporation of Civics into the 8-8 Network,
evaluation plan is completed and recommendations are adhered to by CCLS, and,
where appropriate, CUSO .

D. CUSO Inputs to CCLS Summer School for Civic Associations:

- i)
- i i)
- iii)
- iv)
- vi)

BUDGET: funding over 3 years:

1991-92 - 40,000
1992-93 - 40,000
1993-94 - 40,000

...for a total of \$120,000 (Cdn.) over three years,
use of these funds for planning, preparation, and implementing three annual
summer schools each for 500 people,
facilitated contact with a variety of prospective donors over the life of the
programme,
placement of a short-term cooperant(s) in organizational development.
linkages to the South-South Networking Programme,
agreed methodology of evaluation.

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1.3.3 Ex-Combatants Initiatives Fund

A. Rationale:

i) In a society characterized by high levels of violence, it is in the immediate interest of the country that potentially disruptive, disillusioned forces be provided with avenues and fora for the expression of grievances and remedies.

ii) initiatives are emerging for the organizing of ex-combatants outside of the structures of the military organizations to which these individuals have had an historic connection.

B. CUSO's Goal: I

i) CUSO has invested a year of support in a major planning exercise for the establishment of an ex-combatants' association. While this has not had satisfactory results yet, CUSO being in a unique position to provide support to ex-combatants, and is being requested to support organizing efforts of ex-combatants.

ii) CUSO has a relevant history of support to ex-combatants from the liberation struggles of Zimbabwe and Namibia.

C. Planned Outputs Ex-combatants Initiatives Fund:

Policy Outputs:

i) alternative strategies for the inclusion of ex-combatants into nation building will be made evident through autonomous organizing initiatives,

ii) ex-combatants will provide a useful critique of the larger initiatives planned and implemented by more formal structures responsible for their repatriation.

Other Outputs:

i) funds disbursed against a set of agreed criteria that are set and adhered to,

ii) initiatives result in concrete development action for participants and their community.

iii) an evaluation methodology that sets measurable indicators of progress for the projects funded.

iv) the basis for exchanges between South African ex-combatants and those from other southern liberation movements in the Region is established.

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. CUSO Inputs to the Ex-combatants Initiative Fund:

i) BUDGET: project funds over 3 years:

1991-92 - 15.000

1992-93 - 20.000

1993-94 - 20,000

...for a total of \$55,000 (Cdn.) over three years

ii) this fund support undertakings that assist the autonomous organization of the ex-combatants and ex-political prisoners, 1

iii) support learning about social organization, development theory and practice, lessons of other demobilization processes, etc.

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E. W:

International Networking: The Development Debate

a) Rationale and Key Development Assumptions:

1. An historical consequence of the period of isolation of the South African regime was to largely cut off the democratic opposition forces from their counterparts internationally.
2. The development debate is both internally diagnosed and externally imposed. Yet, the legacy of oppositional politics has left a significant vacuum in the knowledge and the understanding of development theory and practice. There is, therefore, an intense interest in learning the lessons of other southern struggles and the content of democratic development.
3. The progressive, non-racial forces are engaged in intense reflection and debate on the form and the content to be given to genuinely democratic, people-based development.
4. There are lessons to be learned from the experiences of transition and post-independence development in southern Africa and Latin America.
5. The dynamism and experience of Caribbean development NGOs can make a significant contribution to their emerging counter-part structures in South Africa. at both practical programming and policy levels.
6. In addition to incorporating the organizations set out in this proposal, we will integrate a number of other major South African players, ie. civics, unions, churches, etc.
7. There is relevance to the results that come from links between South African organizations and related groups and institutions in Canada in terms of benefits to the South African groups, and indeed mutual benefits that help underpin the sustainability of the links to Canada.

b) CUSO's Rationale and Goal

- i) we have a clear contribution to bring to this programme, with our extensive overseas programme contacts and our physical presence in a number of countries in southern Africa, the Caribbean, and Latin America.
- ii) our work in these areas has involved programmes with movements in civil society, development, and policy/research agencies,
- iii) there is a clearly-articulated interest on the part of South Africans within the democratic movement,

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iv) there is an extensive body of development theory and practice internationally that should inform the process in South Africa,

v) CUSO aims to build a basis of South-South learning, incorporating southern African, Caribbean and Latin American experiences of liberation struggle, transition, reconstruction, and development,

v i) CUSO aims to develop a linkage programme between South African non-governmental organizations and relevant Canadian institutions.

c) Planned Outputs

from South-South Networking:

i. a framework is developed that sets out clear lines of responsibility for all participants (CUSO staff and South African Reference Group), including advisory functions, financial and management accountability, the general programmatic content over the subsequent two years, and an agreed reflection and evaluation methodology.

ii. a programme of action is developed suitable for securing long-term financial support for the programme, resulting from liaison with other Northern NGOs. in close working collaboration with the South African and other international partners.

iii) implementation and evaluation of the programme of South-South networking and exchange, with the resultant policy impacts on the participating groups and the larger society within which they operate.

from Building Canadian Linkages:

i) long-term cooperation plans and funding commitments in support of South African groups,

i i) a stronger base of potential cooperants for South and southern Africa,

iii) skills and information exchange between groups,

iv.) inform Canadians, those directly and indirectly involved in the institutional links,

v) feedback on CUSO's role in facilitating links, and improvements along the way,

vi) direct benefits for the South Africa partner groups, within the terms of each of the above programmes, where Canadian links are envisaged.

