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C. Payne Lewis-Africare

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JAN 23 1995

MEMORANDUM

TO: Alexis Herman
FROM: Ben Johnson
RE: State Department USAID merger
DATE January, 23, 1995

There is growing concern and alarm over the possible merger of USAID into the State Department. C. Payne Lucas recently sent Vice President Gore the attached letter voicing his concern. Please note that I spoke with Mr. Lucas this morning, and learned that Andy Young and other Africa policy advocates, including Congressman Donald Payne, have called a meeting to discuss the merger and Hill attacks on funding for the African continent. The meeting is scheduled to take place on February 3rd at the Hyatt Regency hotel on New Jersey ave.

Alexis -

no - ain't happening
J.D.

York -

Is this real? Call me

Alphon

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C. PAYNE LUCAS



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January 20, 1995

The Hon. Albert Gore, Jr.
Vice President of the United States
Old Executive Office Building
Washington, D. C. 20501

Dear Mr. Vice President:

I wish to comment on the possible merger of USAID into the State Department, which Sen. Mitch McConnell and others have suggested recently.

I am a firm believer in the old adage that, if it ain't broke, don't fix it. Not that USAID is in perfect running order. However, under Administrator J. Brian Atwood, USAID has pioneered the Clinton Administration's efforts to streamline the federal bureaucracy and to reduce unnecessary spending while remaining focused on key tasks.

Atwood and his management team are showing that it is possible to do more with less. Yet just as their reforms begin to take, and just as staff morale begins to recover, USAID is confronted with talk on the one hand of eliminating foreign assistance altogether and the proposed merger on the other. "Submerger" might be a more apt term.

In 1969, while working at the Peace Corps, I agreed to participate in an interagency task force to supervise the merger of the Peace Corps into a giant federal volunteer program called ACTION. I was convinced that it was the only way to save the Peace Corps' very existence under the new Nixon Administration. The Peace Corps almost died anyway, suffocated and subordinated in the embrace of the larger bureaucracy. Several years later, I testified in Congress to restore the Peace Corps' independence and its clear sense of mission. Fortunately, this was done.

USAID is an organization of professionals who know how to expand food production in a starving world, how to protect biodiversity and fragile environments, how to promote family planning and child survival strategies, and how to respond quickly to humanitarian emergencies. They know their mission, and because they operate as a separate agency, so do we and the American public.

"Improving the quality of life in rural Africa through the development of water resources, increased food production and the delivery of health services."

The Hon. Albert Gore, Jr.
Page two

If we believe that foreign assistance is an important program, with direct benefits both to Americans and the world, it is logical that people charged with conducting this activity should be visible and accountable. Merging USAID into the State Department would be the first step toward downgrading and perhaps ultimately dismantling the foreign assistance program.

The United States boasts an effective and diverse community of private and voluntary organizations (PVOs), such as Africare, which have developed a productive and mutually-reinforcing partnership with USAID. The more than 150 PVOs which work internationally derive much of their support from ordinary citizens and the private sector. They help to educate Americans on their international responsibilities and on the importance of a healthy world in which we can all prosper. I am deeply concerned that merging USAID with the State Department would gradually erode a dynamic public-private relationship which serves our national interest and which, not incidentally, generates billions of dollars in private sector support for international relief and development.

Thank you for giving this matter your serious consideration and your consistent support of Africare over the years.

Sincerely,


C. Payne Lucas
President

Political Implications of Merger

1. -- Merger will alienate Black Caucus because it will mix up all funding accounts which means that funding for Africa will be lost. Republicans, like Mitch McConnell, will ensure that this happens.
2. -- Merger will alienate a number of core constituencies -- farmers (we buy \$1.2 billion a year of their products), shippers, environmentalists, population advocates -- all to no purpose.
3. -- We will keep the top foreign policy advisors of this administration tied in knots and at each others throats' over reorganization rather than taking on the Republican challenge.
4. -- State has no structure to manage the \$7.2 billion USAID currently administers, and it is likely that the Congress will seize on this and cut substantially or eliminate most of it, depriving the President of key foreign policy tools. We will lose our capacity to promote sustainable development.
5. -- We will get no "credit" for the merger because it is being driven by a Republican protege of Eliot Abrams in the State Department, Craig Johnstone, and the Republicans in Congress have already called for such a merger. Former Secretary of State Baker already proposed the merger in testimony to the House International Relations Committee.
6. -- Once the proposal reaches the Congress, the Republicans will rewrite it to fit their plans, and the President will look like he has suffered a defeat.
7. -- The internal debate plays directly into the hands of the Republican budget cutters, providing a huge opening to attack the President's initiatives such as crisis prevention and environmental preservation.

THE WHITE HOUSE
WASHINGTON

JAN 23 1995

January 19, 1995

TO: Alexis Herman
FROM: Charles Duncan CD

The attached list deals with some of the political ramifications brewing regarding the proposed merger between USAID and State. I need to talk to you because many of the attached items impact constituencies (especially number 1) that you deal with.

Please call and let's discuss.

Political Implications of Merger

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DATE:

3-4

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TO: (Company)

Ruby M.

(Person)

Alexis M. M. 'offici-

FAX #:

SENDER:

Jacqueline Wilham xt 319

Number of Pages (Including this one):

MESSAGE:

This is the letter that was
sent, Vanessa Hunter, about it will
take a call from AMU to get
this note granted, would ask
if she would make the call.
Please, thanks

Jacqueline

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contact sender at (202) 462-3614.

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March 1, 1994

Ms. Koningsmark
Director of Scheduling
The Jimmy Carter Presidential Library
1 Coppendale Avenue
Atlanta, GA 30307

Dear Ms. Koningsmark:

I would like to request your cooperation in an urgent program Africare is developing at the request of Nelson Mandela.

