

Strengthening Civil Society Performance for Local Governance

Final Programmatic Report September 2003 – September 2007

(Including the Final Quarter, July-September 2007)

Associate Award No. 674-A-00-03-00015-00
Under Leader Award No. GEG-A-00-01-00005-00

Submitted by Pact in cooperation with Idasa



idasa

Table of Contents

Table of Contents.....	2
I. Executive Summary	3
II. Background: Program Design	7
Component I: Strengthening Civil Society Participation in Local Governance Program	7
Component II: Strengthening the Capacity of Criminal Justice and Victim Empowerment CSOs program	12
Component III: Civil Society Anti-Corruption Initiatives	13
Component IV: NPO Tax Legislation Program Subgrant	13
Component V: Additional Subgrant Awards	14
III. Key Results.....	14
Component I: Strengthening Civil Society Performance in Local Governance.....	14
Objective 1: Increase the number of CBO leaders with the skills to engage their local councils effectively in the development and implementation of local government policies and plans so that the policies and plans meet the development needs of their communities.	19
Objective 2: Improve CBO leaders’ knowledge of how the local government works and how to influence it.....	21
Objective 3: Increase the capacity of key local council personnel and local civil society leaders jointly to manage changing local government-civil society relations.....	23
Objective 4: Train key CBO personnel in the skills to qualify for government tax benefits and government grants.....	24
Cross-cutting Support Services	25
Component II: Strengthening the Capacity of Criminal Justice and Victim Empowerment CSOs	29
Start-up.....	30
Objective 1: Improve information sharing and communication among criminal justice and victim empowerment CSOs	31
Objective 2: Enhance CSO fundraising skills and increased awareness of alternative sources of funding.....	31
Objective 3: Improve CSO organizational and strategic planning capacity.....	33
Objective 4: Increase CSO implementation of advocacy campaigns and/or partnerships with government	35
Ongoing support.....	36
Component III: Anti-Corruption Initiatives – Investigative Journalism and Civil Society Strengthening	36
Activity 3.1: Civil Society Anti-corruption sub-grants	36
Ecolink	36
PSAM (Public Service Accountability Monitor)	37
CSPRI (Civil Society Prison Reform Initiative)	37
ODAC (Open Democracy Advice Centre).....	37
Activity 3.2: Investigative Journalism	38
Rhodes.....	38
Witwatersrand	38
Zimbabwe Investigative Journalism.....	39
Component IV: NPO Tax Legislation Program Subgrant	41
Component V: Subgrant Awards (especially for Criminal Justice and Victim Empowerment CSOs).....	41
ICNL (International Center for Not-for-profit Law) and Umhlaba-Net.....	41
Afrobarometer	42
Senakanwedi/Access to Justice	43
TVEP (Thohoyandou Victim Empowerment Programme).....	43
President's Award.....	45
Mosaic.....	45
Childline.....	46
StreetLaw	47
Trauma Center.....	48
Management	49

I. Executive Summary

The Strengthening Civil Society Participation in Local Governance program began its life as a \$1.4 million, 2-year effort implemented by Pact as an associate award under its Global Civil Society Leader with Associates Award mechanism. As part of the collaborative design of the program, Pact chose one of the preeminent capacity building institutions for democracy in the country, Idasa, to be its primary implementing partner in the country.

The original design contained a single component whose goal was to create new synergies to strengthen the capacity of civil society organizations to participate effectively in local government. Pact/Idasa aimed to achieve this goal through the following four objectives:

1. Increase the number of CBO leaders with the skills to engage their local councils effectively in the development and implementation of local government policies and plans so that the policies and plans meet the development needs of their communities.
2. Improve CBO leaders' knowledge of how the local government works and how to influence it.
3. Increase the capacity of key local council personnel and local civil society leaders jointly to manage changing local government-civil society relations.
4. Train key CBO personnel in the skills to qualify for government tax benefits and government grants.

The program used a four pronged approach to address these objectives:

1. Skills transfer for CBOs through a series of training workshops on a range of topics that relate to the effective functioning of the CBOs and public participation in local government.
2. Support services for CBOs to ensure that they put training courses into dynamic and habitual practice.
3. Development of linkages between CBOs and Local Government Councils.
4. Development and dissemination of information and learning products.

The program was implemented in 45 Community Based Organizations (CBOs) in 3 Districts and 15 Local Councils in KwaZulu Natal, Limpopo and Gauteng. The successes of the initial phase of the project led to expansion and extension in August of 2004 (detailed below) and again in December of 2005 when the original and first component of the award was expanded to 48 new CBOs in twelve local municipalities in the Motheo and Xhariep, Nkangala, Bojanala and Waterberg districts. The overall design and activities of this second phase were similar, but efforts were adapted based on lessons learned from the previous phase, realities on the ground, and the funding situation.

The results for this component of the program are impressive, and have made an important contribution to greater civil society participation in local governance, as well as improved financial sustainability of participating CBOs. Pact/Idasa was able to increase CBO capacity to participate in local governance processes via participation on ward committees and other official government engagement mechanisms so that during the life of the project participation was nearly 80%. Pact/Idasa has also dramatically built up the ability of its partner CBOs to gain

access to government funding. It provided the capacity building and technical assistance to help them successfully win funds from 53 proposals, nearly a 70% success rate, that raised approximately \$1.6 million from the South African government for CBO activity. Finally, Pact/Idasa was also able to increase partnerships between local councils and communities for better and well-targeted service delivery. One impressive indicator of this success was the number of instances in which they successfully completed joint problem-solving activities together. Up from a combined baseline of 23, a total of 75 of these activities were identified over the life of the project. Some of the key successes include:

- Establishment of a multipurpose community center.
- Joint initiation of a potable water scheme with the Department of Water Affairs, which will not only bring water to the municipality, but also create jobs.
- In-kind donations from government to CBOs that support the caregivers of people living with HIV/AIDS.
- Government contribution of mobile clinics for healthcare CBOs.
- One CBO approached the municipality to assist a number of poor families with food, and they now provide food parcels on a monthly basis.
- A CBO working with orphans and street children approached the municipality for shelter for some of the beneficiaries. The municipality has since provided accommodation.
- At-risk youth in one community were provided with computer training via a joint CBO/Local government initiative that included donated government computers.