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d) CUSO's Inputs:
to South-South Networking:
5) BUDGET for 3 years
1991/92--\$50,000.
1992/93--\$100,000.
1993/94--\$100,000.
...for a total of \$250,000 (Cdn.) over three years,
ii) Financial support from above funding for:
- travel and communications,
- preparation of specific exchanges.
- management and coordination of the programme
iii) Establishment of a reference group,
iv) Liaison with other Northern NGOs in support of the South-South Linkage,
v) Administrative and logistical support from CUSO offices in the relevant countries,
v i) Design of an ongoing reflection and evaluation methodology,
vii) A planned framework for the long term political, social, and economic sustainability of South Africa, for use in advocacy activities by the participating organizations.
to building Canadian Linkages:
i. Budget for 3 years
1991/92--\$5,000.
1992/93--\$25,000.
1993/94--\$25,000.
...for a total of \$55,000 (Cdn.) over three years,
ii) financial support from above funding for:
- communication
- support for costs of short term visits for orientation and relationship building
iii) staff support to initiate and/or maintain relations with groups mentioned throughout the body of the document thus far, including:
. the coalition of groups working in or supporting programmes in South Africa including NGOs, churches, trade unions, professional organizations, universities, etc,
- CUPE International Affairs Committee,
- Saskatchewan Federated Indian College, Regina,
- World Headquarters of Community Radio, Montreal, _
. British Columbia Teachers Federation for support to popular education work within the programme,
- Community based video groups, including Video Tiers Monde; Montreal,
- women's organizations, especially those experienced in media and coalition building,
- Canadian coalitions for policy analysis, social change, and development alternatives.
iv) recruitment of cooperants as indicated, using CUSO's ICDS resources.
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2. International Networking: Strengthening the Development Debate

CUSO proposes to operate a new programme that will work closely with a range of South African groups, including those assisted in Programme One of this proposal, to achieve new lines of dialogue on issues of mutual interest between 'southern' groups. ie. South/South exchanges. This is a major initiative that requires CUSO to be on the ground and a partner in

the planning and the implementation of activities. Considerable discussion and planning has

taken place within CUSO between staff and partners in three overseas Regions, laying the foundation for what CUSO can offer or facilitate. As well, this is an innovative area of programming for which there is considerable interest in South Africa.

In assessing the relative isolation of the emerging development actors in South Africa and the experience and training to be gained from southern Africa, the Caribbean and Latin

America, CUSO proposes to use its 'additionality' with the linking of its programmes and presence in these three regions to advance the democratic development theory and practice in

South Africa.

The future of southern Africa will largely be determined by the shape of South Africa's emerging policies on development. Conversely, the social programmes embarked upon by independent neighbouring states offer important lessons for the democratic forces within South Africa. Therefore, the South-South Networking to Latin America and the Caribbean will

have to be rooted in the regional web of South Africa's relations within the southern Africa region.

CUSO is planning an initial forum in early 1992 where it is intended that we would formulate the basis, timing, and costing for a further two year programme of inter-regional

exchanges. The content of exchanges and information sharing as envisioned so far would comprise issues such as:

- transitional considerations,
- development theory,
- programme planning, implementation, and evaluation,
- human resource development,
- managing non-governmental organizations.
- community development,
- gender and development,
- relating to donor agencies. and
- other matters to be jointly agreed upon between the networking partners.

A reference group in South Africa will be established to guide and support this programme. Our principal contact has been the Working Group on International Relations (WGIR), formerly the UDF's international arm. The Working Group has on its Board of Trustees individuals who are deeply rooted in the democratic movement. The WGIR has undertaken extensive internal discussions about the needs within South Africa to break the

'intellectual isolation' that has developed as a result of the years of isolation of the regime,

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which also isolated the country's leaders. The WGIR has formulated a range of objectives and

responses it believes it can undertake with financial support.

The programme orientation of the WGIR's has given cause for CUSO to attempt to explore the ways and means of responding to international networking objectives across our own overseas regional programmes. There are steps to be taken within CUSO Regions so that proposed

objectives and activities will be fully understood and adopted by potential participants.

This

requires that CUSO staff and partners in three regions build into their timetable and into their

thinking the work that will be involved in achieving South-South networking objectives. Once

the early 1992 planning meetings are completed, CUSO will be able to clarify its capacity to the

South African partners and be concrete about specific initiatives. As the interest in South Africa

is very high, it is assumed that:

- there will be a pilot exchange to test communication, planning, and assumptions, as well as to net some specific results for the participants.

- planning will proceed between the South African group and groups in both southern Africa (FLS) and the Caribbean/Central America on the assumption that exchanges will proceed, constrained possibly by finances, organizational capacities of the many players, and other factors. Nevertheless, discussions are underway and are continuing. CUSO will use some of the requested funds to support the planning process of the partner groups in South Africa, including the work of the Working Group on International Relations.