We are providing exposure to American governance for individuals assuming leadership positions in the new South Africa. The program is funded by the U.S. Agency for International Development (USAID) and fits within the context of American policy initiatives promoting democratization in nations around the world. The USAID mission in South Africa and our American ambassador there are delighted at the prospect of White House and Cabinet level participation in this effort. Dr. Alexis Herman of the White House Office of Public Liaison has also agreed to assist us.

In the project's first phase, we have already facilitated effective meetings between designates for regional Premierhips and their counterparts, American governors. In the second phase, we will work with individuals slated to hold cabinet level positions in a newly elected government; presumably, Mr. Mandela's senior staff. In the interest of both the U.S. and South Africa, it is essential that these emerging leaders have contact with their counterparts in our past and present Administrations.

We want to give democracy every chance to succeed in South Africa. We are all mindful of the priority assigned to this, as mentioned by President Clinton in his State of the Union address. President Jimmy Carter's long-standing commitment to Africa and his understanding of the challenges of governance make him a key person for this delegation to meet. Therefore, we would like to ask Mr. Carter and senior staff who held key positions in his administration, to address the delegation on March 18, 1994 at the Carter Library. His participation in this momentous event will contribute significantly towards making democracy work in South Africa.

We will contact you regarding Mr. Carter and others' participation this week. Let me thank you in advance for your cooperation and hopefully his participation in this project.

Sincerely,

C. Payne Lucas
C. Payne Lucas
President

cc: **Dr. Alexis Herman**
Special Assistant to President Clinton
Director, Office of Public Liaison

Alexis
F/I

FAX Transmission

From: Caryliss R. Weaver
Questions? Call 404 / 874 .. 5415
Fax 404 / 874 - 5415
To: Ben Johnson
Company: White House
Address:
Date: February 15, 1994
Time: 3:22 PM

ALIGNMENT STRATEGIES

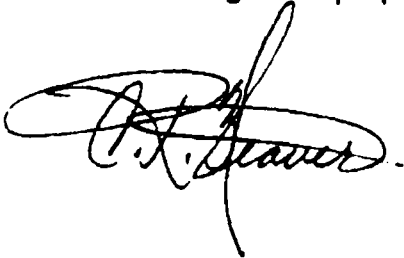
156 7th St. NE / #5
Atlanta, Ga. 30308

202 / 456-6218,
Washington, D.C.

Pages: 3 (including this one)

Message:

The following is the proposed design for the 2 week project. Please review.



PROPOSED DESIGN
GOVERNANCE for a NEW SOUTH AFRICA
Week 1

Day	Round Table	Case Study	Topic	Participants	Facilitators	Session Location	Registration
Sunday (1/2 day)			Orientation: Protocol, Training Format Overview of 2 wk. program	all Delegates	Africare and Alignment Strategies	Africare 440 R St., NW Wash., D.C.	Sponsor: Africare Location: Africare
Monday	#1		Models for Governance: White House Organization Strategy	Chiefs of Staff: Clinton, Carter & Reagan Admin. ✓	Alexis Herman Vernon Jordan	WCC	Sponsor: White House Location: White House
	#2		Galvanizing Support: External Alignment Strategy	Clinton White House Staff	(TBD) (TBD)	WCC	
Tuesday	#3		Role of Congress: Senate and House of Representatives	Rep. Kweisi Mfume Rep. Maxine Waters Sen. Carol Moseley-Braun Sen. Foley TBD	Rep. Eleanor Holmes-Norton Rev. Jesse Jackson	Wash., D.C. Capital Hill	Sponsor: Congressional Black Caucus Location: "The Hill"
		#1	NAFTA: Role of Congress & White House Staff in Passage	all Delegates	(TBD)	Capital Hill	
			Tour: Capital Hill	all Delegates	Congressional Black Caucus	Capital Hill	
Wednes.	#4		Role of Cabinet & Presidential Advisors Cabinet: Structures, Roles, Responsibilities, Interdependencies	Cabinet Secretaries: ✓ H.E.W. / Labor / Housing & Drug Czar	Hon. Nellie Hurt, Esq. (TBD)	WCC	
	#5		Presidential Advisors: Roles & Responsibilities	Presidential Advisors	Colin Powell Ann Wexler	WCC	
Thursday			Shadowing: Individualized Learning	Delegates & comparable representatives from Cabinet/White House Staff	Africare and Alignment Strategies	Capital Hill White House	
Friday			Team Building	all Delegates	Alignment Strategies	WCC	Sponsor: (NCNW) National Council of Negro Women Location: TBD
Saturday (1/2 day)			Strategic Planning Models	all Delegates	Alignment Strategies	WCC	