As indicated above, in August of 2004, the program was extended for another two years and expanded with two additional components. Along with the existing component, the award now had three components total:

1. Strengthening Civil Society Participation in Local Governance (the original component)
2. Strengthening the Capacity of Criminal Justice and Victim Empowerment CSOs
3. Anti-Corruption Initiatives – Investigative Journalism and Civil Society Strengthening

The goal of the newly added Component II was to enable 10 designated CSOs to improve the effectiveness and sustainability of their participation in establishing an ongoing victim support and empowerment system in South Africa. Pact/Idasa pursued this goal through the following objectives:

- Improved information sharing and communication among criminal justice and victim empowerment CSOs
- Enhanced CSO fundraising skills and increased awareness of alternative sources of funding
- Improved CSO organizational and strategic planning capacity
- Increased CSO implementation of advocacy campaigns and/or partnerships with government

After a series of workshops, training and mentoring that was similar to those conducted for the first component, capacity improvement was definitely seen. The impact of the program was measured by comparing the scores organizations achieved on the Organizational Capacity Assessment (OCA) during the first round of assessments, with the scores produced by the second round of organizational capacity assessments. Based on these assessments, the average score for overall capacity, which includes organizational development, governance and policies,

program implementation, communication skills, finance, human resources and marketing and liaising, increased from 3.78 to 4.06. The average score for fundraising capacity increased slightly from 4.17 to 4.3 and the average score for advocacy capacity increased by a significant margin from 3.66 to 4.24.

For the other new component (namely Component III: Anti-Corruption Initiatives – Investigative Journalism and Civil Society Strengthening) there were two sub-goals:

1. Strengthen civil society participation in public accountability by making sub-grants to CSOs for anti-corruption work.
2. Develop a comprehensive, high-quality investigative, print journalism instruction program in South Africa through:
 - Improving journalists' knowledge of existing laws and regulations that permit the practice of investigative journalism
 - Increasing journalists' understanding of the many tools and resources available for the practice of investigative journalism
 - Providing journalism students ample opportunity to develop and practice investigative journalism skills

Unfortunately, many of these activities were cut short in agreement with the donor, based on the funding shortfall described in detail towards the end of this summary. Nevertheless, a number of exciting initiatives took place, including the following results:

- The Rhodes University project provided training to 73 journalists in skills such as accessing and evaluating sources, interviewing, numeracy and basic statistics, planning investigations, basic research skills, the structure and functions of local government and utilizing the Public Access to Information Act (PAIA).
- The subgrant to Witwatersrand University assisted many journalists to conduct effective investigative journalism at the local and regional governmental levels, and despite an early close to the project, a remarkable amount of success was achieved. The project nearly doubled its trainee targets – reaching a total of 648 journalists and journalism students, 120 of whom came from local and community media. With additional mentoring, many of these students went on to produce a wide variety of investigative reports, some of which were published in major media outlets such as the Mail & Guardian, Sunday Times, and Carte Blanche. Perhaps most impressively, the project has managed to leverage substantial additional local and international support to build on the seed funding received from USAID through Pact/Idasa. With funding at least seven other donors, the Witwatersrand has not only been able to secure sustainability for its activities, but also to expand them.
- The program also later added additional funding to support investigative journalism on the Zimbabwe crisis and its effects on South Africa, and so developed the SITU, or States in Transition Unit. The unit was highly successful in its outreach to the media – dramatically raising the profile of the issue in South Africa through radio and television interviews, op-eds and information provision for numerous stories from the Zimbabwe Independent to the New York Times. In addition, advocacy meetings were carried out with numerous CSOs in South Africa, and briefings were held with over 50 diplomats. Efforts to raise the profile of the Zimbabwean situation in South Africa were also undertaken through advocacy visits to high-level South African government officials –

leading to one member of the SITU being selected to join a select panel of experts which provided off the record briefings on a bi-weekly basis to the SADC mediation team.

December of 2005 saw the final major expansion of the program – increasing the budget to over \$6.4 million over its 4 year life. The modification did not extend the award, but it did add two additional components, bringing the total to 5:

4. NPO Tax Legislation Program Subgrant
5. Additional Subgrant Awards

The goal of Component IV was to harmonize the enabling tax laws for Non-Profit Organizations and streamline the administration of these laws, thereby increasing access to tax benefits. The key objectives were:

- A legal framework that promotes the mobilization of resources for NPOs
- Legal entities for NPOs that are simple, cost effective and accessible to a greater number of NPOs
- Improved regulation of the NPO sector
- Research and identification of future interventions in the field of non-profit law

Unfortunately, due to funding constraints, this activity was cut short by agreement with the donor before all objectives could be achieved. Nevertheless, the main subgrantee for this component, NPC, was able to accomplish much towards its intended objectives in a short period of time and with little monetary support. NPC was able to facilitate a fruitful meeting between stakeholders from civil society and officials from the South African Revenue Services and National Treasury, resulting in positive amendments being made to the Income Tax Act. The most notable of amendments was the removal of investment restrictions for public benefit organizations. In addition, the Department of Trade and Industry published the Companies Bill during February 2007 which captured a substantial component of the submissions made by NPC and other stakeholders, namely a provision for the establishment of a not-for-profit company.

The final Component V, served as a mechanism to award a series of subgrants to support civil society activities that were in line with the Mission's Democracy and Governance Strategy. Pact worked closely with the Idasa and the CSOs to improve their financial and subgrants management capability during the life of their awards. Included in this component was funding for Afrobarometer polling and reporting which has now been completed. Indeed, all subgrants under this component were fully funded, despite the budget shortfall, since the ESF source of these funds was separate from the rest of the program, and therefore these activities were prioritized by the donor in the close-out workplan agreed to.

Highlights from these subgrants include the following:

- TVEP provided support and counseling services to 703 victims of sexual assault and 1,590 victims of domestic violence. Through a series of 6 workshops, 107 Home Based Caregivers, 60 nurses, and 20 children and child caregivers were also trained in more effective care. Finally, TVEP's empowerment activities reached a total of 33,471 men, women and children on topics such as are sexual assault, domestic violence, child abuse and HIV.

- By the end of Mosaic’s program, 32,197 people were given effective information and supportive services on asserting their human and legal rights to protection from domestic violence and abuse by perpetrators, through the application for Protection Orders at 17 magistrate’s courts in the Cape Metropolitan Area.
- Childline provided counseling and support to 1,653 children as they prepared to testify in court against their abusers, securing 53 convictions during the period the award was active.
- StreetLaw was able to reach 51,982 school children and over 120 youth trainers with workshops designed to decrease domestic violence, promote human rights, and increase respect for lawfulness.
- By the end of their program, the Trauma Center had worked in partnership with four other NGOs to significantly strengthen about 150 police station trauma rooms and 2,250 volunteers in the city. These volunteer trauma room groups offer an extremely important neighborhood-based support for thousands of survivors of violence, as well as assistance to police officers that helped to keep them accountable to survivors. The Trauma Center also provided accessible mental health care services and teacher/parent support at six schools - reaching a total of 155 educators, 600 parents, and 3,300 learners. Outside of the schools, the Center directly provided an impressive amount of victim support counseling to 1,568 clients seen directly and to 2,182 clients over the phone.

