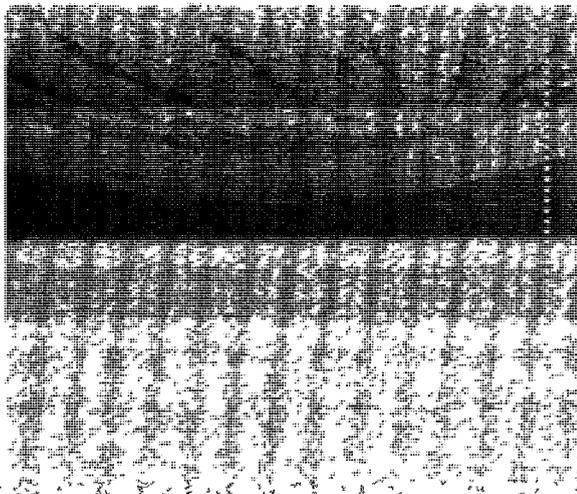


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**REPORT**

**NDI SOUTHERN AFRICA**

**Regional Staff Consultations  
December 13-15, 1996**

## **TABLE OF CONTENTS**

|   | <b>Page</b> |
|---|-------------|
| <b>COUNTRY REPORTS</b>  | <b>2</b>    |
| <b>REGIONAL LOGISTICS REPORT</b>  | <b>5</b>    |
| <b>REVIEW OF MATERIALS</b>  | <b>7</b>    |
| <b>TRAINING SESSION:<br/>PROGRAM PLANNING, MANAGEMENT AND REPORTING</b>                                 |             |
| <b>Part One: How to Plan and What Tools to Use</b>  | <b>13</b>   |
| <b>Part Two: Scenario Exercise</b>  | <b>19</b>   |
| <b>ETHICS CODES</b>   | <b>19</b>   |
| <b>REMARKS BY USAID DIRECTOR AARON WILLIAMS:<br/>“The Strategy Behind USAID’s Strategic Objectives”</b> | <b>21</b>   |
| <br>  |             |
| <b>ATTACHMENTS</b>  |             |
| <b>A: ATTENDEES</b>   |             |
| <b>B: AGENDA</b>  |             |
| <b>C: CONFERENCE CHECKLIST</b>  |             |
| <b>D: LOGISTICS CHECKLIST</b>   |             |

**I****n****t****r****o****d****u****c****t****i****o****n**      The country staff from the National Democratic Institute for International Affairs (NDI) Southern Africa Team (SAT)'s programs in Angola, Malawi, Mozambique, Namibia and South Africa convened for the regional staff consultations from December 13 to 15, 1996. Thirty-five resident staff (Attachment A Attendees) assembled at the Valley Lodge, Magaliesburg, South Africa. In addition to the in-country staff, others who attended included Senior Consultant Ed Brown and Program Assistant Sheila Oh from Washington, Trainer Fran Farmer from Kenya, and United States Agency for International Development (USAID)/South Africa Director Aaron Williams and representatives from Concorde Travel from South Africa. The resident staff meets periodically (twice a year) in the region. The agenda for each meeting focused on one area of program substance and administration, and profiled one country. At this retreat the agenda was primarily dedicated to parliamentary ethics (substance), program planning, management and reporting (administration), and Mozambique (country profile) (Attachment B Agenda).

Regional Director Pat Keefer opened the consultations on Friday afternoon with a review of the agenda, followed by brief reports from each country in the region. Staff members chaired each session, with one or more presenters and an assigned rapporteur per session. Shelley Dryden compiled this report from the submissions of the rapporteurs. It will be used as a briefing paper for the SAT regional meeting of the Washington staff in January 1997.

**S****t****a****f****f****T****r****a****n****s****i****t****i****o****n****s**      Since the February 1996 regional retreat there were several staff changes, both in Washington and in the field.

Angola **Luiz Viera** joined the new Angola Office as program officer responsible for logistics, and **Carrie Manning** took a brief leave period, to finish her doctoral dissertation before starting as the program director in February 1997, while Washington-based program officer **Carmen Lane** worked in the field for two months during Carrie's absence.

Malawi **Traci Cook** departed the Malawi Office and **Consuela Brown** became program director, **Adrian Muunga** moved from Zambia to Malawi to be program officer and to work with the civil society component of the program, **Gillian Flies** relocated from Malawi to work for NDI/Ghana in West Africa, and **Bradley Austin** started as program officer responsible for the parliamentary aspects of the program to replace **Brent Preston** who departed Malawi.

Mozambique **Raquel Sa** left the Mozambique Office and was replaced by **Ana Soares** as office manager, **Angela Abdula** was hired as a program officer, and **John Karren** relocated from NDI/Armenia to be program officer for the new constituency outreach project.

Namibia **Erica Hipondoka** started as receptionist and **Rosemary /Uises** was promoted to staff assistant, **Richard Klein** was permanently relocated as program assistant in the field, Program Assistant **Michael Jimmy** left the Namibia Office, **Achieng Akumu** was hired to be program officer/parliamentary trainer, and Program Officer/Parliamentary Trainer **Jean Lavoie** will depart Namibia in January.

South Africa **Raymond Schuller** and **Urshula Lottering** were hired as program assistants, Raymond in Cape Town and Urshula in Johannesburg, **David Stearns** relocated from Zambia to the Cape Town Office, **Patrick Henry** was promoted to program officer, focusing on campaign finance and ethics, **Nume Mashinini** was hired as program assistant in the Johannesburg Office and departed in December to start journalism school, **Smydge Perry** took leave to apply for law school and is scheduled to resume her responsibilities with the South Africa program in February, **Silas Lamola** switched from working for the South African Democracy Support Project (SADSP) Secretariat to become regional program assistant, **Thuli Nkosi** was hired as administrative assistant while **Sam Kgeledi** became office manager for the SADSP, **Roger Berry** was promoted to program coordinator of the South Africa program, **Gafsa Mohammed**, office manager in Cape Town, started her maternity leave, with **Valma Hendricks** taking her place, **Malcolm Abrahams** joined the South Africa program as program officer for evaluations and monitoring, spending 60% of his time in Cape Town and 40% in Johannesburg, and **Shelley Dryden** will remain in the Johannesburg Office and assume responsibilities for special projects in the region, especially with regards to computers, graphics and high technology.

Zambia **Rob Black** returned to the US after the July 1 closing of the Zambia Office, and **Christina Sikanyika** (office manager) and **Branel Mwangela** (program assistant) left NDI with the close of the Zambia Office

Washington **Ryan McCannell** and **Sheila Oh** were each hired as program assistants for South Africa, **Eric Happel** became the program assistant for Namibia, **Jeannette Goehring** (program assistant) and **Chris Gomes** (program officer) focused more of their work on Malawi, with the closing of the Zambia Office, **Ashley Frasier** left Washington as program assistant for South Africa, **Elizabeth Zervos** (Angola/Mozambique program assistant) departed Washington to work in NDI/Nepal in Asia, and **Andy Castonguay** was hired to be the program assistant for Angola and Mozambique

## COUNTRY REPORTS

NDI Senior Consultant Ed Brown chaired this session, with each country team summarizing developments in their respective projects since the last consultations in February 1996. Each program director presented a brief overview of current activities related to political developments in the country. Mozambique, as the profiled country, gave a more detailed report, while the Namibia report focused on the development of the Parliamentary Research and Library Service (PARLS)

### COUNTRY PROFILE: MOZAMBIQUE

NDI established its in-country presence in 1993, though there were a number of smaller activities prior to this date. Eighteen years of civil war destroyed the infrastructure of the country. The peace accord was signed by FRELIMO and RENAMO in 1992 which began a two-year war-to-peace transition culminating in general elections. NDI carried out voter education programs for these elections using a network of 200 trainers conducting voting simulations. The current program follows on these activities. Nearly 90 percent of the population voted in the 1992 elections. However, because the majority of the population is rural and illiterate with little to no understanding of the concept of multiparty democracy most people voted for peace rather than actual political parties. The current program, a cooperative agreement with USAID, addresses the need for civic education.