Legend: TBD - To Be Determined
WCC - Westfield Conference Center

PROPOSED DESIGN
GOVERNANCE for a NEW SOUTH AFRICA
WEEK 2

Day	Round Table	Case Study	Topic	Participants	Facilitators	Session Location	Facilities
Sunday			(open day)				
Monday	#1		Fiscal Policy & Budget Processes ✓	Secretary of the Treasury Office of Management & Budget Federal Reserve Council of Economic Advisors	Atty. Lewis Hult, CPA TBD or Frank Borges	WCC	
		#2	Formulation of Clinton's Economic Package	White House Staff & Advisors	Dr. Juliette Malveau	WCC	
			Exercise: Implications for a New South Africa	all Delegates		WCC	
Tuesday	#7		Trade & Commerce	Secretary of Commerce Mickey Kantor	Ernie Green (TBD)	WCC	Sponsor: Business Roundtable Location: TBD
	#8		Re-investment in S.Africa & the Business Community	Chmn. Business Roundtable Corp. Representatives Dr. Michael Bennett, South Shore Reinvestment	Clerence Ross Toni Fay LeVale Bonds	WCC	
Wednes. 8:00 a.m. to 12:00			Shadowing: Individualized Learning	Delegates & comparable representatives from Cabinet & White House	Aficare and Alignment Strategies	Capital Hill White House	
1:00 p.m.			Travel to Atlanta, Ga.	all Delegates		Depart: Wash, D.C. National Airport	
5:00 p.m.			Networking Reception	Atlanta Black Business, Political & Civil Rights Community	Aficare and Alignment Strategies		Sponsor: TBD Location: TBD
7:45 p.m.							Beachball Game (optional)
Thursday 8:00 a.m.			Private Breakfast and Q & A with Jimmy Carter	all Delegates	Aficare and Alignment Strategies	Atlanta, Ga.	TBD
9:30 a.m.		#3	Major Government Change Movements	all Delegates	TBD		
			Tour: Carter Center				
12:30 a.m.			Lunch: Atlanta Business Community	all Delegates	Aficare and Alignment Strategies	Atlanta, Ga.	TBD
3:00 p.m.			Meet with Coretta Scott-King Tour: M.L.K. Center	all Delegates	M.L.K. Staff	Martin Luther King Center	
6:00 p.m.			Travel to Wash., D.C. Dulles Airport	all Delegates	Aficare and Alignment Strategies	Depart: Atl. Airport	
Friday			Putting It All Together Debrief & Implement Planning Process	all Delegates	Aficare and Alignment Strategies	WCC	TBD
Saturday (1/2 day)			Review & Closeout (discuss Friday's project)	all Delegates	Aficare and Alignment Strategies	WCC	Sponsor: Aficare Location: Aficare

LEGEND: TBD - To Be Determined
WCC - Woodfield Conference Center



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*Theris**FI/I**ben*

DATE: March 1, 1994

AFRICARE FACSIMILE TRANSMISSION

TO: (Company) Office of Public Liaison

MAR - 1 1994

(Person) Ben Johnson

FAX #: 202-456-6218

SENDER: Cynthia Ferguson for C. Payne Lucas *Clark*

Number of Pages (Including this one): 2

MESSAGE: Ben, attached please find the revised letter we discussed. If
it meets with your approval, please give me a call and let me
know. If it still needs changes, please mark it up; I'll make
revisions immediately. We are still aiming to get this out by
fax today with hard copies to follow in the mail.

Thanks. *Cynthia*
(AID)

Note: The Mission Director From South Africa has
seen the letter & it meets with his approval.

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contact sender at (202) 462-3614.

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DRAFT #3**February 25, 1994**

by fax: 202-

Dear (cabinet member or senior administration official):

I would like to request your participation in an urgent program Africare is developing at the request of Nelson Mandela.

We are providing exposure to American governance issues for individuals assuming leadership positions in the new South Africa. The program is funded by the U.S. Agency for International Development (USAID) and fits within the context of American policy initiatives promoting democratization in nations around the world. The USAID mission in South Africa and our American ambassador there are delighted at the prospect of White House and Cabinet level participation in this effort. Dr. Alexis Herman of the White House Office of Public Liaison has also agreed to assist us.

In the project's first phase, we have already facilitated effective meetings between designates for regional Premierhips and their counterparts, American governors. In the second phase, we will work with individuals slated to hold cabinet level positions in a newly elected government; presumably, Mr. Mandela's senior staff. In the interest of both the U.S. and South Africa, it is essential that these emerging leaders have contact with their counterparts in the U.S. government.

We want to give democracy every chance to succeed in South Africa. We are all mindful of the priority assigned to this, as mentioned by President Clinton in his State of the Union address. Your participation in this momentous event would contribute significantly to that cause. We would therefore like to ask you to address the delegation on a date to fall between March 15 and 23, and to consider setting up a structured visit for one or more individuals to your agency during the same period. We will soon send you a request for a specific date, and additional briefing materials to provide you with more information about the program.

The Office of Public Liaison has requested that scheduling for this program be coordinated through Cabinet Affairs. Let me thank you in advance for your interest and hopefully your participation in this very timely project.

Sincerely,

/s/

C. Payne Lucas
President

"Improving the quality of life in rural Africa through the development of water resources, increased food production and the delivery of health services."

FAX

DATE: March 1, 1994

TO: Ben Johnson, Office of Public Liaison

PHONE: 456-2930

FAX NUMBER: 456-6218

FROM: John F. Hicks, AID Africa Bureau

PHONE: 647-9232

FAX NUMBER: 647-7621

NUMBER OF PAGES (INCLUDING COVER): 4

MESSAGE:

As requested.

Please deliver upon receipt.



U.S. AGENCY FOR
INTERNATIONAL
DEVELOPMENT

MAR 1 1994

MEMORANDUM

Assistant
Administrator
for Africa

TO: MacArthur DeShazer Sr.
Director, African Affairs
National Security Council

FROM: AA/AFR, John F. [Signature]

SUBJECT: Training Program for Senior South African
Officials

Attached, per your request, is a summary of the training program which Africare will carry out under a \$2.0 million USAID/South Africa grant. This activity, the first in a series of training programs, will be of vital importance in providing key South African officials with the knowledge needed to get off to an early and effective start after the elections and the installation of a new government. USAID would greatly appreciate any assistance which you and other members of the White House staff provide in support of this effort.

The USAID/South Africa Training for Governance Project

Background

The elections scheduled for April 26-28, 1994, will mark the beginning of the end of decades of white rule and institutionalized racism in South Africa. The elections are also expected to produce a long-delayed victory for the majority population, resulting in the election of a president and a number of key officials at the national and regional levels from the majority population. This newly elected democratic government will come under immediate pressure to deliver an expanded stream of goods and services to its supporters as well as demonstrate its commitment to open, transparent and participatory government. This will represent a major challenge for political organizations who have not had hands-on practical experience in governance and public administration. Indeed, how well the new government performs when it assumes power will have an impact on the stability of democracy in South Africa.