As has been referenced numerous times above, it is important to point out that expenditure rates have been held artificially low at numerous times throughout the life of the project. Due to the fact that obligations tended to arrive later than expected (sometimes dramatically so) and be less than expected, spending has had to be curtailed at numerous points. For example, the program didn’t get its full FY 04 obligation until December 2003 (which meant we had to spend minimally in the first quarter, putting the program three months behind at its start). Thereafter, the program didn’t receive its main FY 05 obligation until May 2005, 8 months after it would traditionally have been delivered (at the start of the program year so that it could be fully expended by the end of the fiscal year). Finally, and most significantly, the program did not get its FY 06 obligation until the end of August 2006 and that obligation did not include any money for FY 07.

In December of 2006, when Pact sought the final obligation of the award so that it could complete all of its work in FY 07, Pact was informed that no additional obligations were available, leaving the program approximately \$1.5 million short in funds expected to be obligated for the final year of the award. Therefore, Pact and the mission renegotiated the workplan and budget to begin close-out and complete the award by its end date in September 2007 with a reduced number of activities.

II. Background: Program Design

Component I: Strengthening Civil Society Participation in Local Governance Program

This component of the Strengthening Civil Society Performance in the Governance Process project was implemented between January 2004 and September 2007. The initial award was for a two-year project, working in three districts in KwaZulu-Natal, Gauteng and Limpopo provinces.

In 2005 USAID decided to extend the project to other local municipalities where USAID aimed to focus all their programs relating to local governance (the “USAID footprint”). This component of the project was therefore implemented in two phases – the first running from January 2004 to December 2005 (year I and II), and the second from January 2006 to September 2007 (year III and IV).

South Africa has created a constitutional dispensation in which three interdependent spheres of government all require the active participation of citizens and organizations representing those citizens. Beyond merely representative democracy, South Africa aspires to a participatory democracy in which citizens not only can but must play a role in achieving the values and aspirations of the constitution.

At municipal level, expectations of both elected officials and active citizens are high. Developmental local government – the manifestation of the state at the level closest to people and concerned with their immediate needs – puts heavy demands on people. It is intended to be the point at which service delivery, economic development and poverty alleviation come together. Yet all indications are that this is the level of government which receives poor evaluations from citizens, where levels of trust are lowest, and where the attractions of public service are weakest.

While there are many projects and programs which focus on institutional support and strengthening of the state at local level, even assisting with the habits, competencies and institutions which will support public participation and citizen involvement in governance, little has been done to provide capacity to the citizens themselves. This understanding is supported by research done by Idasa and published in “In the Balance: Debating the State of Democracy in South Africa.” Consultative processes supported by USAID South Africa have confirmed this, but mechanisms for delivering financed programs to citizens have been difficult to create and maintain. Where they have existed they have been sporadic, often reduced to voter education or public education around health issues and related welfare support.

While the legislative imperatives for civil society participation are in place, practice indicates that civil society–local government engagement is ineffective, inconsistent or lacking. Since the establishment of democracy in South Africa in 1994, the civil society sector, including NGOs and CBOs, has found it difficult to make the transition from anti-apartheid activism to one of engagement with government as partners in development.

Considerable research has taken place on the status of civil society and its relationship to government, largely defined as national government, but this research has found it difficult to penetrate below the professional staffed public benefit organizations commonly referred to as NGOs. Status quo studies have been conducted through the John Hopkins study, which suggest that there are a plethora of small struggling organizations spread throughout the country, while the extended study tour conducted by the Minister of Social Development reported that in many rural places the churches provided the only locus of public action. At local government level, anecdotal evidence exists of the weakness of CBOs. Afrobarometer studies suggest that while in absolute terms citizen involvement in civil society organizations is higher than in other Southern African Development Community countries, in percentage terms South African participate less

than their neighbors. In 2002, active membership of a community of self-help organizations was reported by only 7% of people in KwaZulu Natal, 10% in Gauteng and 15% in the Limpopo province. Whatever the case for low participation rates, the South African democratic project cannot succeed without organized and active citizens and responsive local governments, and this program sought to make a substantial contribution to that cause.

Both the community and local government share the limitations to effective participation in local governance. Many CBOs are inadequately informed about how local government functions and how they can actively and meaningfully influence local governance in a way that will benefit their communities. They also do not understand that participatory democracy complements the politically legitimate and legally responsible structures. Furthermore, many local government authorities have limited capacity to embrace and put into practice the principle of participatory governance. Mechanisms and structures for community participation such as Ward Committees are either absent or ineffective in many municipalities.

In sum, as CBOs are expected to play a vital role in engaging local governments in several processes, the establishment of mechanisms or structures through which communities can actively participate in local governance is a prerequisite for effective participatory governance. Further, the effectiveness of these structures is dependent on the capacity of CBOs to meaningfully contribute to local governance.

The goal of the Strengthening Civil Society Participation in Local Governance Program was to create new synergies to strengthen the capacity of civil society organizations to participate effectively in local government. Pact/Idasa aimed to achieve this goal through the following four objectives:

1. Increase the number of CBO leaders with the skills to engage their local councils effectively in the development and implementation of local government policies and plans so that the policies and plans meet the development needs of their communities.
2. Improve CBO leaders' knowledge of how the local government works and how to influence it.
3. Increase the capacity of key local council personnel and local civil society leaders jointly to manage changing local government-civil society relations.
4. Train key CBO personnel in the skills to qualify for government tax benefits and government grants.

To address the development constraints outlined above, the program combined the most effective CBO capacity-building innovations developed by Pact and Idasa both globally and in South Africa over more than two decades. After the first democratic elections most donor funding supported government and NGO strengthening programs. However, recently, as donors realized the importance of community based organizations in furthering democratic governance, there has been a shift in emphasis towards CBOs. However, donors have acknowledged that most of these programs have failed to meet the capacity building needs of the CBOs. Therefore, this program used a straight forward, highly focused set of training and support interventions targeted at appropriate levels, and conducted on-site wherever feasible. Based on the premise that communities understand their training and support needs best, the program allowed beneficiary

communities to establish informal contracts with the implementing partner to ensure agreement on the selection of program interventions and on inputs that all parties will contribute toward the achievement of program objectives.

To ensure a direct relationship between the implementing agency and the beneficiaries throughout the project, District Coordinators were designated as the key figures in maintaining relationships with targeted CBOs and their leadership, as well as with the District local government officials who are stakeholders in the program.