During the course of the 1996 program NDI conducted two focus group surveys, civic education training, NGO seminars, citizens forums, and constituency outreach (all mainly conducted in the four central provinces). The 1997 program will concentrate on the other regions. The backbone of NDI's program is the trainer network composed of forty trainers, who are used in all the areas of program work.

*Civic education* has concentrated on the concepts of a multiparty system, democracy, and the structure and function of the state. The sessions have been carried out with the aid of a kit that NDI produced. These sessions used a storyboard that develops the definition of democracy and a database that was set up for reporting on the sessions. NDI also wrote and produced a song entitled "What is Democracy." During the sessions the structure and function of the state was broken down to explain the tasks of the assembly and the powers of the legislature versus those of the Executive Branch. The trainers coordinate all these sessions plus the training of trainers with the help of a corp of volunteers. The focus group reports indicate that there has been an increase in knowledge on these subjects.

The *NGO seminars* have taken place with no outside presence and have successfully covered such topics as the use of local resources, coalition building, advocacy work, the right to petition, the use of the press, and citizens forums.

*Citizens forums* have drawn participants from church groups, business associations, political parties and local government, and, have improved the constituency outreach of members of parliament (MPs). Some of the issues raised were privatization, land laws, human rights abuses, revisions to the Constitution, and the rights of women. These events have also given the public a good opportunity to see and hear the non-elected deputies.

**Constituency outreach** for parliamentarians is the newest component to the program. Activities will be specified following the completion of a baseline survey of the offices of elected officials, setting up the Committee for Public Participation, and conducting constituency visits.

To augment their country report, the Mozambique Team presented civic education materials, performed the democracy song and showed a video of a focus group session.

- \* Angola. There have been major developments in this program in the last nine months, as a result of the new two-year grant from USAID. This program will consist of seminars for the central government and for the local and provincial governments. In addition, NDI will conduct civic education programs targeting the grassroots level (as in Mozambique).

In the first six months of the program, the resident staff needs to establish NDI's operational proficiency in Luanda. Since September they have secured an office and residence, filed registration papers, and arranged for shipment of necessary office equipment, furniture and goods with the assistance of Creative Associates International (or CREA). Carmen Lane emphasized the importance of maintaining government contact and highlighted the three future seminars and a media project on transparency in the peace process which NDI is developing in cooperation with the United Nations Development Programme (UNDP). Carmen noted two difficulties that such programs encounter in Angola: logistical constraints and suspicions regarding political work, both from outside and from within the Angolan government.

- \* Malawi. The three "C's" -- Corruption, Confusion and Conflict -- permeate the political environment and typify what is happening in Malawi, as described by Consuella Brown. A major political party used Corruption to gain seats in by-elections. As for instances of Confusion and Conflict she cited the change to a multiparty system of government, the reliance on the High Court for settling disputes, the Parliamentary walk-out, the election cases, the Press Trust case, and the fact that the ruling party continues to hold Parliamentary session while the issue of a constitutional quorum remains in question.

Programmatically, NDI/Malawi received a two-year grant extension and had recently conducted a midterm evaluation of the program's first two years. The primary focus of the extended program activities is parliament and includes parliamentary advocacy work with the local Democracy and Governance (D&G) nongovernmental organizations (NGOs) and limited work with the political parties. Programmatic activities currently or soon-to-be underway include revising the Standing Orders of Parliament, continuing to get feedback from MPs regarding constituency outreach, and recently conducting an advocacy skills-building workshop for the Women's Caucus of the Parliament. Lastly, she noted progress made with an almost entirely new staff and a new office.

- \* South Africa. Noting the highlights that have been internationally recognized in South Africa's political transition, Pat described the placement of NDI's program. The most critical issue on the domestic political agenda is job creation. South Africa's international attention is virtually entirely focused on attracting investment and securing markets. A stable political environment in the country is considered essential to investment prospects. Bringing the new constitution to life will be important to that stability.

Pat commented on the program with the National Parliament, including the formation of a second House and the coordination with the nine provincial governments. Other areas where NDI is involved: working with women legislators in KwaZulu-Natal Province, constituency outreach, ethics legislation, and intergovernmental relations. NDI has published a comparative study on second [parliamentary] chambers and is near completion on a similar study on party financing. Pat also mentioned the study missions to Namibia, Malaysia, India and the US.

NDI is completing the baseline assessment which will produce memorandums-of-understanding (MOUs) between NDI and each partner. Take note that NDI/South Africa is perceived more as a pro-bono consultant than as a NGO here

- \* Namibia Jean Lavoie articulated the need acknowledged by Namibians to “democratize democracy” MPs are beginning to accept and in many cases argue for more hands-on involvement in writing legislation. The parliamentary project activities include bill analysis, public information, and functional committee organization

Richard Klein addressed the technical aspects of the program, which is about halfway through its three-year design. He detailed the work that had been put in to the opening of the Parliamentary Research and Library Service (PARLS)

The program’s purpose is to strengthen Parliament as a legislative institution, to make it more deliberative and more open between MPs and NGOs, to increase the visibility and transparency of parliament’s work. Parliament’s infrastructure was not good, and the Speaker, Council Chairperson and Party Whips were insistent on the need for a library

The lead-up to the program was

- ◆ Six-year old Parliament, which is constitutional and co-equal branch of government,
- ◆ Two chambers in the Parliament (National Assembly and National Council),
- ◆ Some common services had already existed (for example, research, information and library services),
- ◆ Parliamentary Library existed at independence (However, when librarian died, the library closed in 1992. The library only re-opened with NDI’s new program in 1995), and,
- ◆ In preparation for current program activities, two consultants (Brad Greenfield and Kerry Nelson) wrote an options paper, as an initial guide for what is being done now

The materials and technical resources used have been a computer consultant, tendering process (for the equipment), [computer] network service and “backbone,” twenty computers, five printers, a scanner, and staff training. To date, approximately \$500,000 has been spent. Some compatible equipment has been donated by another donor

Parliament’s immediate uses of PARLS are

- ◆ the capability to gather information on the role of traditional leaders for pending legislation,
- ◆ the ability to obtain the agenda for the next Commonwealth Parliamentary Union meeting to make informed policy inputs,
- ◆ the access it provides to regional and international publications,
- ◆ the ability to seek advice from trainers who are overseas, and,
- ◆ production of a pamphlet on the New National Council

Additional benefits accrued are that the computers provide many uses beyond typing documents. The network allows for communication within the Parliament, which was historically difficult, and outside of the Parliament, linking it to the rest of the world via the Internet, which was previously impossible. Now the improved communication will facilitate the exchange of information with regards to bill summaries, ethics issues, and identifying trainers. In the library, people can now perform an Internet search, there is an on-line database and CD-ROM products are available

This type of network is useless without also training people how to use it. The Namibia program plans to broaden the training to other staff and MPs, to include an advanced “train the trainers” aspect. It will also

train a future systems manager. Thus, developing self-confidence of the local staff enough for there not to be a question of the future management of this system. The computer network will be expanded. A CD-ROM library will be created. This project will have an on-line catalogue and a dial-in modem bank (for email and Internet capability)

- \* Lesotho Pat summarized the prospective Lesotho program, the primary focus of which is advocacy training and identifying NGOs for training. The Commonwealth is conducting a pre-election assessment out of which there may be identified some election-related work for NDI. Lastly, this program will be staffed out of the Johannesburg Office.
- \* Mauritius Roger Berry described NDI's response to an United States Information Service (USIS) invitation to assist in addressing ethics and transparency in the political process. Roger and Vusi Mavuso, chairman of the Gauteng Provincial Legislature's Ethics Committee, spent five days in Réunion meeting with the Prime Minister, parliamentarians, journalists and academics. They addressed public forums and had media interviews. They were asked to analyze the draft ethics code.
- \* Zambia NDI closed its office and suspended all election-related programming in Zambia on July 1, 1996. Former Program Director Keith Jennings recently returned for a brief post-election assessment mission following the November 18, 1996 parliamentary and presidential elections.