Project Objectives

In late November 1993, the ANC, at the request of Dr. Nelson Mandela, approached USAID/South Africa about the possibility of training future regional officials in governance and public administration. In subsequent discussions between the USAID and the ANC, that proposal was refined to include up to 14 or more high-level advisors to Mr. Mandela, as well as a program of internships and short-term study for possible future regional and local government officials. Africare, which had already submitted a proposal to USAID/South Africa for public sector training, took the lead in developing a proposal for a three-year non-partisan governance support training program for personnel likely to hold high positions in a future government and for future regional administrators, including the equivalent of governors.

One activity has already been completed under this project. This activity, completed in February, provided training for five people, both ANC and PAC, (Pan African Congress), including two Provincial Premiers (State Governor equivalents).

The current activity being planned is for ANC personnel. Among the persons to be trained for the President's Office are the ANC Advisor on Budget and Finance; the National Security Advisor; the Chief of Staff; the head of the Public Service; the Press Secretary; and the Secretary for Public Liaison. Your assistance is being requested to arrange meetings for this latter activity.

The entire three-year training program will focus on leadership development across the political spectrum of the majority population in South Africa, providing national and regional

leaders with practical and results-oriented training, in both the U.S. and South Africa, in the principles of effective governance. To accomplish this objective, the program will utilize leaders and distinguished thinkers/practitioners from a wide variety of leadership areas in the U.S. to serve as principal contacts and resource persons. They will include former U.S. government officials, high-ranking incumbents, and program administrators whose experience and insights will be of great utility to South Africa's new leaders. Support for this program is wholly consistent with the leadership role that the United States has taken in support of the democratic transition in South Africa. In FY 1994, USAID/South Africa is expected to obligate some \$24.8 million, including \$2.0 million for this activity, in support of elections assistance, violence mitigation, and governance activities. After the April elections, we expect to continue our support for the consolidation of democracy in South Africa.

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Chairman, American Chemical Services Co.

JOHN L. WITHERS, Ph.D.**President:****C. PAYNE LUCAS**

Africare®

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Telephone: (202) 462-3614 • Fax: (202) 387-1034 • Telex: 64239

February 17, 1994

Dr. Alexis Herman
Assistant to the President
Director, Office of Public Liaison
The White House
1600 Pennsylvania Avenue NW
Washington, DC 20500

Dear Dr. Herman,

I would like to enlist your support for an extremely urgent program
Africare is developing in relation to the changes taking place in South
Africa.

This is a multi-phase project providing exposure to American
governance issues for individuals expected to assume leadership
positions in the new South Africa. It is funded by USAID and will be
implemented by Africare. This program should be seen within the
context of U.S. policy initiatives supporting movement towards
democratization in nations around the world. It has a priority position
within AID's southern Africa portfolio, and given the nature of the
changes taking place in South Africa, it has enormous impact potential.

Participation prior to the April elections is open to designated
representatives of all political parties officially recognized within South
Africa. Beyond the elections, this will be a two to three year project in
which we will conduct training programs for South African civil
servants working at all levels within a new government. The USAID
mission in South Africa and our American ambassador there are
delighted at the prospect of White House and Cabinet level participation
in this program.

The first phase, for which we seek your help, involves providing
training for individuals slated to hold cabinet level positions within a
newly elected government. It is imperative that these leaders have
contact with their counterparts in the U.S. administration.
Furthermore, participation of senior members of the White House staff

and individuals at the Cabinet and subcabinet levels will strengthen the Clinton Administration's resolve to maximize opportunities for a successful democratic transition in South Africa.

Please recognize that putting together a program of this sort requires the utmost in flexibility from all of us, since the scenario in South Africa is changing minute by minute. These are major players, and election preparations understandably wreak havoc with their schedules. At this point we expect the delegation will arrive in Washington on March 7. We estimate they will remain here approximately ten days. However, we still await final confirmation on all details from USAID/South Africa.

Thank you for your assistance. We will advise you immediately should we learn of any changes.