This South-South networking proposal will be a unique initiative of CUSO as an organization and will be the focus of special interest and evaluation.

While South-South networking forms the innovative and the major component of this programme, CUSO recognizes that its base is in Canada. and that its structures comprise a "Canada Region". Thus CUSO in Canada aims to be involved in this programme of support to 'Democratic Development in South Africa', primarily through the building of Canadian linkages outlined in Programme One.

This work will derive from ongoing relationships with Canadian organizations and some new relations with relevant organizations in Canada. Much of what CUSO can bring to the South Africa proposal comes from its history of development education and advocacy work in

Canada on issues related to South Africa. But our intentions are to discern a difference between organizations we know from our history of involvement in anti-apartheid activities

and organizations able to contribute to the democratic process in South Africa on the basis of

their work in Canada with social change, policy initiatives, advocacy, and coalition building.

It will be necessary for CUSO to involve these latter Canadian organizations in our work and to assure them of an adequate information base so that their expectations are in tune with

the evolving situation inside South Africa at the national and at the organizational levels where

we are particularly involved. Of primary interest to CUSO will be efforts to achieve the above-stated outputs for this programme.

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F. IMPLEMENTATION AND MANAGEMENT

a) Programme support

CUSO proposes to establish an office in Johannesburg to provide support to the proposed programme. CUSO has a field staff officer designated for South Africa to carry out this programme.

A Programme Reference Group is being formed. Its composition will include representation from the Working Group on International Relations, and from union, women's, and civic organizations, and media groups. This Committee will advise on the implementation of the overall programme and monitor the remaining programme development work. It will take a particularly heightened role related to Programme Two: International Networking.

The proposed work has various programme support requirements.

- Some groups have well established administrative and financial capacity. With these groups CUSO expects programme implementation and financial accountability to be relatively straightforward.

. The more demanding and complex areas of programme support and management will include the two video units and the 'Ex-combatants Initiatives Fund' in Programme One, and Programme Two: International Networking.

b) Monitoring and External Consultations

There will be ongoing consultation with organizations such as Inter Fund, other Canadian organizations supporting programmes in South Africa (eg., the churches, NGOs, etc.), and other externally-funded funding agencies inside South Africa (eg., Kagiso Trust).

In addition there will be regular communication with the Canadian Embassy in Pretoria.

c) Financial accounting

Financial accounting will be through CUSO's overall financial system. Financial reporting will be according to the budget and will meet conditions of the contract signed between CUSO and CIDA. Reporting is proposed to be annual. It is proposed that this project

is concluded when it is financially complete. A specific schedule should be agreed upon between CUSO and CIDA. V

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d) Implementation Schedule

mLQne - Start Up (period ending March 31, 1992)

- . establish an office in Johannesburg upon signing the contract with CIDA
- contract appropriate services, including bookkeeping and office services
- ' set up Programme Reference Group
- . implement initial activities, eg., project contracts, fund disbursement for Year 1
- . complete programme development work including preparation of detailed logical framework for each activity
- . hold South-South planning forum, early 1992
- detail plans for Years 2, and indicative figures for Year 3
- preparation of Year 1 report

Ieat I HQ ('92-'93)

- . full functioning of programme advisory committee(s)
- . networking activities finalized and implemented
- grants administered
- interim evaluation and preparation of Year 2 report
- . further planning of Year 3

lea: Imge ('93-'94)

- budget review, adjustment and confirmation of final year's figures
- administration of grants and networking programme
- . final evaluation, with planning to phase out or continue
- preparation of report on Year 3

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G) Evaluation

Evaluation of a programme of this nature presents several methodological problems. The goals involve such things as increasing awareness, the promotion of participation, and the development of sustainable capacity. How are such things to be measured? And once indicators of success are chosen, how can they be monitored and updated as the fluid situation in the country continues to change? Who does the evaluation and what kind of methodology is appropriate?

To address these problems, in the start-up period the CUSO field staff officer will prepare a detailed logical framework for the programme, with correlation of inputs, expected outputs, and indicators of success for each activity. Indicators will be identified in consultation with partners and will represent the best judgment of our staff and partners at that time. The indicators will serve as the basis of programme monitoring during 1992/93. This framework will be completed by March 31, 1992.

Towards the end of 1992/93, the field staff officer will prepare a progress report on the basis of the logical framework, but will also review the framework itself and modify it as seems appropriate at that time. Modifications may arise both from the changing situation in South Africa and from improvement in our methodology of defining goals, objectives, and indicators for this kind of programme. Any significant modifications will be subject to approval by our internal reference group and by CIDA. The original frameworks will be retained on file for use in the final evaluation.

An evaluation will be commissioned for the final quarter of 1993/94 to assess performance to objectives, drawing on both the original and revised frameworks. The terms of reference, to be worked out between CUSO, its internal reference group, and CIDA, will once again include assessment of the framework itself.

CUSO will make a clear distinction between this type of evaluation, which is to answer the need for accountability to donors and to help us improve our programming methods, and evaluations which are intended to serve the interests of partners and beneficiaries. For the sake of clarity, the latter type of evaluation will be considered a

W. It may provide useful data for the formal evaluation, but it will not be considered part of the programme's evaluation plan.