Regarding the prospects for future programs, Pat noted that functioning political opposition and independent media operate there, but NDI has suffered a loss of trust in country due to our departure. While the overall political situation holds interesting comparisons to Malawi, Zambia wants to be compared to countries north of it, such as Burundi, Zaire, etc. Keith's report will broadly detail NDI's past effectiveness and potential future efforts there.

- \* Washington, DC Ed Brown stated how popular opinion in Washington and around the US continues to be a misperception that the US spends too much money on foreign assistance. Coupling this public perception with an increased concern in the US over domestic issues places even more pressure not only on the amount of money available for foreign assistance programs, but also increases the desire for concrete and tangible results from those programs. USAID through "re-engineering," has established a framework for reporting program results.

What is necessary for NDI at this time is to be sure we have the proper tools to evaluate the D&G programs and to test ourselves on the measurement devices. According to Ed, proper evaluation and measuring of democratic efforts can also help to institutionalize the process. However each country has its own nuances and the actual measuring of democracy will differ country-by-country. This is where a self-evaluation will be necessary. Ed reminded that when the work gets difficult we need to remember that foreign assistance work is difficult but vital work. This work needs to be done regardless of the frustration. Lastly, our greatest strength is to draw from each other and relate what is similar among the countries [in Southern Africa] to lessen our burdens. [No need to re-invent what already worked for someone else!] Basically Ed wants us to remember that while we are a long way from home, we are not alone here.

# **R**EGIONAL LOGISTICS REPORT

Roger Groom conducted this session with an emphasis on support

provided by the Johannesburg Office

Roger discussed six areas of logistical support provided to SAT staff and programs study missions, conferences, office moves, equipment purchases, logistics memos, and per diem

**Study Missions:** The Regional Logistics Office (RLO) will assist program staff with all logistical details All details of the proposed study mission should be presented to the RLO to assist them in securing hotels, flights, visas or visa applications and ground transport, in addition to writing logistics memoranda and describing protocol

**Conferences:** The Johannesburg and Washington Logistics Offices will offer personnel and systems for professionalizing conferences and seminars Concorde Travel, NDI's travel agent in the region, also has a person in charge of conference facilities whose services are available to NDI in the region The RLO drafted a conference checklist to assist staff (Attachment C Conference Checklist)

**Office Moves:** The RLO provides assistance when any office moves are anticipated Furthermore, it will assist with the acquisition of premises, equipment and furnishings so that personnel may carry out the move with limited distraction to programs

**Equipment Purchases:** The Johannesburg and Washington Logistics Offices will gather quotations on the equipment that has to be purchased For example, in the purchase of a photocopier the office will look into quotations (local, regional and US), hand the quotations to you and allow you to make use of this information in purchasing the photocopier

**Logistics Memo:** The office will also assist in the writing of logistics memos addressed to consultants and experts participating in programs This memo should include contact information, per diem, taxes, currency, language, clothing, convertible currency, lodging and meals, etc For these purposes, a logistics checklist is available, from which staff can add to or subtract from (Attachment D Logistics Checklist) The memo should also include customs information specific to each country

**Per Diem Allowance:** This is an issue that was very important to the region's staff All per diem calculations are to be prepared by program staff The following overview was given by Roger

- ◆ If a delegation comes to South Africa from Malawi, for example, it is the Malawi program staff who are responsible for preparing the per diem forms, sending the forms on to Roger, who will then request the per diem and distribute it to delegates upon their arrival It is advisable for program staff to inform the delegates beforehand of the purpose of the per diem amount that they will be receiving This can be included in the logistics memo and the formal letter of invitation Program staff also need to explain that when group meals are provided, the per diem rate may be reduced
- ◆ For a conference, fill out one per diem form and include a list of names Do a memo and attach the list of attendees to this memorandum When it happens that a participant leaves a conference venue without covering his/her extras, settle the amount, and ask for

reimbursement from the person [This is the responsibility of the program officer in charge of the program ] When an international participant makes work-related telephone calls from his/her room, NDI will cover the cost but such calls should be limited

- ◆ The estimated breakdowns for Meals-and-Incidentals were explained by Roger as

20% for incidentals  
20% for breakfast  
25% for lunch  
35% for dinner

This breakdown has been acceptable to NDI/Washington

- ◆ The per diem rate per day is calculated at 75% of the official US Government rate, and there is no need to provide receipts at the calculated rate, whereas the opposite is the case for 100% of the rate The former percentage rate was proposed because often per diem is misused, to buy presents for example It can, however, happen that one needs up to 100% per diem instead of 75% In that case, determine if more per diem will be needed, based primarily on the cost of available lodging A memo needs to be written, explaining why more than 75% per diem is needed
- ◆ The *Business Day* in South Africa is normally used to determine the exchange rates

SAT staff were then briefed on the policies available to NDI employees on the Washington payroll, for example, health insurance and the DRAFT shipping policy

***Health Insurance Policy:*** The health insurance, Blue Cross/Blue Shield is a policy designed for NDI employees on the Washington payroll These employees have to enroll on the Blue Cross enrollment form And, the policy only covers health insurance for employees, not consultants Staff have to include their dependants as well as their spouses on the form Any change in status must be updated on the form For travel outside of Washington, an assistance provider exists, American International Assistance Services (AIAS), which also acts as a service provider Staff were also informed of a list of International Participating Hospitals under Blue Cross Most staff originating in Washington are covered by evacuation insurance NDI is investigating a local policy for all staff in the region

***DRAFT Shipping Policy:*** A draft shipping policy is being circulated for input from the field staff Staff were requested to fill in the form, distributed by Roger, for comments The contribution of staff will ensure an effective process in developing the shipping policy

## **R** **REVIEW OF MATERIALS**

David Stearns, the moderator of this session, requested that as the region's offices produce new materials, that they send copies to Silas Lamola in the Johannesburg Office for general availability and circulation Then, each country program basically noted either their most recent 1996 publications or (in Mozambique's case) detailed the extensive civic education and voter education materials that this program had developed over the last year

Following is an updated list of available reports and publications

*List of Southern Africa Publications*  
*January 2, 1997*

**ANGOLA**

*Civic Education: Degacao Angolana's a Mocambique -- Documento Informativos*  
[March 2-8, 1996]

*The Angolan Study Mission in Local Government and Intergovernmental Relations to South Africa*  
[July 1-12, 1996]

**MALAWI**

*Malawi: Political Party Training and Voter Education* [National Elections, May 1994]

*The Role of Parliament in Malawi's Constitutional Democracy: A NDI Report on Seminars held at the Kwacha Conference Centre* [December 2-3, 1994]

*Traditional Authority and Democratic Governance in Malawi: A Report on NDI Program Activities with Malawian Chiefs in Preparation for the National Constitutional Conference* [February 1995]

*Recommendation for the Amendment of Malawi's Constitutions* [By Parliament's Constitution Committee, May 12, 1995]

*"It Is the People Who Make A Leader A Leader:" A Report on a Series of Fourteen Focus Groups Conducted in Malawi* [September 1995]

*Women's Empowerment in Malawi: A Collection of Speeches and Papers from a Conference on Raising the Status of Women.* [1995]

*Parliament's Organization: The Role Of Committee and Party Whips: A National Democratic Institute for International Affairs Workshop Report* [June 15-17, 1995]

*Civil Society in a Democracy: The NGO Role as Advocate: A Report on the Proceedings of a CONGOMA/NDI Conference for Non-Governmental Organizations* [October 25-27, 1995]

*Review of the New Draft Standing Orders of the National Assembly* [By Brian Kidney and Traci Cook, March 6, 1996]

*A Baseline Survey of Democracy and Governance Non-Governmental Organizations in Malawi* [June 1996]

*Ballot Test Report: A Report on a Series of Eighteen Focus Groups Conducted in Malawi to Test Alternate Ballot Procedures* [June 1996]