Sincerely,



C. Payne Lucas
President

cc: Mr. Steve Hilton
Mr. Ben Johnson
Ms. Flo McAfee
Dr. Vanessa Weaver

PROPOSED DESIGN
GOVERNANCE for a NEW SOUTH AFRICA
1 WEEK CONTINGENCY PLAN

Day	Round Table	Case Study	Topic	Participants	Facilitators	Session Location	Reception
Sunday			Orientation: Protocol, Training Format, Overview Team Building	all Delegates	Africare and Alignment Strategies	Africare	Africare
Monday	#1		Models for Governance White House Organization Strategy Plan for 30-60-90days Departmental Structure & Interdependence Communication System Employment Policy: Political Appts. vs. Civil Service Affirmative Action/Diversity & EEO Protocol/Access/Conflict of Interest	Mack McLarty, Chief of Staff to President David Gergen, Consultant to President Phil Lader, Deputy Chief of Staff Veronica Biggins, Asst. to Pres.-Presidential Personnel Ann Wexlar,	Alexis Herman Vernon Jordan Connie Newman	White House	White House (optional)
	#2		Galvanizing Support External Alignment Strategy How to position the President and the Presidential Agenda in the Public How to gain support of organizations and the public How to develop ongoing support systems to advance the Presidential Agenda How to access the President	Alexis Herman, Dir. Office of Public Liaison Reps. from White House Staff	TBD TBD	White House	
Tuesday	#3		Federalism Role & Relationship of Congress to the President, and Presidential Agenda Relationship of Federal, State and Local govts. Constitution Interpretation, Application and the Role of the Presidency, Congress and the Judicial System	Congressman Kweisi Mfume Congresswoman Maxine Waters Congressman Foley Senator Carol Moseley-Braun Key Leadership Committee on Africa Gordon Hoxie, Ctr. for Study of the Presidency	Rep. Eleanor Holmes - Norton Rev. Jesse Jackson	Hotel or Capital Hill	Congressional Black Caucus
	#4		Cabinet & Presidential Advisors Cabinet: Structure, Roles, Responsibilities and Interdependencies Presidential Advisors: Roles & Responsibilities	Cabinet Secretaries: H.U.D., H.H.S., Educ. Commerce, Treasury, Labor, Housing Agriculture, Energy, Interior, Justice Administration Advisors Jodie Powell	Hon. Nellie Hutt, Esq. TBD Ann Wexlar Vernon Jordan	Hotel Hotel	
	#1		Presidential Economic Package: Role of Congress & White House in Passage	Roger Altman, Deputy Secy. of Treasury Congressman Gephardt	Wilhelm, Dir. Democratic Natl. Committee (DNC)	Hotel	
Wednesday			Shadowing: Individual Learning Experience	President's Cabinet Depts. White House Staff Presidential Advisors	Africare Alignment Strategies	Capital Hill White House	
Thursday	#5		Fiscal Policy & Budgetary Process Facets of a comprehensive policy	Secretary of Treasury Dir. Office of Management & Budget Federal Reserve Chr., Council of Economic Advisors Ed Knight, Exec. Secy. to Secy. of Treasury Chris Edley, Dept. of Housing Committee on the Budget, Capital Hill	Atty. Lewis Hutt, C.P.A. Frank Borges Monica Walker	Hotel	
	#2		Formulation Clinton's Economic Package	Gene Spurling, Deputy Asst. to President Natl. Economic Council	Dr. Juliette Malveaux	Hotel	
	#6		Trade & Commerce Developing a Strategic Plan for Trade and Investment Obtaining Favorable Trade Status Qualification for Foreign Assistance	Ron Brown, Secretary of Commerce Hon. Mickey Kantor, Ambassador U.S. Trade Representative	Ernie Green Lou Holland TBD	Hotel	
Friday	#7		National Security and Domestic Security International Policies and Programs Developing a Strategic Plan Communication/Information Network Domestic Policies and Programs <i>Waging a War on Crime</i> Drugs Communication/Information Network Judicial System	Sandy Bergman, National Security Council Nancy Suderberg, National Security Council Honorable Donald McHenry Honorable Andrew Young John Hopkins University Georgetown University Leo Brown, Drug Czar Janet Reno, Attorney General Ron Noble, Under Secy. - Dept. of Treasury	TBD TBD TBD TBD	Hotel Hotel	
	#8		Tour: Pentagon Communications Role of the Press Impact on the Image of the Presidency Source of Information Gathering and Dissemination of Information to the Public Information Systems Utilizing for Decision Making & Planning Strategic Planning Models	Dorothy Gilliam, Natl. Assoc. of Black Journalists Networks: CNN, CBS, NBC, ABC & BET Mark Gearren, Dir. of Communications-White House Joe Davidson, Wall Street Journal U.S. Information Agency Wire Services TBD	Africare TBD TBD TBD TBD	Pentagon Hotel Hotel	
Saturday			Pulling it All Together: Implementing the Planning Process		Africare Alignment Strategies	Hotel	

WEEK 1

**GOVERNANCE
for the
NEW SOUTH AFRICA**

Sunday

Getting On Board

Orientation

Protocol

Overview of 2 Week Program

Training Format

Facilitators

Africare

Alignment Strategies

Reception

Hosted by Africare

Monday

Models for Governance

Round Table 1

White House Orientation Strategy

Plan for First 30 - 60 - 90 Days

Departmental Structure & Interdependence

Communication Systems

Employment Policy:

Political Appointments vs. Civil Service

Affirmative Action/Diversity/EEO

Participants

Mack McLarty, Chief of Staff to President

David Gergen, Consultant to President

Phil Lader, Deputy Chief of Staff

Ann Wexlar

Facilitators

Alexis Herman, Director Office Public Liason

Vernon Jordan, First Friend of the President

Connie Newman

TOUR

White House

Round Table 2

Galvanizing Support: External Alignment Strategy

Positioning the President & Presidential Agenda in the Public

Gaining Support of Organizations & Public for the Presidential Agenda

Developing Ongoing Support Systems to Advance the Presidential Agenda

Obtaining Access to the President

Participants

Alexis Herman, Director Office of Public Liason

Representatives from White House Staff

Facilitators

TBD

TBD

Reception

Hosted by the White House

Tuesday
Federalism
Round Table 3

Role of Congress and the Judicial System

Role & Relationship with the Presidency

Intricacies of the Legislative Process

Relationship of Federal, State and Local Governments

Constitution and the Presidency, Congress and the Judicial System

Participants

Congressman Kweisi Mfume

Congresswoman Maxine Waters

Congressman Foley

Senator Carol Moseley - Braun

Gordon Hoxie, Center for Study of the Presidency

Key Leadership of the Committee on Africa

Facilitators

Congresswoman Eleanor Holmes-Norton

Reverend Jesse L. Jackson

Case Study 1

Clinton Economic Package: Role of Congress & White House In Passage

Participants

Roger Altman, Deputy Secy. of Treasury

Congressman Gephardt

Facilitators

Robert Wilhelm, Dir. Democratic National Committee

Round Table 4

Domestic Crime Programs and Policies

Waging a War on Crime

Illegal Drugs in the Community

Communication & Information Network

Participants

Leo Brown, Drug Czar

Honorable Janet Reno, Attorney General

Ron Noble, Under-Secy. Department of Treasury

Tour

Capital Hill

Reception

Hosted by the Congressional Black Caucus

Wednesday
Presidential Advisors, Cabinet and National Security
Round Table 5

Presidential Cabinet

Cabinet: Structure, Roles, Responsibilities & Interdependencies

Participants

Cabinet Secretaries

*H.U.D., H.E.W., Education, Treasury, Commerce, Housing,
Labor, Agriculture, Energy, Interior, Justice, Transportation*

Facilitators

Honorable Nellie Hutt, Esq.