The project used a four-pronged approach to ensure that critical outcomes were met in a cost-effective and sustainable manner:

5. Skills transfer for CBOs: Occurred through a series of training workshops on a range of topics that relate to the effective functioning of the CBOs and public participation in local government. Training programs were designed to meet the specific organizational capacity needs of the CBOs and their leadership. Year Two Training Activities: A second round of workshops will take place on the same themes as described above. This allowed a second layer of leadership in CBOs to build capacity for participation.
6. Support services for CBOs: Ensured that CBOs put training courses into dynamic and habitual practice through three mechanisms. District Coordinators played the primary role of re-enforcing concepts imparted through training courses. They were backed up by intensive follow-on technical assistance from an Institutional Capacity Building tutor, and a one-on-one mentoring program for designated leaders in each selected CBO. The latter activity did not make the desired contribution to the effectiveness of the program and was not implemented during the second phase.
7. Development of linkages between CBOs and Local Government Councils: Addressed the many constraints that local councils face in engaging public participation in policy formulation and service delivery and trained CBOs on how to create partnerships for development with local councils.
8. Development and dissemination of information and learning products: Ensured the long-term sustainability of critical training interventions and the replication of capacity building modules and concepts for wider use in South Africa.

The program was implemented in 45 Community Based Organizations (CBOs) in 3 Districts and 15 Local Councils in KwaZulu Natal, Limpopo and Gauteng. Although CBOs in these areas may be organizationally weak, disconnected from local governance, or limited in their reach, Pact's and Idasa's experience has included considerable success in empowering nascent CBOs to expand their reach and improve their community mobilizing and organizing skills. In fact, many of South Africa's leading NGOs today grew from CBOs to NGOs under the tutelage of either Pact or Idasa.

Selection of target district municipalities for implementation was carried out by Idasa and the USAID/SA Democracy and Governance Team using the following criteria during phase 1:

- One district was targeted in each of the three provinces (KwaZulu-Natal, Limpopo and Gauteng). In each of the chosen districts, all the municipalities had to be involved in the project. Implementation of the project in all municipalities in the selected districts aimed

to maximize the influence of the CBOs on local governance and to facilitate co-operation between the different stakeholders (CBOs, municipalities and districts).

- Districts where Idasa has existing relationships were favored. This expedited access to both local government and civil society and facilitated rapid implementation of and support for the project. Previous experience in an area and in-depth knowledge of the dynamics of the area will was useful, especially during the earlier stages of the project.
- Districts where there was political support for the project, and where a serious commitment from elected councilors and the community was more likely, were favored.
- Districts where a diversity of CBO types operated received preference.
- The project favored areas where there was a reasonable chance of success – implying that existing CBOs were active in these areas or that embryonic forms of community activism could quickly coalesce into organizations.
- The project favored districts in which it could readily complement but not duplicate the work done by other USAID projects, such as the technical assistance project top local governments, which was implemented by RTI.

During phase 2, USAID requested Idasa to expand the project to the other district municipalities where USAID was active with a number of programs – the so called “USAID footprint” in South Africa.

During phase 1, fifteen CBOs per each of the three districts were targeted and the project therefore worked with 45 CBOs in total. During phase 2, Idasa worked with twelve CBOs in each of the four districts to allow coordinators to spend more time with each individual CBO; therefore a total of 48 CBOs. As far as possible,

- CBOs had to be spread evenly across the district, ensuring that CBOs from all municipalities benefit from the project.
- CBOs from a number of different sectors had to be targeted to ensure an impact on different functional areas of each local government.
- CBOs had to be operational and functioning.
- CBOs had to be known in their communities and be seen as having legitimacy and credibility.
- CBOs with a clear organizational structure and active membership were targeted. Those CBOs with a significant local support base were given preference.
- The project involved, as far as possible, CBOs with a development agenda that could easily be linked to local government.
- Where possible, CBOs in communities where there was a lack of involvement in IDP’s were targeted.
- The project did not discriminate between CBOs that were registered with the Non-Profit Organization (NPO) office and CBOs that were not registered.
- Selection was made to ensure the participation of vulnerable groups, such as women, youth and the disabled, in the project.

Component II: Strengthening the Capacity of Criminal Justice and Victim Empowerment CSOs program

The sharp rise of crime since the 1994 democratic transition has made crime a major concern to South Africans. As part of its rule of law portfolio, USAID has provided funding for NGOs working in the area of criminal justice and victim empowerment. NGOs funded by USAID provided victim support services, legal assistance to victims of domestic abuse, research on best practices for criminal justice procedures for juvenile offenders, rehabilitation for young offenders, and public awareness campaigns, among other activities.

The 13 activities implemented by these non-governmental organizations under USAID's program mainly (1) provided support services to victims of violent crime, (2) counseled troubled youth and diverted first time offenders out of the criminal justice system, (3) prepared child victims to testify in court, (4) helped women victims of domestic violence file for protection orders, (5) tracked cases involving domestic violence and other forms of violence against women and children, and (6) conducted workshops and public awareness campaigns to reduce crime.

USAID planned to withdraw its Prevention of Crime and Violence funding stream as of September 2004. Recognizing the strength and significance of each of these organizations in South Africa, USAID proposed a consultative process with Idasa, to analyze options for ways in which the various projects might sustain themselves beyond the current funding stream.

On January 30, 2004, Idasa first brought together a roundtable of CSO's in order to discuss the future of their work beyond present USAID funding. This collection of CSOs worked in victim support and empowerment programs in various settings in South Africa. All have been grantees of USAID under a sector entitled Prevention of Crime and Violence. They operate in the justice sector, working with women, children and youth either in diversion, witness preparation, or victim support programs. These programs intersect with the criminal justice system in various ways. The purpose of the initial meeting was to evaluate a potential relationship with Idasa and to discuss options for ongoing support.

When this component was added to the award, the goal was to enable designated CSOs to improve the effectiveness and sustainability of their participation in establishing an ongoing victim support and empowerment system in South Africa. Pact/Idasa pursued this goal through the following objectives:

- Improved information sharing and communication among criminal justice and victim empowerment CSOs
- Enhanced CSO fundraising skills and increased awareness of alternative sources of funding
- Improved CSO organizational and strategic planning capacity
- Increased CSO implementation of advocacy campaigns and/or partnerships with government

Through a series of consultative meetings with the CSOs, Idasa reviewed and revised an illustrative menu of capacity building training courses. From the first meeting of CSOs, the idea emerged to utilize Idasa's expertise in the areas of capacity building, strategic planning and institutional development. In addition, it was brought to Idasa's attention that issues such as

funding landscape, replication, partnerships and PEPFAR funds would be useful sessions to consider. The menu of course and workshops, along with their content, was modified to reflect the perceived learning needs of the CSOs consulted and comprises the basis for the activities included under this component.

Of the fourteen organizations that received USAID funding, ten eventually participated in this program. One, the Thohoyandou Victim Empowerment Program elected to rather participate in Component 1 (Strengthening Civil Society Participation in Local Governance) as they operate in one of the target districts.