*A Special Meeting of the Malawi Parliamentary Women's Caucus* [Reference materials on proposed legal reforms prepared by the Women's Caucus, and analysis and arguments responding to proposed legislation, August 3, 1996]

*"Can You Call Yourself A Farmer If You Don't Go To The Garden?" A Report on a Series of Fourteen Focus Groups Conducted in Malawi* [August 27-September 3, 1996]

*Malawi Constituency Handbook for Members of Parliament* [December 1995-October 1996]

*List of Southern Africa Publications*  
*January 2, 1997*

**MALAWI – continued**

*Directory of Professional Women in Malawi* [December 1996]

*Guide to the Malawi Constitution* [Pamphlet co-produced with a local NGO on the rights of citizens under the Malawian Constitution, limited distribution mostly within the parliament, 1996]

**MOZAMBIQUE**

*Imagining Democracy: A Report on a Series of Focus Groups in Mozambique on Democracy and Voter Education* [By Louis Harris and Associates, June 1993]

*Vota Mozambique* [By Clam/Louis Harris, September 1994]

*“Ha Lugar Para Todos” [There is a Place for Everyone]: An Independent Evaluator’s Report of NDI’s Voter Education Program in Mozambique* [December 1994]

*US Ethics Laws and Rules: A Report on a Meeting of a Delegation of Mozambican Members of Parliament with the Washington DC Ethics Experts* [June 1995]

**RADIO PLAY:** *There is a Place for Everyone* [1996]

**STORYBOARD KITS** [1996]

- *Moderator’s Guide,*
- *Volume One, Reference Manual* (Writings on a multiparty system, petitioning officials, human rights, and the Mozambican Constitution), and,
- *Volume Two, Reference Manual* (Information on the Parliament, the parliamentary commissions, the rights of citizens when detained by the police, etc )

*On the Road to Local Elections: Focus Group Research in the Provinces of Zambezia, Sofala, Manica and Nampula (Mozambique)* [February 1996]

**SKIT:** *Diversity is Best* [June 1996]

**SONG:** *What is Democracy* [July 1996]

*Rights and Responsibilities of Citizens in a Democracy* [August 1996]

*Report on Public Forums* [Held in September, and report is in Portuguese, October 1996]

*Instructional Manual on the Right to Petition* [Examples of petitions, etc , and report is in Portuguese, December 1996]

*Report on Focus Groups* [Report is in both English and Portuguese, in production, December 1996]

*Transcriptions of Public Forums* [Held September-October 1996 in Zambezia, Sofala, Manica and Nampula Provinces, and report is in Portuguese, in production]

*How to Organize a Citizens Forum* [Report is in Portuguese, in production]

*List of Southern Africa Publications*  
*January 2, 1997*

**NAMIBIA**

*Democratic Elections in Namibia: An International Experiment in Nation Building* [June 1989]

*Namibia: The Parliament and Democracy Symposium Report* [March 18-29, 1991]

*Voter Education in Namibia* [October 15-December 15, 1992]

*National Council of the Republic of Namibia Standing Rules and Orders* [1993]

*National Assembly of the Republic of Namibia: Standing Rules and Orders* [1993]

*Uneven Paths: Advancing Democracy in Southern Africa* [By Padraig O'Malley, September 1993]

*Voter Education in Namibia* [1994 National Elections]

*Reaching Namibia's Voters through Radio and Television* [1994 National Elections]

*Comments on the Namibian Presidential and National Assembly Elections* [December 7-8, 1994]

*Strengthening the Parliament in Namibia. A Look at Parliamentary Library, Information and Research Services*  
[October 1995]

*Strengthening the Parliament: Reports on the Namibian Committee Systems* [May 7, 1996]

*How Laws are Made* [By the Legal Assistance Centre, 1996]

*"You Need Five Fingers to Pick up a Stick"* [Focus Group Report, 1996]

*Reports on Focus Group Research in Namibia: Popular Perceptions of Political Institutions* [October 1996]

**SOUTH AFRICA**

*Party Agent Training Kit for Local Government Elections*

*Project Vote: Voter Education Manual for Trainers* [1992]

*Project Vote: Voter Education Manual for Community Educators* [1992]

*Conference on "Free and Fair Elections," Cape Town* [March 12-14, 1993]

*Conference on "Competing in Democratic Elections," Johannesburg* [April 2-4, 1993]

*Project Vote: Voter Education Manual for Community Education* [May 1993]

*Resource Book "Election Monitoring and Observing in South Africa: A National Conference," Durban and South Africa* [May 14-16, 1993]

*List of Southern Africa Publications*  
*January 2, 1997*

*SOUTH AFRICA — continued*

*Monitoring South Africa Elections* [July 29, 1993]

*Key Findings of Survey of Eligible South Africa Voter* [By NDI, International Republican Institute (IRI) and the Joint Center for Political and Economic Studies, November 6, 1993]

*The Point of No Return: The Politics of South Africa on Election Day* [By Padraig O'Malley, April 1994]

*Project Vote: South Africa Focus Group Reports* [December 1994]

*Project Vote: Materials on Local Government* [1994-1995]

*Project Vote: Voter Education Manual for Trainers* [1995]

*VIDEO – Izwi Labantu* [1995]

*How Legislative Committees can make Government more Efficient and Effective: What is Your Role?* [Resource materials, 1995]

*Project Vote: Directory of Transitional Local Authorities Eastern Cape* [1995 Local Government Elections]

*A Public Opinion Survey on Voter Registration for the South African Local Government Elections* [By Lake Research and Project Vote, July 1995]

*The Ethics Briefing Book: A Compilation of Rules and Laws Concerning the Conduct of Members of Parliament* [1996]

*The Ethics Resource Team: A Report Presented to the Joint Subcommittee on Ethics Parliament of the Republic of South Africa* [January 23, 1996]

*The Ethics Study Mission to Ireland and the United Kingdom: A Report of Parliamentary Delegation* [January 23, 1996]

*KwaZulu/Natal: 1996 Local Government Elections* [By Lake Research, February 1996]

*National Directory of Transitional Local Authorities* [March 1996]

*University of the Western Cape: INTLOLA “Issues and Challenges for ‘96”* [May 1996]

*University of the Western Cape: INTLOLA “Budget Reform”* [July 1996]

*University of the Western Cape: INTLOLA “Putting Gender on the Agenda”* [September 1996]

*University of the Western Cape: INTLOLA “National Council of Provinces”* [November 1996]

*Information and Public Participation* [October 1996]

*A Comparative Study of Second Chambers of Parliament in Selected Countries* [October 1996]

*List of Southern Africa Publications*  
*January 2, 1997*

*SOUTH AFRICA — continued*

*Constitutional Multi-Party Democracy and the Political Transformation in South Africa: Part One of Three-Phase Baseline Assessment* [November 1996]

*CONSTITUENCY OUTREACH: Creating Channels of Access* [A report on a workshop facilitated by NDI, December 1996]

*ZAMBIA*

*The October 31, 1991 National Elections in Zambia* By [NDI and the Carter Center, October 31, 1991]

*Political Party Workbook: "Political Parties in Zambia's Multi-Party Democracy"*  
[August 25-29, 1992]

Having completed the review of regional programming and administration, the remainder of the staff workshop was devoted to an extensive session on planning conducted by Fran Farmer, and to the development of ethics and transparency measures for use in developing democracies. This latter session was conducted by Roger Berry and Patrick Henry.

## **T**RAINING SESSION: PROGRAM PLANNING, MANAGEMENT AND REPORTING

### **Part One: How to Plan and What Tools to Use**

The session began with participants "de-constructing their workspace." These sessions were designed to respond to the needs of the participants, emphasizing that the most important resource NDI has is its people in managing programs.