This approach to evaluation will feed into a broader exercise within CUSO to develop our planning and evaluation methodology for programmes focussed on human rights. Beginning in January, 1992, CUSO is undertaking a set of research and applied programme development activities around this theme. It will include a survey of literature on human rights programming, research on the planning and evaluation methodologies of organizations that promote human rights, and experimental application of the findings in selected programmes. The CUSO field staff officer in South Africa will both contribute to and draw upon the results of this exercise.

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South Africa Program Proposal Budget

Year One Year Two Year Three Totals

1 Organizational and Human Resource Development

1.1 Community Media Training and Organizational Support

1.1.1 SPEAK Women's Media 15,000 50,000

1.1.2 TOPS/SMRC Media Training, and CASET Radio 40,000 110,000

1.1.3 Community Video Tmst 10,000 30,000

1.1.4 New Dawn Video 40,000

230,000

1.2 Rural Development Training and Community Education on Land Issues

1.2.1 EDA Rural Training and Agrarian Project 30,000 35,000 35,000-

1.3 Civic and Social Sector Training and Organizational Strengthening

1.3.1 NEHAWU Admin. and Organizational Training 10,000

20,000 1 20,000 50,000

1.3.2 CCLS Summer School for Civics 40,000 40,000 40,000 120,000

1.3.3 Ex-combattants Initiative Fund 15,000 20,000 20,000 55,000

225,000

2 International Networking

2.1 8-8 Networking, Canadian Linkages 55,000 125,000 125,000 305,000

Programme subtotal 230,000 325,000 305,000 860,000

3 Programme Support

local staff salary 36,000

office rent 24,000

vehicle purchase, maintenance, operationprinsur. 23,350

telecommunications 22,000

office equipment and maintenance, security 18,300

regional and international travel 29,300

80% of FSO salary, and benefits 100,800

FSO rent and fumishings 28,000

Ottawa financial and program support 25,000

Programme Support subtotal 107,350 306,750

4 Programme Reference Group 3,600 6,200 6,200

16,000

5 Evaluation 45,000 45,000

Programme and Programme Support subtotal 321,450 438,550 467,750 1,227,750

6 Inflation at 4% on total of items1-5 17,542 18,710 36,252

sub total on items 1-6 321,450 456,092 486,460 1,264,002

7 _ Contingency at,5% on total of items 1-6 16,073 22,805 24,323 63,200

sub total on items 1-7 337,523 478,897 510,783 1,327,202

8 Management Fee at 5% on total of items 1-7 16,876 23,945 25,539 66,360

9 Column Totals 354,399 502,841 536,322 1,393,562

Total all costs for Three Years 1,393,562

APPENDIX ONE:

Narratives for the Activities in W

1.1.1 SPEAK Women's Media Project and Magazine

CUSO proposes to provide financial support over three years to Speak Magazine to support planned work in training and the provision of information to women, women's organizations, and democratic organizations.

SPEAK continues to play a crucial role in raising awareness of women's and gender issues in the ongoing struggles and development initiatives taking place in the broader social and political context in South Africa. . The magazine plays an important educational and information function at a time when South Africa is moving closer to being a democratic society and when black people, including women, will be, for the first time in their lives, making important decisions about their future.

a) Six issues of SPEAK have been planned for 1991, and six issues during 1992. Plans are to increase the print run from its present 10 000 to 15 000 by the middle of 1992. SPEAK hopes to achieve this through evaluating, planning, and implementing changes in the present distribution process so as to be more efficient generating revenue. They plan to target contacts in areas where to date they have had very little distribution, including such

areas as the Eastern and Western Cape and the bantustans/homelands, as well as by increasing individual subscriptions.

b) SPEAK emphasizes that greater financial self sufficiency is something they are very concerned about. Decisions have been made to increase economic self sufficiency over the coming three years, though complete self-sufficiency is not anticipated in the current plans.

c) SPEAK is looking at the feasibility of putting out booklets in addition to their magazine.

The first venture in this direction is a joint publication with SACHED's Labour and Community Project on organised women workers. The aim of the booklets will be to raise awareness on issues of concern to women's lives. The booklets themselves will be arranged around certain themes that have been covered in SPEAK articles, for example. Women and Violence, Health issues, Women and the Constitution. Presumably the booklets will have a smaller distribution than the magazine and be used by organisations in discussion groups and education sessions.

d) SPEAK plans also to investigate the feasibility of addressing the question of language by providing booklets consisting of a series of SPEAK articles written in the various languages of South Africa. At present SPEAK is produced in English, which is a limitation in reaching people, especially women, who are literate in an African language only.

e) A readership survey is planned for late 1991 to identify, among other things, solid data

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about the readers of SPEAK Magazine, including educational levels, how readers view the content, style, language level, and layout of SPEAK, in addition to what areas of interest

readers recommend for article coverage. No readership survey has ever been done, therefore feedback to date has been obtained informally through sellers at factories, in communities, and through growth in distribution.

f) SPEAK plans also to arrange consultative workshops with women's organisations including the women's sections of trade unions and youth organisations to solicit feedback and

input on SPEAK magazine.