Component III: Civil Society Anti-Corruption Initiatives

Component III had two sub-goals:

- 1) Strengthen civil society participation in public accountability by making sub-grants to CSOs for anti-corruption work.
- 2) Develop a comprehensive, high-quality investigative, print journalism instruction program in South Africa through:
 - Improving journalists' knowledge of existing laws and regulations that permit the practice of investigative journalism
 - Increasing journalists' understanding of the many tools and resources available for the practice of investigative journalism
 - Providing journalism students ample opportunity to develop and practice investigative journalism skills

Please note that final reports from sub-grantees under Component III: Civil Society Anti-Corruption Initiatives are attached separately.

Component IV: NPO Tax Legislation Program Subgrant

The goal of this component was to harmonize the enabling tax laws for Non-Profit Organizations and streamline the administration of these laws, thereby increasing access to tax benefits. The key objectives were:

- A legal framework that promotes the mobilization of resources for NPOs
- Legal entities for NPOs that are simple, cost effective and accessible to a greater number of NPOs
- Improved regulation of the NPO sector
- Research and identification of future interventions in the field of non-profit law

Unfortunately, due to funding constraints, this activity was cut short by agreement with the donor before all objectives could be achieved.

Please note that this activity has closed-out and the final report has already been sent.

Component V: Additional Subgrant Awards

Under this component, Pact awarded a series of subgrants to support civil society activities that are in line with the Mission's Democracy and Governance Strategy. Pact worked closely with the Idasa and the CSOs to improve their financial and subgrants management capability during the life of their awards. Included in this component were funding for Afrobarometer polling and reporting which has now been completed.

Please note that reports from sub-grantees under Component V: Subgrant Awards are attached separately.

III. Key Results

(Including comparison of planned to actual activities).

Component I: Strengthening Civil Society Performance in Local Governance

The results for this component of the program are impressive, and have made an important contribution to greater civil society participation in local governance, as well as improved financial sustainability of participating CBOs. Idasa was able to increase CBO capacity to participate in local governance processes via participation on ward committees and other official government engagement mechanisms. Although there was a dramatic spike in year 2, with a slight decline in 3 and 4, the percentage of participating organizations that participated in such mechanisms at least once during the life of the project was nearly 80%, which is up from a combined calculated baseline of approximately 30%. Mechanisms of formal participation included:

- Ward Committees
- Local AIDs Councils
- Youth Councils
- Disabled Councils
- Community Development Forums
- Municipal Health Forums
- Community Policing Forums
- Home Based Care Forums
- Women's Councils
- Commissions on the Role of Provincial & Local Government

Idasa has also dramatically built up the ability of its partner CBOs to gain access to government funding. It provided the capacity building and technical assistance to help them successfully win funds from 53 proposals, nearly a 70% success rate, that raised approximately \$1.6 million from the South African government for CBO activity. This amounts to a very large amount of funding for grassroots CBOs in South African rural and peri-urban towns.

Idasa was also able to increase partnerships between local councils and communities for better and well-targeted service delivery. One indicator of this success was the number of trained CBO leaders (a total of 40 over the life of the project) who actively participated in Integrated Development Plan processes such as annual budgeting, performance review, decision making on

council service provision, and monitoring the implementation of IDPs. Perhaps an even more impressive indication of increased community/government partnership lies in the number of instances in which they successfully completed joint problem-solving activities together. Up from a combined baseline of 23, a total of 75 of these activities were identified over the life of the project. Some of the key successes include:

- Establishment of a multipurpose community center.
- Joint initiation of a potable water scheme with the Department of Water Affairs, which will not only bring water to the municipality, but also create jobs.
- Government support to a voluntary program for orphan care.
- Local government contributions of sewing machines to a CBO that volunteers to care for the community's destitute.
- In-kind donations from government to CBOs that support the caregivers of people living with HIV/AIDS.
- Government contribution of mobile clinics for healthcare CBOs.
- A CBO in one community sought government support for HIV/AIDS orphans. The municipality has started providing food parcels to the CBO for distribution to the orphans.
- One CBO approached the municipality for assistance and then jointly organized a recreational event for disabled and mentally challenged people.
- Another CBO approached the municipality for assistance with an HIV/AIDS awareness campaign. The municipality became involved through production of pamphlets and T-shirts and by providing a venue.
- As part of an on-going campaign to promote the payment for municipal services, one CBO agreed to hand deliver the bills to residents, thereby creating opportunities to talk to residents about services payments and ensuring that bills are delivered and signed for.
- One CBO involved the municipality in a campaign for political tolerance by jointly organizing events that have led to less violent political conflict and greater cooperation between different sections of the community and local government.
- A group of CBOs approached Local Government Departments about the lack of water and electricity, which affected about 75% of the community. The municipality has started laying water pipes to the areas with no access.
- In one locale, the communal water taps were not well situated and when the CBO approached the municipality to reposition some of the taps, they did so.
- A local gravel road was in a bad condition, so the CBO approached the local municipality to ask them to fix the road. The local municipality could not, as they did not have the necessary equipment. When the CBO approached the District Municipality, the District Municipality made the equipment available to the local municipality to repair the road.
- Another CBO approached the municipality to assist a number of poor families with food, and they now provide food parcels on a monthly basis.
- A CBO identified the need for a structure through which local youth could raise their issues with the municipality. They approached the municipality, which accepted their proposal to jointly re-establish the Municipal Youth Council.
- A CBO working with orphans and street children approached the municipality for shelter for some of the beneficiaries. The municipality has since provided accommodation.

- A CBO approached the municipality with a number of ideas to improve participation in public meetings periodically held by the municipality. These included how advertising should be done and how to assist the community with transport to meetings. This has led to greater attendance at meetings.
- When a house burnt down and the family lost all their belongings, the CBO provided water and blankets and lobbied the local government to provide tents and then later a free house for the family to use temporarily, as well as money to buy food and clothing.
- One CBO was able to work out of the town hall in partnership with the municipality to deliver food parcels to the terminally ill.
- At-risk youth in one community were provided with computer training via a joint CBO/Local government initiative that included donated government computers.
- In one community, a CBO jointly hosted an event to increase awareness of disability issues.

Despite this overall success, there were some differences in the level of achievement between Phases I and II of the program. During Phase I (January 2004 to December 2005, year I and II), there has been a significant increase in the percentage of CBOs whose members participate in formal public participation mechanisms, a significant increase in the number of CBO leaders that participate in Integrated Development Plan (IDP) processes, and a significant increase in the demonstrated fundraising capabilities of CBOs. During Phase II (January 2006 to September 2007, year III and IV), with a new group of CBOs, there has been a significant increase in the percentage of CBOs whose members participate in formal public participation mechanisms and a significant increase in the number of CBO leaders who participate in IDP processes, although less pronounced than during Phase I. And although the total amount raised in Phase II far surpassed that raised in Phase I, it was disappointingly somewhat less than the baseline amount.