TBD

Round Table 6

Presidential Advisors

Role and Responsibility in Developing Policy

Responsibility for Advancing the Presidential Agenda

Relationship to the Cabinet and Congress

Participants

Clinton Administration Advisors

Jodie Powell

Facilitators

Ann Wexler

Vernon Jordan

Round Table 7

National Security

International Policies and Programs

Developing a Strategic Plan

Communication and Information Network

Participants

Colin Powell

John Hopkins University

Georgetown University

Honorable Donald McHenry

Sandy Bergman, National Security Council

Honorable Andrew Young

Nancy Suderberg, National Security Council

Facilitators

TBD

TBD

Tour

Pentagon

Thursday
Shadowing

Individualized Learning Experience

*First Hand Observation of the Delegates Counterpart in the
White House and on Capital Hill*

Participants
*Presidential Cabinet Depts.
White House Staff
Presidential Advisors*

Facilitators
*Africare
Alignment Strategies*

Friday
Team Building

Working as a Homogeneous Group

Reaching Consensus

Participants
All Delegates

Facilitators
*Africare
Alignment Strategies*

Reception
Hosted by the National Council of Negro Women

Saturday
Strategic Planning Models

Utilizing Planning Models

Participants
all Delegates

Facilitators
Alignment Strategies

Proposal for Shadowing: Individualized Learning Experience

INDIVIDUALS/GROUP(S)	LOCATION	OBJECTIVE
Cabinet Secretaries or Director	Cabinets White House Staff	<i>Private Meeting (appx. 1 hr.)</i> departmental structure Leadership Role positioning dept. to advance Presidential Agenda developing a strategic plan
Deputy Secretaries or Deputy Assistants	Cabinets White House Staff	<i>Private Meeting (appx. 1 hr.)</i> role in support of Cabinet Secy./Director/advance President's agenda key responsibilities / accountability responsibilities of individual departments & interdependence implementation of the departments' strategic plan communication / press
Fiscal/Budget Secretaries or OPM	Cabinets White House Staff	<i>Private Meeting (appx. 1 hr.)</i> key responsibilities/accountability facets of budget:development through approval how area interfaces with other functions in department
EEO/Diversity Directors or Personnel Director	Cabinets White House Staff	<i>Private Meeting (appx. 1 hr.)</i> key responsibilities / accountability create environment conducive to valuing differences, fosters equal opportunity, includes balanced representation of individuals with different tribal/cultural backgrounds; religion;gender;race; develop & administer non-biased evaluation/compensation systems
Key Leadership	Cabinets White House Staff	<i>Group Presentations</i> How view role in support of Cabinet Secretary or Director in advancing the Presidential Agenda Specic projects to advance the Presidential Agenda
	Cabinets White House Staff	<i>Tour</i>

Proposal for GOVERNANCE of the NEW SOUTH AFRICA
(this proposed format can be applied to all Cabinets and departments of the White House)

WEEK 2

**GOVERNANCE
for the
NEW SOUTH AFRICA**

Sunday

Open Day

No Scheduled Activities

Monday

Round Table 8

Fiscal Policy and Budgetary Processes

Key Parts and Players in Developing the Budget

Determining the Priorities

Balancing the Budget

Developing a Comprehensive Package

Participants

Dept. of the Treasury

Ed Knight, Exec. Secy. to Secy. of Treasury

Hon. L. Panetta, Dir. Office of Management & Budget

Hon. Laura Tyson, Chr. Council of Economic Advisors

Chris Eadley, Jr., Asst. Dept. of Housing

Capital Hill Committee on the Budget

Facilitators

Atty. Lewis Hutt, C.P.A.

Frank Borges

Case Study 2

Formulation of Clinton's Economic Package

Participants

Gene Spurling, Deputy Asst. to President,

National Economic Council

Facilitator

Dr. Juliette Malveaux

Exercise 1

Implications for a New South Africa

Facilitator

Dr. Juliette Malveaux

Tuesday

Round Table 9

Trade and Commerce

Developing a Strategic Plan

for Trade and Investment

Obtaining Favorable Trade Status

Qualifying for Foreign Assistance

Relationship with Trade Bloc Countries

Participants

Secretary of Commerce, Hon. Ron Brown

Hon. Mickey Kantor, Ambassador U.S. Trade Representative

Facilitators

Ernie Green

Lou Holland

TBD

Round Table 10

Corporate Reinvestment in South Africa

Criteria for Reinvestment

Participants

National Association of Manufacturers

Small Business Legislative Council

National Association of Minority Contractors

Business Round Table

Dr. Michael Bennett, South Shore Reinvestment

Facilitators

Toni Fay

Clarence Ross

LaValle Bonds

Reception

Hosted by the Business Round Table

Wednesday

Shadowing

Individualized Learning Experience

First Hand Observation of the Delegates Counterparts in the

White House and on Capital Hill

Participants

Presidential Cabinet Departments

White House Staff

Presidential Advisors

Facilitators

Africare

Alignment Strategies

Atlanta, Georgia

Networking Reception

Hosted by TBD

Atlanta's Black Business, Political and Civil Rights Community

Thursday

Atlanta, Ga.