Before making the connection with USAID results packages, Management Consultant Fran Farmer and Moderator Consuella Brown started the proceedings with a voting exercise. Everyone wrote down three constraints on management and the following were identified:

#### Time/Resource Management

- setting/establishing priorities
- programs are time-sensitive, yet expected to often respond to requests of the client who determines and changes the timeframe of the project
- limited staff capacity
- over-extension of program activities
- coordination
- lack of activity-tracking systems
- determining timeframes and deadlines
- staff meetings that optimize the coordination of people's work
- constraints in relation to job duties/shortness of time

#### Goal/Objectives Definition

- establishing clear goals and strategies
- need for long-term planning
- cultural understanding
- direct communication
- perspectives/motivations of NDI/Country, donor, recipients or "clients"
- understanding the local environment
- communication among local and expatriate staff
- information on needs and expectations

#### Political Situation/Program Implementation

- political and cultural environment, change politicians' moods/ideas according to politics of that time
- external constraints that make you lose sight of original project goals
- creative and responsive activities
- general political realities (getting people together, raising awareness, and giving hope to beneficiaries)
- professionalism
- teamwork, create ownership among all staff in programs

Everyone was asked to record three challenges to program planning The following were listed

### Assessing Needs and Management

- establishing the short- and long-term goals
- ad hoc planning
- need to communicate, to avoid “re-inventing the wheel”
- compartmentalization of projects/need for holistic, long term view of program by everyone
- lack of time
- conflicting local interests
- planning more than one month ahead
- how to complete task in time (on schedule/deadline)
- prioritizing

### Implementation

- learn how to plan
- need to gather information on program needs of clients
- lack of focus (for example, on the part of program partner)
- last minute changes/unreliable resources, participants
- plans drafted, but implementation does not get off the ground
- covering all eventualities/figuring out what might go wrong ahead of time
- changing and unpredictable political realities

### Evaluation/Monitoring

- planning hardly seen to be linked to evaluation and monitoring
- foreseeing results after planning/focus on results

In trying to identify major problems and find solutions, these issues were looked at

- ◆ *What makes for a good manager?*
- ◆ *What does it mean to manage (many of us come from the school that it means to get along and have fun)?*
- ◆ *How do we look at specific issues and plan with USAID intermediate results and strategic objectives in mind?*

To assist people in noting the most common management mistakes, Fran showed a very funny video about an unorganized manager that is part of a management development series produced by Monty Python’s John Cleese Participants then identified problems that the manager in the film possessed

- ▶ disorganized,
- ▶ poor time management,
- ▶ no documentation,

- ▶ poor delegation,
- ▶ poor office setup—allows people to drop in unannounced,
- ▶ poor communication,
- ▶ no prioritization (**Many problems evolve from this problem**),
- ▶ did not take responsibility,
- ▶ over inflated self-importance,
- ▶ poor orientation for junior staff,
- ▶ no clear roles or responsibility,
- ▶ no planning,
- ▶ poor decision-making (A manager must be a decisionmaker), and,
- ▶ lack of perspective and balance

**FIRST OBJECTIVE** Most people are only able to plan 50% of their work ahead of time **One's goal should be to have 75% of one's work planned ahead of time and executed as planned.**

WHAT ARE PROBLEMS THAT NDI STAFFERS FACE IN ACHIEVING THIS GOAL?

- external factors,
- internal interdependence, but internal disorganization,
- poor priority-setting,
- over-extended, and,
- lack of shared vision

PLANNING AND REGULAR, PRODUCTIVE MEETINGS CAN HELP WITH THESE [ABOVE-MENTIONED] PROBLEMS

### **FOOD FOR THOUGHT...Management is a Process!**

**Management is...**

- 1 Getting things done through people
- 2 Efficient use of resources
- 3 Planning, leading and controlling organizational efforts to achieve organizational or program objectives

**NOTE**

*Number 1* is the most difficult activity, and, also the most important one! Working in a multicultural and multi-racial environment makes things more difficult. You cannot control other people

*Number 3* is what we usually focus on.

SECOND OBJECTIVE As managers, we need to devote more time to people-related issues, for example

- communicating;
- listening;
- integrating communication and listening into everything,
- mobilizing or utilizing different workstyles,
- accepting or giving constructive criticism, and,
- being consistent yet flexible

Some management concepts to be aware of are that

***MANAGEMENT IS...***

A process

The requirement of prepared managers and staff

Efficient conversion of program inputs and outputs

Clear goals and steps to achieve these goals AND

Regular analysis

***KEY MANAGEMENT TOOLS are:***

- 1 Workplans (Annual and Program-Wide)
  - ▶ List specific activities
  - ▶ Set a timeframe
  - ▶ Consider the resources needed
  - ▶ Determine the person(s) responsible
  - ▶ Note the indicators
- 2 Quarterly Review of Workplans
- 3 Monthly Progress Reports
- 4 Feedback Mechanisms (monitoring and evaluation)
- 5 Workplans for each staffer with performance standards

## WHAT GOOD MANAGERS DO:

Conceptualize Plan  
Organize Coordinate  
Problem-solve Innovate  
Make Decisions Lead Motivate

Most managers want to be implementers But, managers are not implementers

Problems with Management Training Managers are not born They are made Management training does not solve all the problems It raises one's consciousness to problems Need to focus on planning, communicating defining clear roles and responsibilities Conduct self-assessments

Fran then introduced the idea of the **Project Life Cycle** (an over-simplification of a more involved process) in four parts

### 1 NEEDS ASSESSMENT

- anything from a survey mission, to simply consulting with stakeholders
- must do this
- must be systematic and look at context
- if you skip this your project will fail
- always need to carry out needs assessments (conditions are not static)
- USAID also does this, however, just because USAID does it does not mean you do not need to
- Someone commented that "I don't know what it (needs assessment) is, but I've done it"

### 2 IDENTIFY AND DEFINE PROBLEMS

- need problem statement
- give context
- provide baseline data (from needs assessment)

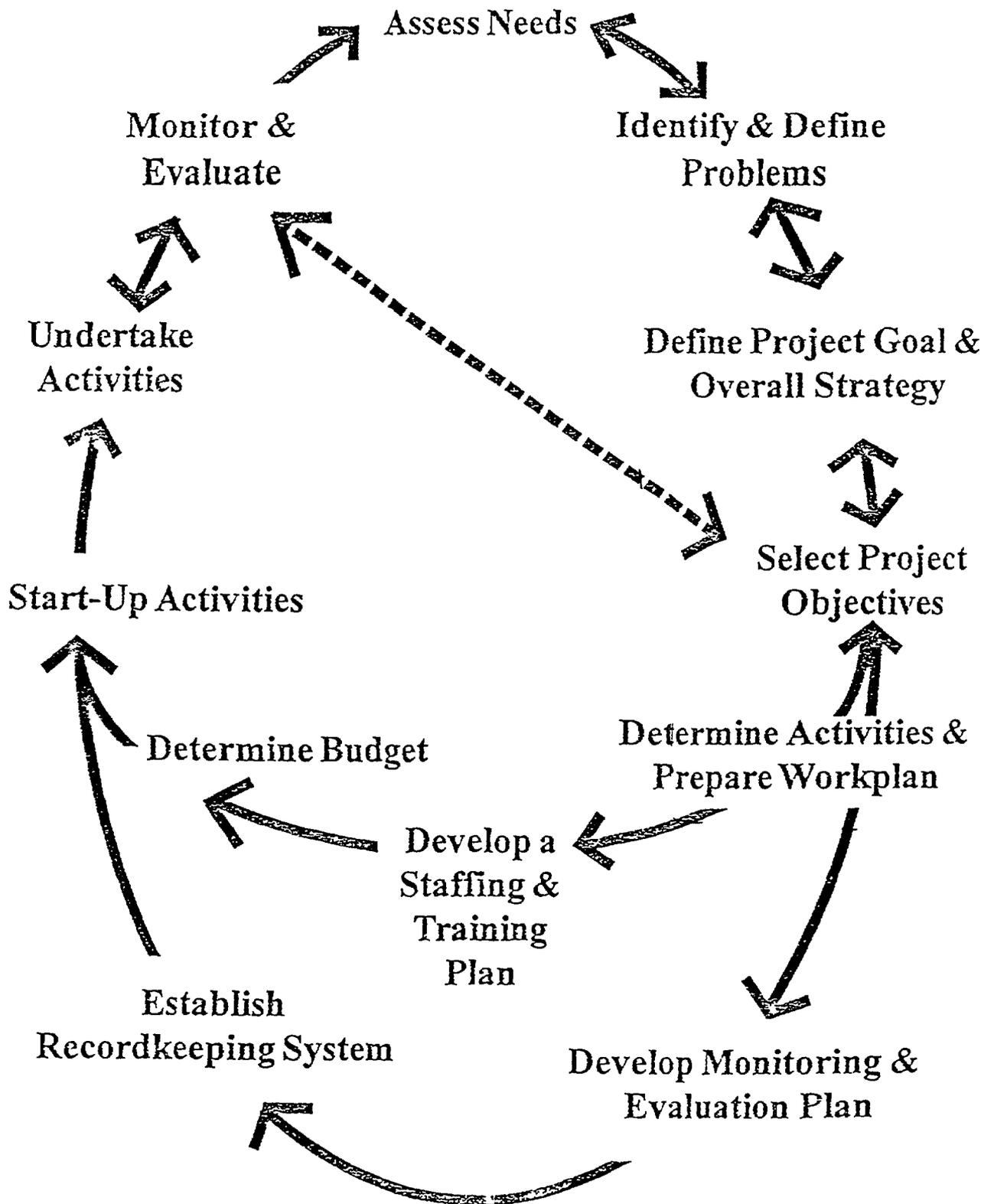
### 3 DEFINE PROJECT GOAL AND OVERALL STRATEGY (STRATEGIC OBJECTIVE)