The difference in performance between the first and second phases is explained in detail below, but can be summarized as a result of two factors:

- Due to budget considerations, a number of activities which happened during the first phase were not repeated during phase 2. The shorter duration of phase 2 of the program also meant that training workshops could not be repeated to ensure greater benefit to each participating CBO.
- There have been a number of delays in implementation due to smaller than expected obligations from USAID during phase 2. Eventually, funding obligated was far less than planned, which led to the cancellation of a number of planned activities. This had a detrimental impact on the success of the project, as participating CBOs benefit from fewer interventions and the delays affected the sustained involvement of Idasa with CBOs.

The second phase of the project was implemented in twelve local municipalities in the Motheo and Xhariep, Nkangala, Bojanala and Waterberg districts. However, in agreement with USAID, the following activities which were implemented during Phase I were not planned for Phase II due to a smaller budget:

- Citizenship roles and responsibilities training
- CBO Mobilization Training
- Organizational tutor program

- CBO Leadership Mentoring
- Additional print runs of CBO participant handbooks and additional radio programs

In addition, Phase II was further hampered by funding constraints. During April to June quarter 2006, USAID notified Pact / Idasa that it was not clear when the Financial Year 06 obligation would become available, and that Idasa should therefore slow down implementation of the program. While Idasa tried to continue implementing some activities, this had a dramatic effect on the work-plan, with a number of planned activities postponed until funding was received. This has also had an effect on sub-grantees, some of whom have had to carry costs for this project on their own. The FY06 obligation became available during the October to December quarter 2006. However, towards the end of this quarter, Idasa had to suspend some of the activities again as the obligation received was not sufficient to cover activities into 2007.

During the January to March quarter 2007, Idasa was informed by USAID, via Pact, that no further obligation would be made for this program. This meant that most activities had to be postponed until USAID approved the revised workplan that Idasa and Pact submitted for use of the remaining funds from the previous obligation. During the April to June quarter 2007, and upon approval of a revised workplan by USAID, Idasa started implementing the last remaining activities for which funding was available. Activities that had to be cancelled due to the decrease in funding were:

- CBO Management Training
- CBO Project Management Training
- Councilor Training on Public Participation in Local Government
- CBO Financial Management Training
- Joint CBO and local government training on conflict management

Start-up Activity 1: CBO selection with Needs Assessment and Baseline Data Collection.

In the early stages of program start-up, the three District Coordinators developed Memoranda of Understanding (MOUs) with each of the selected CBOS, and carried out an initial organizational assessment of each of the selected CBOs, including an analysis of their capacity building needs. Adapted by Idasa from Pact’s Organizational Capacity Assessment (OCA) tool, the assessment was based on interviews with key members of CBOs. While the assessment measured the organizational capacity of each CBO, it did not focus sufficiently on the level of interaction the CBO had with local government at the start of the project. As a baseline and measure of success in promoting participation in local government, this assessment was therefore not useful. When this error became apparent once the first Performance Monitoring Report was due early in 2005, USAID, Pact and Idasa agreed to run a series of group interviews with participating CBOs in order to establish a baseline (CBOs were requested to recall their participation in local governance before and at the start of the project), as well as progress made in terms of participation in local government. After the April 2005 Performance Monitoring Report was submitted, Pact and Idasa designed a system for District Coordinators to continuously update their information on each of the CBOs and their level of participation in local governance.

District Coordinators met with members of the District Councils, including the Speakers of each of the District Councils. These meetings were followed by meetings with relevant persons in the individual municipalities in each District. The aim of these meetings was to elicit local

government support for and participation in the project. All three Districts supported the project and have contributed to the project by making venues available for free, assisting with transport of CBO participants at the project introduction workshops and participating in the launches / introductory workshops. The Ugu District Council also offered to make an office available to the project. Idasa made use of this office until more suitable premises could be located.

In Phase II, the 48 participating CBOs were selected according to criteria agreed with the donor. Initial desks scans of databases of provincial networks of non-profit organizations and local government databases on CBOs in their municipalities were followed up with site-visits and meetings with potential participating CBOs and consultations with local government officials and councilors. Participating CBOs were drawn from all the municipalities in the five districts and are from multiple sectors and a significant number of the CBOs represent vulnerable groups such as women, youth, HIV/AIDS sectors, victims of crime and the disabled. A memorandum of understanding was signed by each of the participating CBOs.

District Coordinators conducted individual interviews with key players in each of the participating CBOs based on the interview schedule agreed with the donor. The purpose of these interviews was two-fold:

- To determine what the specific capacity building needs of participating organisations are in order to ensure that the content of the different project activities meet these needs.
- To provide base-line data against which the success of the project can be measured.

District Coordinators and the Project Coordinator met with members of the District Council, including the Speakers of each of the District Councils. These meetings were followed by meetings with relevant persons in the individual municipalities in each district. The aim of these meetings was to elicit local government support for and participation in the project. All five Districts supported the project and have contributed to the project by making venues available for free, assisting with transport for municipality officials and councilors, and participation in the activities of the project.

Start-up Activity 2: Project Introduction Workshop

Three successful launches / introductory workshops took place on the following dates:

- Ugu - 5 February 2004
- Vhembe - 4 March 2004
- West Rand - 16 March 2004

At these workshops, all participating CBOs and local governments were briefed in detail on the purpose and planned activities of the project. In each District, the District Councils played an active role in the proceedings and publicly gave their support to the project.

In Phase II, three introductory workshops took place in the following dates:

- Waterberg Cluster: 6 May 2006
- Motheo/Xhariep Clusters: 15 May 2006
- Nkangala Cluster: 23 May 2006

These introductory workshops were delayed due to the local government elections, which were held on the 1 March 2006 and the appointment of new council members. The project launch in Bojanala district did not happen as participating municipalities could not agree on a suitable date.

However, Idasa continued with implementation of project activities in spite of the fact that there was not a formal project launch.

Objective 1: Increase the number of CBO leaders with the skills to engage their local councils effectively in the development and implementation of local government policies and plans so that the policies and plans meet the development needs of their communities.

Activity 1.1: CBO Mission, Vision and Strategic Planning Workshops

For CBOs to be in a position to make effective presentations of their socio-economic needs to local councils, the CBO members themselves must have a clear sense of their own mission, vision and strategic objectives. These plans must be “owned” by the community. Therefore the members themselves must play an active role in developing their strategic plans. Between 3 May 2004 and 15 June 2004 Idasa facilitated a two-day Vision, Mission and Values workshop for each of the participating CBOs. For most of the CBOs it was the first time the organization as a whole reflected in a disciplined way on the reason they exist and the type of society they want to help create, how they go about doing this and the values that underlie their work. District Coordinators reported positive feedback from most of the workshops and that some of the organizations have mentioned how this exercise has impacted on the way that they function.