Question and Answer Session

Private Breakfast with Former President Jimmy Carter

Case Study 3

Major Government Change Movements

Carter Center

Participants

*Honorable Andrew Young
TBD*

Facilitator

TBD

Tour

Carter Center

Lunch

*Atlanta Business Community
Hosted by TBD*

Discussion

Impact and Importance of the Center for Non-Violent Change

presented by Coretta Scott - King

Tour

Martin Luther King Center

Friday

Pulling It All Together

Debrief

Implement the Planning Process

Participants

all Delegates

Facilitators

*Africare
Alignment Strategies*

Saturday

Review and Close-Out

Discuss Planning Project

Participants

All Delegates

Facilitators

*Africare
Alignment Strategies*

Reception

Hosted by Africare

Additional Round Table Topics

Round Table 11

Press and the Presidency

Impact on the Image of the Presidency

Source of Information Gathering

and Dissemination of Information to the Public

Participants

Mark Gearon, Director of Communications - White House

Joe Davidson, Wall Street Journal

CNN, CBS, NBC, ABC & BET

Joe Duffy, U.S. Information Agency

Wire Services

Dorothy Gilliam, Pres. National Association of Black Journalists

Facilitators

TBD

TBD

Round Table 12

Communication and Information Systems

Utilizing Systems for Decision Making and Planning Purposes

Participants

TBD

Facilitators

TBD

TBD

Sunday

Getting On Board

Orientation

Protocol

Overview of 2 Week Program

Training Format

Facilitators

Africare

Alignment Strategies

Reception

Hosted by Africare

Monday

Models for Governance

Round Table 1

White House Orientation Strategy

Plan for First 30 - 60 - 90 Days

Departmental Structure & Interdependence

Communication Systems

Employment Policy:

Political Appointments vs. Civil Service

Affirmative Action/Diversity/EEO

Participants

Mack McLarty, Chief of Staff to President

David Gergen, Consultant to President

Phil Lader, Deputy Chief of Staff

Ann Wexler

Facilitators

Alexis Herman, Director Office Public Liason

Vernon Jordan, First Friend of the President

Connie Newman

TOUR

White House

Round Table 2

Galvanizing Support: External Alignment Strategy

Positioning the President & Presidential Agenda in the Public

Gaining Support of Organizations & Public for the Presidential Agenda

Developing Ongoing Support Systems to Advance the Presidential Agenda

Obtaining Access to the President

Participants

Alexis Herman, Director Office of Public Liason

Representatives from White House Staff

Facilitators

TBD

TBD

Reception

Hosted by the White House

Tuesday
Federalism
Round Table 3

Role of Congress and the Judicial System

Role & Relationship with the Presidency

Intricacies of the Legislative Process

Relationship of Federal, State and Local Governments

Constitution and the Presidency, Congress and the Judicial System

Participants

Congressman Kweisi Mfume

Congresswoman Maxine Waters

Congressman Foley

Senator Carol Moseley - Braun

Gordon Hoxie, Center for Study of the Presidency

Key Leadership of the Committee on Africa

Facilitators

Congresswoman Eleanor Holmes-Norton

Reverend Jesse L. Jackson

Case Study 1

Clinton Economic Package: Role of Congress & White House in Passage

Participants

Roger Altman, Deputy Secy. of Treasury

Congressman Gephardt

Facilitators

Robert Wilhelm, Dir. Democratic National Committee

Round Table 4

Domestic Crime Programs and Policies

Waging a War on Crime

Illegal Drugs in the Community

Communication & Information Network

Participants

Leo Brown, Drug Czar

Honorable Janet Reno, Attorney General

Ron Noble, Under-Secy. Department of Treasury

Tour

Capital Hill

Reception

Hosted by the Congressional Black Caucus

Wednesday
Presidential Advisors, Cabinet and National Security
Round Table 5

Presidential Cabinet

Cabinet: Structure, Roles, Responsibilities & Interdependencies

Participants

Cabinet Secretaries

*H.U.D., H.E.W., Education, Treasury, Commerce, Housing,
Labor, Agriculture, Energy, Interior, Justice, Transportation*

Facilitators

Honorable Nellie Hurt, Esq.

TBD

Round Table 6

Presidential Advisors

Role and Responsibility in Developing Policy

Responsibility for Advancing the Presidential Agenda

Relationship to the Cabinet and Congress

Participants

Clinton Administration Advisors

Jodie Powell

Facilitators

Ann Wexler

Vernon Jordan

Round Table 7

National Security

International Policies and Programs

Developing a Strategic Plan

Communication and Information Network

Participants

Colin Powell

John Hopkins University

Georgetown University

Honorable Donald McHenry

Sandy Bergman, National Security Council

Honorable Andrew Young

Nancy Suderberg, National Security Council

Facilitators

TBD

TBD

Tour

Pentagon

**Thursday
Shadowing**

Individualized Learning Experience

*First Hand Observation of the Delegates Counterpart in the
White House and on Capital Hill*

Participants
*Presidential Cabinet Depts.
White House Staff
Presidential Advisors*

Facilitators
*Africare
Alignment Strategies*

**Friday
Team Building**

Working as a Homogeneous Group

Reaching Consensus

Participants
All Delegates

Facilitators
*Africare
Alignment Strategies*

Reception
Hosted by the National Council of Negro Women

**Saturday
Strategic Planning Models**

Utilizing Planning Models

Participants
all Delegates

Facilitators
Alignment Strategies

Proposal for Shadowing: Individualized Learning Experience

INDIVIDUAL GROUP	LOCATION	OBJECTIVE
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Deputy Secretaries or Deputy Assistants	Cabinets White House Staff	<i>Private Meeting (appx. 1 hr.)</i> role in support of Cabinet Secy./Director/advance President's agenda key responsibilities / accountability responsibilities of individual departments & interdependence implementation of the departments' strategic plan communication / press
Fiscal/Budget Secretaries or OPM	Cabinets White House Staff	<i>Private Meeting (appx. 1hr.)</i> key responsibilities/accountability facets of budget: development through approval how area interfaces with other functions in department
EEO/Diversity Directors or Personnel Director	Cabinets White House Staff	<i>Private Meeting (appx. 1hr.)</i> key responsibilities / accountability create environment conducive to valuing differences, fosters equal opportunity, includes balanced representation of individuals with different tribal/cultural backgrounds; religion; gender; race; develop & administer non-biased evaluation/compensation systems
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Proposal for GOVERNANCE of the NEW SOUTH AFRICA
(this proposed format can be applied to all Cabinets and departments of the White House)