- goals are strategic objectives
- when speaking to USAID, one needs to separate goals, but when planning one needs to look at all goals together so one can use one's resources in the most efficient way

### 4 MONITORING AND EVALUATION

- need to conduct throughout

# THE PROJECT LIFE CYCLE



## **P**art Two: Scenario Exercise

In summing up the First Part of this two-part training session, Fran Farmer repeated that the planning process requires keeping the following in mind all of the time

- 1) the mission strategic objective,
- 2) the intermediate results and activities, and,
- 3) the measurability of indicators, and the impact of the programme and it's activities

There were three groups doing the planning exercise and the following issues were raised at the report back session

The hardest aspect of the exercise was not knowing where to start. There is need for guidance in the process, in the identification of immediate results, and in the identification of indicators. There needs to be proper and fluid communication channels between NDI and USAID. It must also be kept in mind that reports on immediate results are guides and that workplans are the most important tools for this work. A further point to keep in mind is the importance of what NDI wants and needs to do with the program, and that these reports are means of communication with USAID.

In developing a proposal and workplan for USAID, it might be easier to identify the different components of the program, identify the activities, then phrase the immediate results and to carry on from there.

Planning occurs in a dynamic atmosphere and the plan should always be a flexible tool. It should be a guide to assist in the effective organization of staff and resources. During the planning stage, everyone needs to be part of the process, and at all times be well informed. Managers should create an environment that builds an effective team and where honest, constructive critique is welcomed. Should the assumptions on which the program is based be changed, it is possible to adjust the workplan, it is just important to keep everyone informed and to leave a paper trail at all times.

## **E**THICS CODES

Roger Berry began the seminar with the definition of ethics and how ethics codes are related to more transparent and accountable government. The issues surrounding ethics are accountability, public confidence and anti-corruption. How to ensure equal access to government, increase public perception of fairness, and prevent corruption. Systems for government ethics and transparency are essential components of democratic development. The legitimacy of government is strengthened when the citizenry is assured that office holders are making decisions free from any conflict-of-interest or likelihood of corruption. Given the political sensitivity of the ethics issue, NDI's role in the establishment of ethics codes should be that of informing the process and consensus-building, not advocacy. For instance, the NDI-sponsored study mission to Ireland and the United Kingdom (UK) for South African officials allowed the South Africans a chance to discuss this issue in an environment removed from the political sensitivity of domestic tensions.

NDI has established an innovative strategy for providing assistance on ethics and transparency, focusing on three key areas

- ▶ legal frameworks,
- ▶ counseling and education, and,
- ▶ oversight and investigation

Two principles underpin any effective legal framework for government ethics, namely that

- 1) *Public officials should not use their positions for private gain, and*
- 2) *Public officials should show impartiality and fairness in carrying out their duties*

The implementation of these principles is based on legal instruments that include the disclosure of financial interests and limits on inducements that may be offered by those who seek to gain influence in government decision-making processes. Counseling and education involves changing the culture of institutions, understanding the pressure placed on officials, countering greed, and independent counseling. The paradox of oversight and investigation is that transparency can actually raise the profile of corruption. It is important therefore that systems are developed to handle allegations of corruption.

*Why is disclosure important?* First, systematizing procedures fights corruption by ensuring that an official's act will be reviewed by others. Second, monitors and controls have the benefit of improving consistency and predictability. Disclosure covers the following:

- Shares and investments
- Remunerated employment outside of government
- Directorships and partnerships
- Consultancies
- Sponsorships
- Gifts and hospitality
- Benefits
- Foreign Travel
- Land and Property
- Pensions

Laws vary in terms of the limits and prohibitions and in terms of specificity in the rules. For instance in the state of Illinois, no legislator may accept any economic opportunity where he/she knows that there is a substantial possibility that the opportunity is being afforded him with the intent of influence. In the state of Ohio, no public official shall use the authority of his office to secure anything of value that is of such a character as to manifest a substantial and improper influence upon him.

**R**esources NDI's methodology of offering assistance on ethics is two-fold: informing the process of establishing a code of ethics through the participation of an international ethics resource team and providing materials and comparative research on ethics legislation in other countries. Questions that members of parliament posed to NDI on ethics during the drafting process of the code of ethics were posed to the international ethics resource team by e-mail and fax. The comparative model approach provides a range of perspectives, by not advocating any system, per se.

## **D**iscussion

*How do you reply to, what I would see as a natural question that might be posed by South Africans, of how the US can talk about how to prevent corruption when we have so many problems with ethics in the US?* We have distanced ourselves from the US trend because our focus does not concentrate on the US model. We have an international resource team and it is important to acknowledge that even with systems in place, there are always loopholes in the system that need to be addressed as they are discovered.

*How do you take the politics out of it?* In South Africa, the study mission to Ireland and the UK helped to remove the politics out of it by being in a neutral environment. Also, for the political parties, it was a combination of going through

the materials on their own to voice their concerns. The African National Congress (ANC) was initially wary of other people joining in the process, but Minister Kader Asmal was in the end surprised that the National Party (NP), for example, contributed to the specificity of the code. Also, NDI's work on this issue with the Gauteng Legislature focuses on working with all political parties.

*How much of the public information is being taken into account?* Currently we are entering the second stage of building structures and educating not only parliamentarians but people who engage parliament. Perhaps the Mozambique team can offer suggestions of how to incorporate a civic education program on corruption to complement the current focus of our work on ethics at the parliamentary level.

**R**EMARKS BY USAID DIRECTOR AARON WILLIAMS: *"The Strategy Behind USAID's Strategic Objectives"* Discussing the USAID program, Aaron Williams emphasized the re-engineering of USAID, the new focus on responsiveness and "listening to clients" to better ascertain what is needed and how to provide it. To provide the broad framework in which the USAID program operates worldwide, he briefly summed up foreign assistance priorities for the US Government.

- **Economic Growth**
- **Population and Health** (mainly in the area of the HIV/AIDS crisis)
- **Democracy-and-Governance.** Aaron stated that USAID will leave "no stone unturned" in supporting as many D&G institutions as it can. He said that USAID is the pre-eminent donor in resource provision in this field.
- **Environment**
  - Balancing brown and green
  - Sanitation
  - Water
- **Humanitarian Assistance** (or the feeding and caring for refugees). He commented that efforts continue to convince the US Congress to spend more money on preventive diplomacy to avoid situations requiring costly humanitarian relief which often comes too late and at a heavy price.