36 of these workshops were facilitated in Phase II:

Motheo/Xhariep Cluster: 8 May – 2 June 2006

Nkangala Cluster: 17 May – 21 June 2006

Bojanala District: 23 Oct – 17 November 2006

Waterberg: Did not happen as the project had to slow down before these were scheduled and these were eventually cancelled due to a reduced budget.

Activity 1.2: CBO Advocacy and Communication Training

In 2004, the workshop focused on CBO advocacy at the local government level, CBO leaders’ internal and external communication strategies and how to build support for campaigns. A “CBO Advocacy and Communications” training manual, based on Pact and Idasa’s previous extensive advocacy training in other African countries, was developed. Taking lessons learned from much of this work, the training emphasized collaborative advocacy techniques over adversarial means. Three 3-days workshops on Advocacy and Communication were held in all three Districts on the following dates:

- West Rand District: 21 to 23 July 2004
- Ugu District: 26 to 28 July 2004
- Vhembe District: 26 to 28 July 2004
- Ugu District: 03 – 05 July 2005

In 2005, three-day training workshops on Advocacy & Communication were completed. These workshops focused on the important elements of planning and implementing an advocacy campaign at local government level:

- Vhembe District: 19 – 21 September 2005
- West Rand District: 27 – 29 September 2005
- Ugu District: 03 – 05 July 2005

In Phase II, a three-day training workshop on Advocacy and Communication was completed in all clusters. These workshops focused on the important elements of planning and implementing an advocacy campaign at local government level on the following dates:

- Bojanala District: 12 – 14 June 2007
- Xhariep/Motheo District: 18 – 20 June 2007
- Waterberg District: 25 – 27 June 2007
- Nkangala District: 16 - 18 July 2007

Activity 1.3: CBO Management Training

In 2004, three workshops on CBO Management were conducted in all three Districts on the following dates:

- Ugu District: 26 - 27 August 2004
- Vhembe District: 18 - 19 August 2004
- West Rand District: 23 - 24 August 2004

The workshops covered general management principles, strategic planning, succession planning, teams development and time management. This workshop was able to give the participants an overview of management of an organization and what it entails to be a manager.

In 2005, two-day training workshops on CBO Management were completed on the following dates:

- Vhembe District: 5 – 6 September 2005
- West Rand District: 8 – 9 September 2005
- Ugu District: 19 – 20 September 2005

Activity 1.4: CBO Project Management Training

In 2004, CBO Project Management workshops were held in three Districts on the following dates:

- West Rand District: 1 - 2 September 2004
- Vhembe District: 6 - 7 September 2004
- Ugu District: 9 - 10 September 2004

These two day workshops introduced the concept of project management to participants and how this can help plan and implement successful projects within their own organizations and outside. The workshops, similar to all the other workshops, were designed with the needs of CBOs in mind and covered the following topics: definition of project management, project management body of knowledge, project cycle, work breakdown structure, program evaluation and review techniques, leadership and management, and monitoring and evaluation.

In 2005, two-day training workshops on Project Planning and Management, adapted for organizations without access to project management software, were completed on the following dates:

- Vhembe District: 1 – 2 August 2005
- West Rand District: 4 – 5 August 2005

- Ugu District: 11 – 12 August 2005

Activity 1.5: CBO Training on Integrated Development Plans (IDPs)

In 2004, three 2-day workshops on Integrated Development Planning were held in the three Districts on the following dates:

- West Rand District: 6 –7 October 2004
- Vhembe District: 11- 12 Oct 2004
- Ugu District: 24 – 25 Oct 2004

In these workshops the participants were able to understand and explore ways communities can influence the IDP process. The municipalities gave presentations on their IDP processes and explained the importance of public participation in regard to the formulation and finalization of IDPs in local government.

In 2005, two-day workshops on Municipal IDP & Budgeting were completed where participants engaged with their Municipalities' actual IDPs and Budgets to identify opportunities relating to their sectoral organizations. These workshops were held on:

- Vhembe District: 14 – 15 July 2005
- West Rand District: 21 – 22 July 2005
- Ugu District: 25 – 26 July 2005

In Phase II, three-day workshops on Municipal IDP & Budgeting were completed where participants engaged with their Municipalities' actual IDPs and Budgets to identify opportunities relating to their sectoral organizations. Due to the slowdown in project implementation, these workshops happened too late to influence the performance monitoring indicator for year III for participation in the IDP process. The workshops took place on the following dates:

- Nkangala District: 31 Oct – 2 November 2006
- Xhariep/Motheo Districts: 31 Oct – 2 November 2006
- Bojanala District: 13 – 15 November 2006
- Waterberg District: 13 -15 November 2006

Objective 2: Improve CBO leaders' knowledge of how the local government works and how to influence it.

Activity 2.1: Leadership Training Course

In 2004, this initial training was conducted in Pretoria to ensure the full participation of the CBO leaders throughout the project, and the use of a wide variety of the resources available at Idasa's Kutlwanong Democracy Center. The leadership training focused on community mobilization and organization, and how to provide leadership to citizens. The feedback received from participants was positive and the workshops also contributed to the buy-in of organizations into the project. Three leadership development workshops (one per District) of two weeks each were attended by two leaders per participating CBO, on the following dates:

- Ugu District: 23 - 6 March 2004
- Vhembe District: 8 - 20 March 2004

- West Rand District: 23 March - 3 April 2004

In 2005, two-week leadership training workshops took place in Pretoria on the following dates:

- West Rand: 7 - 18 March 2005
- Vhembe: 28 March - 8 April 2005
- Ugu: 11 – 23 April 2005

CBOs were requested to send different leaders or potential leaders from the ones who participated in the leadership workshops in the previous year to these workshops to enable CBOs to develop depth of leadership.

In Phase II, four leadership development workshops (one per cluster) of two weeks each were attended by two leaders per participating CBO. The feedback received from participants was positive and the workshops also contributed to the buy-in of CBOs into the project.

The workshops were held on the following dates:

- Motheo / Xhariep cluster: 6 to 17 March 2006
- Nkangala cluster: 27 March to 7 April
- Bojanala cluster: 15 – 26 May 2006
- Waterberg cluster: 29 May – 9 June 2006

Activity 2.2: CBO Local Government Training

These three-day workshops (one per District) had 60 participants each (4 per CBO) and happened on the following dates in 2004:

- Ugu District: 21 - 23 June 2004
- Vhembe District: 21 - 23 June 2004
- West Rand District: 21 - 23 June 2004

The workshops covered the benefits of participating in local government, how local government (including Ward Committees) works, opportunities for public participation in local government and local government budgets.