9) Staff training is a very important area of focus for SPEAK for existing employees and for SPEAK to support a new post for 1992. Plans are to take on an additional employee in 1992 in a trainee capacity, meaning an increase in staff while at the same time offering skills training to a capable woman who has not had the opportunity for formalised training as

a result of apartheid and bantu education.

h) SPEAK is investigating the potential for women's issues to be raised through radio. Discussions are going on at present within progressive groups concerning the opening up of

radio broadcast opportunities in the near future. SPEAK understands the importance of women having access and opportunity to use radio enabling the organization to place women's

issues on the agenda of development work and continued struggles in South Africa. Radio is a

significant form of media because of the limitations of print due to the high rate of illiteracy

in South Africa. SPEAK sees its role in the development of radio broadcasting as exerting pressure to ensure women's participation in such initiatives.

1.1.2 Media Production and Training Programme

A. The Other Press Service

CUSO proposes to provide financial support to The Other Press Service (TOPS), a media service and media training agency over the coming three years, so that training and organizational skills can be transferred to the media initiatives of community and civic associations.

TOPS is a media training organization that does extensive work with township based activists. It does training on all aspects of print media production. As an organisation servicing the community, TOPS is striving to assess the needs and demands of that community, and as conditions change, the organisation attempts to assess its role and impact

on an ongoing basis. The project has achieved several successes. The immediate objective is

to consolidate those successes and to move forward as a coherent structure capable of dealing

with the many developmental challenges facing democratic South Africans.

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in brief, several objectives have been identified:

a) Consolidation of the current training programme: TOPS believe the training programme is fulfilling a need. Through evaluations and discussions with organisations which have employed their ex-trainees, they have been able to identify certain gaps in the training, and are trying to fill those gaps. One method is to bring in 'outside help' - experts

from other fields. such as journalists, other community media workers, etc, to assist with

weekly workshops. They receive over 100 applications per course, and have no difficulty placing trainees once they graduate. They therefore believe that a continuation of this approach to media skills training is in order.

TOPS is also widening the scope of its work: looking in more detail at the specific concept of people's media centres in communities, and establishment of community newspapers/other media assisting community spokesmen and women to be better equipped to deal with existing mainstream media.

b) Discussion and development of the national community media trainers' forum, in particular the concept of a national community media training programme: TOPS has proposed the establishment of such a programme, and it is currently being discussed by the

national community media trainer's forum. They see this forum as being crucial if they are to make a real impact on the development of community voices.

c) Development of Community Media Centres: TOPS will be working closely with both the Tembisa and Soweto centres to see what lessons can be learned. They pose a particular challenge in terms of developing a broad network of community voices, such as newsletters and pamphlets. which will be vital in the future. (See 'Soweto Media Resources Centre' in next narrative section.)

d) Self-sufficiency within the service aspect of the organisation: Increasingly, the production department is able to recoup the costs of servicing organisations. As far as the

training programme is concerned, they are hoping to start tapping other sources of finance -

in particular those corporations and structures of capital which profess to have a social responsibility. They believe this area needs to be approached as a source of funding. They

are hoping such corporations will be interested in sponsoring one or more activists in the training course.

B. Soweto Media Resources Centre

CUSO proposes to provide financial support for the development of the Soweto Media Resources Centre (SMRC) as a three year commitment to the media needs of community groups within this, the largest of South Africa's townships.

Recently the SMRC has been inaugurated in Soweto. The idea of establishing media centres, not only in Soweto, but also in other townships around Johannesburg came about at

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the time of the high repression of the eighties. Since then a lot of ground work has been done to bring this idea closer to reality.

At this stage of the SMRC ofnces have been rented out at an office complex in Dube, Soweto, an Apple computer has been purchased, as has office furniture. For other activities like printing and photocopying, SMRC still rely on the resources of The Other Press Service (TOPS) (see previous narrative section), a media structure based in Johannesburg.

Purpose of the media centre: it is proposed that the centre will offer the following services to community organisations:

- . Assist organisations in producing their own media, eg., Newsletters
- . Offer media skills to organisations i.e. training in media work.
- Educate members of different organisations about the role of media in the development of the community.

Long-term objectives also include establishing a community newspaper, an objective which can only be achieved if they work very closely with community-based organisations and establish a silk-screening and a computer-literacy project.

C. Community Radio Initiative, CASET Education Trust, Cape Town.

CUSO is proposing to provide financial support for CASET over three years to extend the dynamic potential of community broadcasting in South Africa, and in the Western Cape in particular.

The monolithic South African Broadcasting Corporation, SABC, the state run radio-television giant in South Africa has not been challenged in the Western Cape by any radio station able to reach this part of South Africa. Those radio stations operating from the homelands have somewhat eased popular access since February 1990 and do transmit to the Transvaal, Orange Free State, Natal and the Northern and Eastern Cape. Thus the Western Cape including Cape Town is the only major metropolitan area that is not serviced by homelands broadcasters and has no semblance of radio that is in any fashion independent of the SABC.