He noted that these are global "priorities" but do not exclude other areas. In South Africa, USAID maintains six program areas, which are:

- 1 **Democracy and Governance/D&G** (*The second largest USAID/South Africa program sector and possibly the largest D&G obligation in the world*)
- 2 **Education** (The largest USAID/South Africa program sector )
  - Primary education curriculum development/teacher training and English as a second language, and,
  - Tertiary education work with historically disadvantaged universities, the principle source of education for black South Africans
- 3 **Public Health**
- 4 **Economic Reform and Development.** This includes a program called the Mandela Scholars Program designed to train the next generation of macroeconomists through educational programs.

5      **Private Sector Development**

6      **Housing**

In conclusion, he stated that consultation is a way of life in South Africa for all stakeholders. Thus the USAID plan has been based on extensive consultations with the South African "clients" that USAID works with. In addition, Aaron described USAID as increasingly focusing on publicizing its work, so that people will have a greater understanding.

On the issue of trade versus aid, he does not believe that opening markets and trade is a replacement for development programs. He then asserted that President Clinton is determined to assert American leadership.

**ATTACHMENT A**

**Attendees**

**LIST OF ATTENDEES**  
**13-15 DECEMBER 1996**  
**SAT REGIONAL CONSULTATIONS**  
**(Alphabetical, by first name)**

**ANGOLA**

CARMEN Lane  
LUIZ Viera

**(Nairobi) KENYA**

FRAN Farmer (**Consultant**)

**MALAWI**

ADRIAN Muunga  
BRAD Austin  
CONSUELLA Brown  
FELIX Edwards

**MOZAMBIQUE**

ANGELA Abdula  
CHARLOTTE Cerf  
DANI Johnson  
JOHN Karren  
NICOLE Seibel  
OTILIA Aquino

**NAMIBIA**

ACHIENG Akumu  
GWENDOLYN Wellman  
JACQUI Daniels  
JEAN Lavoie  
PERO Nampila  
RICHARD Klein  
ROSEMARY /Uises

**SOUTH AFRICA**

DAVID Stearns  
MALCOLM Abrahams  
PATRICIA Keefer ( **Regional**)  
PATRICK Henry  
RAYMOND Schuller  
ROGER Berry  
ROGER Groom (**Regional**)  
SHELLEY Dryden (**Regional**)  
SILAS Lamola (**Regional**)  
URSHULA Lottering  
VALMA Hendricks

**(Johannesburg) SOUTH AFRICA**

Melenie, Kate & Helen (**CONCORDE TRAVEL**)

**(Johannesburg)**  
**SOUTH AFRICA SECRETARIAT**

PATRICIA Molaba  
SAM Kgeledi  
THULI Nkosi

**(Pretoria) SOUTH AFRICA**  
AARON Williams ( Director, USAID/SOUTH AFRICA)

**(Washington, D.C.) USA**  
ED Brown (**NDI Senior Consultant**)  
SHEILA Oh

**ATTACHMENT B**

**Agenda**

## SUMMARY AGENDA

### NDI/SAT REGIONAL CONSULTATIONS 13 - 15 DECEMBER 1996

- LOCATION:** *Valley Lodge  
Magaliesburg, South Africa  
Telephone (0142) 77 1301  
Fax (0142) 77 1306*
- ARRIVALS:** Thursday 12 December – afternoon/evening  
Friday 13 December – morning
- DEPARTURES:** Sunday 15 December -- evening  
Monday 16 December -- morning
- Contact Silas Lamola, Regional Logistics (Johannesburg Office), as to your departure of choice Telephone (27)(11) 403 8956, Fax 403 8960
- REPORTING:** Shelley Dryden, Southern Africa Regional Assistant (Johannesburg Office) will be the General Rapporteur, for each individual session a rapporteur will submit their report -- via email, diskette and/or hard copy -- to Shelley prior to departure on Sunday 15 December 1996 The report will be drafted and circulated to each country team before it is finalized and sent to Washington
- MODERATORS:** Patricia Keefer, Southern Africa Regional Director, will be the general moderator with each session chaired by an individual staff member with one or more presenters
- FORMAT:** Each session will be based on presentations with sufficient time for inquiries and comments, in some cases, we will engage in problem-solving real-life scenarios, in others, we will have product-oriented workshops We encourage the use of visuals -- video, sample materials, and diagrams An overhead projector, VCR, etc will be available

**Friday, 13 December**

**Morning/Afternoon**    **Arrival and Check-in**

**12:30 p.m.**                    **Lunch**

**1:30 - 2:00 p.m.**            **Opening: *OVERVIEW***  
Convening  
Chair Pat

**2:00 - 3:30 p.m.**            ***COUNTRY OVERVIEW (PROJECT REPORTS)***  
Chair Ed  
Rapporteur Brad

10 minutes per country project (one reporter, introduce team)

- Angola (Lane)
- Malawi (C Brown)
- South Africa (Keefer)
- Namibia (Lavoie)
- Lesotho (Pelzman)
- Mauritius (Berry)
- Zambia (Keefer)
- Report from Washington (E Brown)

**3:30 - 3:45 p.m.**            **Tea**

**3:45 p.m.**                    ***REGIONAL LOGISTICS REPORT***  
Presenter Roger G  
Rapporteur Urshula

This session will consist of a brief outline of the assistance available to staff and offices in the region from the regional support office in Johannesburg. Included in the presentation and discussion are study missions, conference presentations, office moves, equipment acquisition, evacuation insurance, logistics memos and, travel per diem.

**Friday, 13 December - continued**

**4:30 p.m.                    *COUNTRY PROFILE: Mozambique***

Presenter Charlotte

Rapporteur Felix

NDI's program in Mozambique continues to offer up innovations in project activities while at the same time overcoming unseemingly difficult infrastructural obstacles and precisely tracking and reporting results. The current initiative in grassroots democracy education builds on the 1994 voter education project – recognized by the United Nations for its effective penetration and creative use of local customs and norms. This current project introduces the network of trainers to the language and structures of democratic governance, uses focus groups to develop educational materials and integrates existing NGOs and CBOs into the public forums/town meetings. Program activities include focus groups on the awareness of democratic concepts, national/provincial/district training, training modulars, *Rights and Responsibilities of Citizens in a Democracy*, materials -- a trainers' manual, a reference manual, the radio play *There is a Place for Everyone*, the song *What is Democracy*, the *Diversity is Best* skit, a storyboard, and a video for NGOs on how to be more effective community and civic organizers.

**5:30 p.m.                    *NAMIBIA RESEARCH CENTER AND LIBRARY***

Presenter Richard

Rapporteur Valma

**6:00 p.m.                    *VIDEO SCREENING: SAT Regional Video***

**7:30 p.m.                    *Dinner***

**Saturday, 14 December**

**7:30 - 8:30 a.m.            *Breakfast***

**8:30 - 9:30 a.m.            *Review of Materials***

Moderator David

Rapporteur John

Each country team will present publications, reports, studies and materials that have been produced in the 1996 program activities.

**Saturday, 14 December - continued**

**9:30 a.m. - 1:00 p.m.    *TRAINING SESSION: Program Planning, Management and Reporting***

Moderator    Consuella  
Presenter    Fran Farmer, Consultant  
Rapporteur    Richard

The complexities and various components of each of the country programs has created a need to improve the tools we use for planning and day-to-day management. The program design creates the demand. In addition, USAID's requirements for monitoring and measuring results, reporting and evaluation of our program activities, requires us to introduce and utilize more sophisticated planning. The integration of "indicators" in our planning instruments is essential.

**Part One: How to Plan and What Tools to Use.**

What tools do good managers use? How are these tools adapted to our work which is greatly influenced by political events? How can we use systems that are "user friendly," not cumbersome or time consuming, and easy for monitoring and reporting?