**PROPOSED DESIGN
GOVERNANCE for a NEW SOUTH AFRICA
1 WEEK CONTINGENCY PLAN**

Day	Round Table	Case Study	Topic	Participants	Facilitators	Session Location	Reception
Sunday			Orientation: Protocol, Training Format, Overview Team Building	all Delegates	Africare and Alignment Strategies	Africare	Africare
Monday	#1		Models for Governance White House Organization Strategy Plan for 30-60-90days Departmental Structure & Interdependence Communication System Employment Policy: Political Appts. vs. Civil Service Affirmative Action/Diversity & EEO Protocol/Access/Conflict of Interest	Mack McLarty, Chief of Staff to President David Gergen, Consultant to President Phil Lader, Deputy Chief of Staff Veronica Biggins, Asst. to Pres. - Presidential Personnel James Baker	Africare Vernon Jordan Connie Newman	White House	White House (optional)
	#2		Galvanizing Support: External Alignment Strategy How to position the President and the Presidential Agenda in the Public How to gain support of organizations and the public How to develop ongoing support systems to advance the Presidential Agenda How to access the President	Alexis Herman, Dir. Office of Public Liason Reps. from White House Staff	TBD TBD <i>Ann Wapner</i>	White House	
Tuesday	#3		Federalism Role & Relationship of Congress to the President, and Presidential Agenda Relationship of Federal, State and Local govts. Constitution: Interpretation, Application and the Role of the Presidency, Congress and the Judicial System	<i>no Hamilton</i> Congressman Kwesi Muneo Congresswoman Maxine Waters Congressman Foley Senator Carol Moseley-Braun Key Leadership Committee on Africa Gordon Hoxie, Ctr. for Study of the Presidency	Rep. Eleanor Holmes - Norton Rev. Jesse Jackson	Hotel or Capital Hill	Congressional Black Caucus
	#4		Cabinet & Presidential Advisors Cabinet: Structure, Roles, Responsibilities and Interdependencies Presidential Advisors: Roles & Responsibilities	Cabinet Secretaries: H.U.D., H.H.S., Educ. Commerce, Treasury, Labor, Housing Agriculture, Energy, Interior, Justice Administration Advisors - <i>current</i> James Baker <i>Bi-Partisan</i>	Hon. Nellie Hutt, Esq. TBD <i>John Powell</i> Vernon Jordan <i>?</i>	Hotel Hotel	
	#1		Presidential Economic Package: Role of Congress & White House in Passage	Roger Altman, Deputy Secy. of Treasury Congressman Gephardt	Wilhelm, Dir. Democratic Natl. Committee (DNC)	Hotel	
Wednesday			Shadowing: Individual Learning Experience	President's Cabinet Depts. White House Staff Presidential Advisors	Africare Alignment Strategies	Capital Hill White House	
Thursday	#5		Fiscal Policy & Budgetary Process Facets of a comprehensive policy	Secretary of Treasury Dir. Office of Management & Budget Federal Reserve Chr., Council of Economic Advisors Ed Knight, Exec. Secy. to Secy. of Treasury Chris Edley, Dept. of Housing Committee on the Budget, Capital Hill	Atty. Lewis Hutt, C.P.A. Frank Borges Monica Walker	Hotel	
	#2		Formulation Clinton's Economic Package	Gene Spurling, Deputy Asst. to President Natl. Economic Council	Dr. Juliette Malveaux	Hotel	
	#6		Trade & Commerce Developing a Strategic Plan for Trade and Investment Obtaining Favorable Trade Status Qualification for Foreign Assistance	Ron Brown, Secretary of Commerce Hon. Mickey Kantor, Ambassador U.S. Trade Representative	Ernie Green Lou Holland TBD	Hotel	
Friday	#7		National Security and Domestic Security International Policies and Programs Developing a Strategic Plan Communication/Information Network Domestic Policies and Programs <i>Waging a War on Crime</i> Drugs Communication/Information Network Judicial System <i>John</i> Tour: Pentagon	<i>(?) let James</i> Sandy Bergman, National Security Council Nancy Suderberg, National Security Council Honorable Donald McHenry Honorable Andrew Young John Hopkins University Georgetown University Leo Brown, Drug Czar Janet Reno, Attorney General Ron Noble, Under Secy. - Dept. of Treasury <i>Morrison Wright Graham</i>	TBD TBD <i>Delchase</i> <i>Dr. Indalene</i> <i>Morrison Wright</i> <i>Paul Schumaker</i>	Hotel Hotel Pentagon	
	#8		Communications Role of the Press Impact on the Image of the Presidency Source of Information Gathering and Dissemination of Information to the Public Information Systems Utilizing for Decision Making & Planning Strategic Planning Models	Dorothy Gilliam, Natl. Assoc. of Black Journalists Networks: CNN, CBS, NBC, ABC & BET Mark Gearen, Dir. of Communications-White House Joe Davidson, Wall Street Journal U.S. Information Agency Wire Services TBD	TBD TBD TBD TBD	Hotel Hotel Hotel	<i>Echelman</i>
Saturday			Pulling it All Together: Implementing the Planning Process		Alignment Strategies Africare Alignment Strategies	Hotel Hotel	

Name	Date
Sally Capton	2/25/16 Counsel