Cape Town is a city surgically divided by the policy of apartheid. Dialogue across class and racially defined residential areas is essential for the healing process that is now a potential in South Africa, and radio, the common-persons media, is uniquely suited to open communication. it is possible to have a business person from Bellville, a community worker from Khayelitsha and a schoolchild from Retreat in conference on the telephone and transmitted to receivers as far away as the communities of Simonstown and Atlantis.

CASET aims to establish an independent, community-based radio station and a link to a network of similar stations across South Africa. Efforts in this regard are to include: 'In Support of Democratic Development in South Africa' CUSO Proposal Page 37.

- campaigning for appropriate changes in broadcasting legislation
- popularizing and familiarizing community leaders with the concept and characteristics of community radio.
- collecting and distributing information on various aspects of community radio and joining forces with other organizations to realize the concrete goal of establishing community radio broadcasting capacity.

Current activities include the following:

- planning the logistical, administrative, human resources and technical requirements for community radio.

- . support for the services of a technical assistance person from the World Community Broadcasters Association

- . collaboration with the University of Western Cape's campus station to develop a community-based radio station

- workshops have been held to promote community radio, training in 'public affairs' broadcasting, systematizing organizational and technical requirements for a community station,

- information collection on community radio models, administrative structures, accountability structures, community involvement models, equipment needs, skills requirements, capital and recurrent costs, the legislative environment, etc.

Planned financial support for CASET's Cape Town community station will cover a continuation of the planning and the work towards successful establishment of that station, including seeking the financial base for a self-supporting activity. As this evolves, CASET

will hold a country-wide workshop geared to paving the way for a national community radio initiative. Funds will be made available to compile resource materials for that workshop, for communication, transportation, and pre-workshop strategy meetings.

1.1.3 Community Video

CUSO proposes to provide assistance to the Community Video Education Trust, an already existing video group in Cape Town, and New Dawn Video, formerly the ANC's Video Unit, which is in the process of moving towards autonomy.

Both groups have been engaged in training and production. However, due to the objective demands of the more explicitly oppositional phase, the pressures to document the

struggle often overtook the more long-term needs for training and organizational development. In the altered conditions of the current period, these groups, like many others

in SA, are focussing on organizational development and sustainability.

There are approximately six progressive video groups in a population of 40 million people in

SA. In the previous circumstances where clandestine video footage made material available to

the world, the very people who documented the period were often isolated from one another.

In March 1991, through CUSO administered funds from Partnership Africa Canada, all the 'In Support of Democratic Development in South Africa' CUSO Proposal Page 38.

groups came together for a seminar on the way forward. Some of the key recommendations emphasized the need for collaboration and coordination instead of competition for resources.

A) The Community Video Education Trust (CVET) has a proposed programme of production and training. Their focus is on video for development and they have completed productions on negotiations, literacy training, access to community resources, and women. Assignments for service organizations are largely for training purposes within those organizations.

CVET is a small group that has undertaken and completed an ambitious programme of work. It is fully staffed by black workers who are engaged in their own internal training process and production. One of their members participated in the programme of the South Africa Education Trust Fund (SAETF) that brought thirteen South African journalists to Canada in January, 1991 for a six month course. In addition to previous external training

additional training within CVET will be done through on-the-job work attachments and will aim to enhance CVETs own capacity.

CVET foresees its work in three areas: servicing other organizations' needs, as an alternative news service, and in the production of documentaries. They have been retained by

some service organizations to undertake specific issue-oriented productions, and in the longer-term, they see their sustainability to be rooted in such production contracts. In the

shorter-term, however, the problems of transition are being addressed.

CUSO will assist in CVET's efforts to undertake appropriate job costing and work planning. We will also underwrite administrative costs for a period during which commission income is not sufficient for CVET's cash flow. Funds will also be sought to cover

capital costs. Equipment, including one professional camera and one portable tape recorder,

is required to carry out the commissions that have come from service organizations. This will augment current equipment stock. CUSO, however, will not fund the equipment.

In its role as an alternative news service, CVET aims to provide video clips of events in Cape Province. These clips will be edited monthly for local distribution. CUSO will not directly fund documentary work per se, but will be contributing to core or establishment costs of CVET.

B) New Dawn Video, what has been up to now the ANC Video Unit, is moving forward towards autonomy, to be an independent, development-focussed production and training group. CUSO has supported the Unit through PAC and other NGO funds since 1985 and by providing planning assistance. However, since the dramatic events in South Africa of February 1990, the training component has been severely affected. Many new demands have been placed on this video unit.

it was the initiative of this unit to convene the March '91 seminar of alternative video groups. In the course of proceedings, it was recommended that the New Dawn Video become

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independent of the ANC and bring to the range of alternative video groups in SA the international experience and exposure gained by its members while they were in exile. The programme of work for New Dawn Video involves:

i) a planning process to assess the development video opportunities in the Pretoria-Witwatersrand area (PWV) and their precise role within that area.

ii) in tandem with the above, to develop a two-year workplan for moving to full autonomy and establishing a well managed production and training capacity.

iii) the sale of the existing U-matic equipment and its replacement with the more appropriate Beta-cam.

iv) finding a suitable location for offices and studio.

v) the diversification of their funding base and a long-range plan for sustainability.