**1:00 - 2:30 p.m.**

**Lunch**

***REMARKS: AARON WILLIAMS, DIRECTOR, USAID/SOUTH AFRICA***

**"The Strategy Behind USAID's Strategic Objectives"**

Chair    Pat  
Rapporteur    David

**2:30 - 3:30 p.m.**

***SEMINAR: Ethics Codes***

Moderator    Jean  
Presenters    Roger B and Patrick  
Rapporteur    Sheila

Increasingly governments and parliaments in the region are seeking NDI's assistance with ethics laws and procedures. In this session, Roger will present the multi-faceted legislative framework and Patrick will review the materials and access to the Ethics Resource Team.

The development of ethics laws and enforcement is a sensitive issue for any democracy, and yet it is critical for building and sustaining the public's confidence in government. NDI is developing the capacity to provide a full range of assistance in the area of ethics which may be expanded throughout the region. In this session, the key elements of these program initiatives will be reviewed, as well as the areas for further development.

**Saturday, 14 December - continued**

**3:45-5:00 p.m.**

**BREAK-OUT WORKING GROUPS**

Group 1 Ethics Workplan (Program Staff)

Group 2 Administrative Scheduling (Administrative Staff)

**7:30 p.m.**

**Braai**

**Sunday, 15 December**

**7:30 - 8:30 a.m.**

**Breakfast**

**8:30 - 11.30 a.m.**

***TRAINING SESSION: Program Planning, Management and Reporting***  
**Part Two: Modifications in Plans and Reporting Results.**

Moderator Charlotte

Presenter Fran Farmer, Consultant

Rapporteur Dani

What allowances are made in time management for changes in a plan? Does such planning alter creativity and the capacity to be responsive to new opportunities? How do we design our program components to extract results? How should we report our results to be consistent with the terms of our grant?

**12:00 - 12:30 p.m.**

***CRITIQUE OF REGIONAL CONSULTATIONS***

Rapporteur Patrick

**12:30 p.m.**

**Lunch**

**Afternoon**

**Check-out of rooms and Departure**

**ATTACHMENT C**

**Conference Checklist**

## CONFERENCE CHECK-LIST

When planning a conference there are many things to think of before, during, and after the conference. Below are a list of questions that should be asked that, when answered, will make any conference run as smoothly as possible.

If you are planning the conference in-country and are not using outside assistance then use this form as an internal document. If, however, you need the assistance of the Regional Office, use this form as a guideline for the Regional Office to coordinate the conference.

## PRE-CONFERENCE

### Questions for the Project Director:

- When is the conference?
- Where is the conference?
  - Do you need a venue?
  - If so, what area would you prefer?
- When do you want everyone there? That morning, the night before, etc
- When do you want yourself and other staff there?
- How do you want to get there? Plane, car, other?
- Do you need transportation once you're there?
  - For yourself?
  - For others? How many?
  - Is a van necessary?
- Who do I need to make arrangements for and how many?
  - Staff?
  - Trainers?
  - Participants?
  - VIPs?
- Do you want me to speak directly to the traveler to get arrangements finalized, or do you want to speak with them?

- Contact information?
- Do they have transport to the airport, or have them been informed to keep cab receipts to get reimbursed upon arrival?
- Do they need to be picked up from the airport?
- Are we providing accommodation? Do you want people to double-up?
- Are we paying for everyone - if so, which project code?
- Are the participants to be issued per diem?
  - Who is carrying/distributing/reconciling the per diem?
  - Who is preparing the per diem sheets?
  - Do you need me to prepare a cheque request?
  - How many per diem installments are the participants receiving?
  - When would you like the per diem to be dispersed?
  - Any group meals being deducted?
- Do you need a logistics memo?
- Do you want name tags?
  - If so, please attach a list of names and titles, if necessary.
- Do you want a registration table?
  - Do you want a sign-in sheet?
- Do you want table tents?
- Questions to ask about the venue:
  - Do you need breakout rooms? How many? How many people per room?
  - How do you want the room set? U-shape? Classroom? Boardroom?, etc
  - When do you want tea/lunch breaks? Please provide a schedule.
  - Are wake-up calls necessary?

- Do you want certificates?
  - If so, please provide information you would like shown on the certificate.
- Do you need translation?
- What type of equipment do you require?
  - Microphones, podium, flip chart and markers, VCR, TV, OHP, etc

Questions to ask yourself:

- Do the travelers need visas? Shots?
- How do I get the travelers their tickets?
- Are there any seating preferences, dietary requirements?
- Does anyone overnight on the way to the conference?
- Does anyone have more than an 8 hour layover? Day rooms necessary?
- Have any arrangements been made with a venue?

Questions to ask the venue:

- How much per person, per night, single and double?
- Can you offer an "embassy" or "corporate" rate?
- Which meals are included in the conference package? Teas?
- Do you have shuttles to and from the airport?
- How many people can your facility accommodate?
- If a large delegation with plenty of rooms, can you provide a free "office" or discount?
- Can you serve lunch or dinner in the conference room?
- What equipment do you have at your disposal? Any extra charges?
- Check in time? Check out time?
- Are there breakout rooms available?

- Do you take visa?
- Do you require a deposit? Will you accept a visa as a deposit?
- When do you require the final rooming list and number of delegates?
- When do you require the number of vegetarians, kosher?
- If serving buffet, do you have vegetarian or kosher alternatives?

## DURING THE CONFERENCE

### When at the venue you must be sure:

- The room is set properly.
- The registration table is set
- You've asked the facility to provide water and mints and to refresh them.
- You know where the rest rooms are.
- You know how to use the AV equipment, and translation equipment.
- The room temperature is okay and you know how to control it.
- You know where the phone is.
- You know the schedule and times for teas and lunch
- The materials are set out properly.

## POST-CONFERENCE

### You should always do the following:

- Check out and scrutinize the bill.
- Make sure everyone gets to their mode of transportation.
- Collect everything from the venue.
- Write a thank-you note for good service from the venue

**ATTACHMENT D**

**Logistics Checklist**

**LOGISTICS MEMO CHECKLIST**

Please complete any information you would like included in your logistics memo.

Title and dates of conference/study mission/etc.

To whom would you like the memo addressed?

If a blanket form, indicate here:

If personalized, attach a list of delegates and contact information.

Tick below the information you would like included

|                                    |               |
|------------------------------------|---------------|
| <input type="checkbox"/> Itinerary | Special Notes |
|------------------------------------|---------------|

|   |  |
|---|--|
| <input type="checkbox"/> Dietary Requirements | Tick here if you want the delegate to contact you or Reg Log Coordinator with special requirements |
|---|--|

|   |  |
|---|--|
| <input type="checkbox"/> Voyager No / Other frequent flyer info | Tick here if you think it necessary to ask delegate to report any frequent flyer numbers to the Reg Log. Coordinator |
|---|--|

|                               |               |
|-------------------------------|---------------|
| <input type="checkbox"/> Visa | Special Notes |
|-------------------------------|---------------|

|  |                |
|--|----------------|
| <input type="checkbox"/> Immunizations | Special Notes: |
|--|----------------|

|                                     |                                      |
|-------------------------------------|--------------------------------------|
| <input type="checkbox"/> Hotel Info | Please provide complete contact info |
|-------------------------------------|--------------------------------------|

|  |               |
|--|---------------|
| <input type="checkbox"/> Transportation Arrangements | Special Notes |
|--|---------------|

Per Diem

Special Notes (who's handing out, when to be received, etc)

Emergency  
Contact Info

Besides Reg Log. Coordinator, list emergency contacts

Climate/  
Clothing

Please describe:

Dietary/Special  
Precautions

Tick this to include this notice if necessary

Safety

Tick this to include this notice if necessary  
Special Notes

Electricity

Tick here to include information about voltage precautions

Currency

Tick here to include information about current exchange rates, etc

Other

Special Notes you would like to include