It is important to note that New Dawn Video has extensive equipment, both studio and mobile, which has been purchased with assistance from Canadian funds. This equipment has come into South Africa in the last 6 months tax free. giving it a relatively high exchange value inside South Africa. It is still in storage pending funding decisions, an operating plan and suitable space.

Currently New Dawn Video has four staff who are not on salary from the ANC, indicating that the ANC does not wish to encourage dependency. Relationships have developed closely with other video groups in the Johannesburg area, including VNS, and Dynamic Images, as well as alternative video/news distribution organizations.

It is also important to note that the qualified management and financial advisor who has made himself available to assist New Dawn on a voluntary basis comes from the largest re-insurance company in South Africa, where he is a senior manager. With this input and the additional advice that can be garnered by this person, New Dawn Video will have access to the full range of business advice required to survive, transform to the new economic context, and attain sustainability.

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1.2 Rural Development Training and Community Education on Land Issues

A) Environmental and Development Agency - Johannesburg

CUSO proposes to provide financial support over three years for an important rural training programme to be implemented by the Environmental and Development Agency, EDA, which is based in Johannesburg.

Working with communities is at the basis of EDA's work, yet it is also the most difficult objective to implement effectively. While they have clarified the importance of this work and have emphasized the need to plan and implement programmes effectively, this process needs to be further strengthened.

EDA believes that a field worker's role is to directly support the efforts of rural people to organise and build a better future for themselves. This is achieved through challenging

local governments and through self-help projects. EDA employs fieldworkers who are from the rural communities or who are able to build strong ties with communities. The fieldworkers are primarily facilitators and trainers and work with communities in five places: Herschel and Mt. Fletcher in the Transkei, and Sekhukhuneland, Zangoma and Hammanskraal in the Transvaal. In these areas, they support a variety of projects -- food production and agriculture, primary health care, water supply, sanitation, road development

-- with an emphasis on building community organisation. The stipulation that fieldworkers should be accountable to local community organisations comes from both practice and community evaluation. Likewise, these community groups should be organised in such a way that they can effectively supervise fieldworkers.

Currently, EDA is training new fieldworkers to be placed in communities at Zangoma and at Sekhukhuneland in the northern Transvaal; they expect to do the same in the Transkei.

The approach is to create local community-based organisations which can employ the fieldworkers and to whom the fieldworkers are accountable. This has begun by establishing project support committees. EDA will then provide services to these community-based organisations, training and supporting the fieldworkers, and helping to plan appropriate approaches to rural development.

EDA is a well established and highly accountable organization. CUSO's financial grants are designed to assist directly the rural training programme proposed by EDA.

B) The Agrarian Project - Johannesburg.

CUSO proposes to provide funding to the Agrarian Project for a period of three years to achieve important work related to rural reform. This support stems from five years of close

collaboration and support by CUSO for this Project, within our programme of work with the ANC in exile. This Project has in the past received Canadian support from Development and Peace, IDRC, SAETF, and a network of organizations across Canada. CUSO has provided

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considerable administrative support in the past, as well as financial support, including the use of our CIDA funds through ICDS.

The Agrarian Project played a critical role in the development of interest in rural policy for a post-apartheid South Africa in the period leading up to February 1990. Up to that point, the Agrarian Project was primarily in exile, but worked carefully with groups in

South Africa, and throughout the region in policy reviews and planning. A key element of the

Agrarian Project's activities was to popularize the land policy issues.

In the period since February 1990, it has collaborated widely with the many community-based groups which made up the National Land Committee, a national coalition comprising mainly groups opposed to the Governments rural policies and practices of forced removals.

It also helped in the formation of the ANC Land Commission which has emerged as the main initiative of the ANC regarding rural policy formation. Indeed the Agrarian Project was situated

within the Land Commission as a support body during the period since February 1990.

The Agrarian Project is now moving toward autonomy from its home with the ANC's Land Commission and its previous home within the ANC Research Department. The project sees its future within an independent Land Reform Institute which is currently in the process of formation.

The current aims of the Project are:

- 1) to conduct workshops throughout the country on issues of land alienation and new forms of social control of the land.
- 2) to popularize research and policy documents in a format that is accessible to broad sections of society.

CUSO proposes continued support to the Agrarian Project so that it can continue to work under its revised mandate. CUSO support is provided in the form of annual grants. The Agrarian project had developed its own administrative and reporting structures since its return to South Africa. These structures are new and the transition into South Africa has been demanding, hence some fragility. However, CUSO will assist throughout the process as this important Project matures.

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1.3 Civic and Social Sector Training and Organizational Development

1.3.1 National Education, Health and Allied Workers Union (NEHAWU)

NEHAWU has as its mandate the organization and representation of public sector workers in South Africa. It is a young union that has had remarkable success in achieving its

mandate and yet its internal organizational capacity is very weak. NEHAWU was formed in 1987 by the merger of three unions that were organized in the health sector and within educational institutions.

NEHAWU is a participating member of COSATU, and its branches participate in COSATU's regional and local structures. At the most recent COSATU congress (July 1991 in Johannesburg) a resolution was passed to devote attention to the organizational capacity of

NEHAWU. Given the sectors in which NEHAWU is organizing, there are a high number of women as the target of their mandate. NEHAWU organizes across the following sectors:

- state and private hospitals
- state and private clinics
- creches, and old age homes, both private and state
- educational institutions, mainly state
- provincial government administrative staff in the health and education sectors
- employees from other trades and occupations related to health and education

NEHAWU currently represents approximately 50,000 workers, the majority of whom are women. The bulk of the membership is semi-skilled or unskilled, and illiteracy within the membership is approximately 55-60%.

NEHAWU is organized within 33 branches across South Africa, and is staffed by three National Coordinators in the Health, Education and Nursing sectors. The structure includes a

National Executive Committee (meets monthly), a Central Executive Committee (meets bi-monthly) and a Congress (meets once every two years).

CUSO proposes to provide organizational development support and training to NEHAWU to enable these structures to better function. Input will focus on the link between national

structures and branch structures to ensure the campaigns of NEHAWU are effective at the local level, as well as at the national level.

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1.3.2 Summer School for Civic Associations, Centre for Community and Labour Studies (CCLS)

CUSO proposes to financially support a new initiative for community organizations and civic associations being undertaken at the University of Durban Westville in Natal. This proposed "Summer School for Community Organizations" is the first of what is hoped to be an annual training programme for community organizations at the University of Durban-Westville. The project will be a joint project between the civic organisations, the Centre for Community and Labour Studies and the University of Durban-Westville. The project in this initial period is being coordinated by the Centre for Community and Labour Studies. A representative Management Committee has been established to take responsibility for the project.

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The objectives of the summer school for community organisations include:

- 1 . Exposing community volunteers to the dynamics of development and community upgrading.
2. Exposing participants to policy issues which are directly impacting on communities and getting participants to start thinking about alternatives that are more acceptable.
- 3: Providing participants with an opportunity to acquire some practical skill that will assist them in building their organisations and more effectively taking up the issues that their communities are facing.
4. Giving participants an opportunity for networking with persons from similar organisations from different parts of the province and the country
5. Giving an opportunity for coordination of local structures and discussion of common issues, programmes, and issues of consolidation.
6. Identifying more clearly the learning needs of volunteers from civic organisations and also assessing the type of programmes that will most effectively respond to these needs.
7. Helping to build unity among all the civic groups and organisations that are working in the province.

The programme for the project includes:

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- . A process of consultation and participation carried out before the school commences.
- An effective management and administration system being put into place.
- A team of persons being engaged to plan for and work on the course content for the various courses.
- Establishing an evaluation team that will monitor the entire process and report on it critically both during the planning and implementation stages of the project.

The first Summer School is being planned during the last quarter of 1991, and will take place in December 1991.

This initiative is the first of its kind to occur in the country. although there is a prospect of a similar endeavour being planned for the Eastern Cape. The Durban programme aims at 500 community workers for a two week intensive programme, from December 9th-22nd. It is non-sectarian and has broad support within the province of Natal. It is envisioned that the overall costs of subsequent years will be lower as participating organizations will increasingly cover the costs of their respective trainees. However, in the

midst of the current organizational flux and in particular in the context of the violence in

Natal, organizations are having a difficult time establishing themselves.

There is funding interest but no commitment as of September 1991 from InterFund, Liberty Life and the National Endowment for Democracy. Support is provided from the University of Durban Westville, and from individual civic and community associations.

1.3.3 Ex-combatants Initiatives Fund

The experience of other liberation struggles in southern Africa points to the marginalization of the combatants after the cessation of hostilities and in post-independence

society. As one of the most highly disciplined segments of the population, ex-combatants have

a major potential for playing a significant role in reconstruction and development. it th e

opportunity for this exists.

There are a number of large-scale technical training initiatives either in the process of being planned or being implemented. And while these are quite essential to the practical needs of the demobilized forces, the lessons of the region suggest a deeper problem of a lack of

organizational forums for the articulation and organization of these people.

CUSO would work through a network of emergent points of organization, including the Association of Ex-Political Prisoners and other expressions of ex-combatant formations.

Over the period of 1990 and 1991, CUSO provided direct support to returning ex-combatants, especially to the planning of projects for the integration of ex-combatants into

civil society in South Africa. CUSO was requested to provide this assistance by people within

the organizational and administrative structures of the ANC in Lusaka, where we had

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developed long-standing relations over the 15 year period before February 1990. Our inputs to this past year of planning included:

- staff time to assist in workplanning by the organization of ex-combatants.
- assistance in proposal writing,
- . facilitating and setting up contacts with other donors and
- . bringing in appropriate regional and international resource people.

This work at developing proposals has now taken an unexpected turn in that the efforts have become directly incorporated within the structures of Mkhonto we Sizwe, the military structures of the ANC, and removed from the direct responsibility and control of the organization of ex-combatants. CUSO now has distanced itself from that proposal.

Nevertheless, there is still an expressed need for providing small. discretionary support to

organizing initiatives of ex-combatants themselves.

CUSO proposes to hold funds in trust for the expressed purpose of providing small grants for organizing efforts among ex-combatants and ex-political prisoners where such efforts are clearly aimed at mobilizing the contribution of these people in the development

and nation building tasks at hand in South Africa.

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