In 2005, three day workshops on How Local Government Works were held in all three Districts on the following dates:

- Vhembe District: 16 – 18 May 2005
- West Rand District: 01 – 03 June 2005
- Ugu District: 08 – 10 June 2005

CBO Local government training was also carried on in Phase II on the following dates:

- Nkangala Cluster: 9 – 11 May 2006
- Motheo/Xhariep Cluster: 16 – 18 May 2006
- Waterberg Cluster: 22 – 24 May 2006
- Bojanala: 31 May – 2 June 2006

Objective 3: Increase the capacity of key local council personnel and local civil society leaders jointly to manage changing local government-civil society relations.

These activities recognized that strengthening CBOs is not, by itself, sufficient to ensure their active participation in local governance. In addition, they address the fact that local councils not only often lack training, resources and skills, but can also be defensive of their positions, and occasionally jealous of resources that appear to by-pass them as they move into communities. To ensure that the program effectively addressed these constraints, we aimed to establish a climate of both collaboration and competence for public participation in local governance. Early on in the program, local councils were brought on board and encouraged to consider themselves as partners in the enterprise of supporting their public participation efforts.

Activity 3.1: CBO Mobilization Training

In 2004, three 2-day workshops were held on CBO Mobilization in all three Districts on the following dates:

- West Rand: 09 – 10 November 2004
- Vhembe: 15 – 16 November 2004
- Ugu: 18 – 19 November 2004

The goal of these participatory workshops was to practice developing a comprehensive social mobilization strategy to create sustained community and individual change. During the workshop, participants explored the benefits and potential impact of engaging in social mobilization for social development; defined social mobilization and described how it integrates aspects of community mobilization and advocacy; practiced the design, organization, and implementation of community mobilization events; and discussed ways to measure the effectiveness of community mobilization events.

Then in 2005, two-day Mobilization Sessions were completed. During the sessions, Project Coordinators visited each CBO at their place of work to assess the impact of the project to their organizations, to prepare them for the presentation at the forthcoming Project closure ceremony and to provide technical assistance:

- Ugu District: 03 – 06 October 2005
- Vhembe District: 11 – 13 October 2005
- West Rand District: 17 – 19 October 2005

Activity 3.2: Citizenship Roles and Responsibilities Training

In 2004, three 1-day workshops on Citizen Roles and Responsibilities were held in all three Districts on the following dates:

- West Rand: 11 November 2004
- Vhembe: 17 November 2004
- Ugu: 20 November 2004

In these workshops participants examined the role CBOs can play in raising awareness of the rights and responsibilities of communities as they relate to local governance. The Batho Pele

(People First – a service delivery initiative being implemented in the civil service) principles were clearly outlined and explained for participants to understand what level of service delivery they deserved from all government departments.

Then, in 2005, one-day training workshops on Citizen Roles and Responsibilities were completed. These workshops focused on the Roles and Responsibilities citizens can play on their local municipalities, including paying for services, on the following dates:

- West Rand District: 11 October 2005
- Vhembe District: 14 October 2005
- Ugu District: 28 October 2005

Activity 3.3: Councilor Training on Public Participation in Local Government

The overall aim of the workshops was to make councils actively encourage participation of the targeted CBOs and other community members on Ward Committees, IDP development, implementation and monitoring bodies, etc. All three workshops for the year on promoting public participation in local government for municipalities (one per District) happened on 24 June 2004. The Speaker, an additional councilor and one official who deals with public participation was invited from each municipality. The CBO members who attended the "How Local Government Works" workshop also participated in this workshop, thus ensuring that community members met with relevant local government people and could apply their learning from the previous workshop. This workshop afforded an opportunity for each municipality to present its public participation strategies and share best practices, while Idasa also made input on strategies that work, based on its experience in many municipalities throughout the country.

In 2005, additional one-day District Public Participation Strategy Seminars were completed. All the Municipal Speakers within a district and community members, including the 45 CBO members attended these seminars:

- Ugu District: 24 October 2005
- Vhembe District: 27 October 2005
- West Rand District: 03 November 2005

Objective 4: Train key CBO personnel in the skills to qualify for government tax benefits and government grants.

Activity 4.1: CBO Financial Management Training

CBO Financial Management Workshops were conducted in the three Districts on the following dates in 2004:

- West Rand: 13 - 14 September 2004
- Vhembe District: 16 - 17 September 2004
- Ugu District: 20 - 21 September 2004

These workshops afforded the participants an opportunity to begin to understand the financial management principles and budgeting processes in an organization. It also introduced the participants to basic bookkeeping to get the CBO to understand the importance of record keeping in their organizations. The workshop also gave the participants the opportunity to understand the link between project management and the budgeting cycle.

Then, in 2005, two-day workshops on Financial Management and CBO Taxation were completed by the Non-Profit Consortium (NPC, a subgrantee of USAID with which USAID was keen for Idasa to build a closer working relationship) on the following dates:

- Vhembe District: 25 – 26 August 2005
- West Rand District: 29 – 30 August 2005
- Ugu District: 8 – 9 September 2005

In Phase II, three-day training workshops on Proposal Writing and Fundraising were completed on the following dates:

- Waterberg District: 24 – 26 October 2006
- Nkangala District: 20 – 22 November 2006
- Xhariep/Motheo Districts: 21 -23 November 2006
- Bojanala District: 28 – 30 November 2006

Activity 4.2: CBO Fundraising and Proposal Writing Training

The Fundraising and proposal writing workshops were held in the three districts on the following dates in the first year:

- Vhembe District: 27 - 29 September 2004
- West Rand and Ugu Districts: 4 - 6 October 2004.

Each of these workshops was an important moment in the lives of the CBOs as they gained skills to write and prepare fundraising proposals for their own organizations. The participants began to learn the importance of project planning and how this assists in addressing real problems in the community. They also learned the about the various tools used in fundraising or applying for funds from the different funding agencies. A list of potential grant makers was distributed during the workshop.

Three-day training workshops on Proposal Writing and Fundraising were revisited in 2005 to further assist CBOs to raise funds from both governmental and private sector sources. These took place on the following dates:

- Vhembe District: 15 – 17 August 2005
- West Rand District: 22 – 24 August 2005
- Ugu District: 29 – 31 August 2005

Cross-cutting Support Services

These services ensured that participants trained under each of the four program objectives put their newly acquired knowledge and skills into practice over the long-term. They permitted continuous coaching of CBOs in the areas critical to their ability to sustain effective participation in a variety of local government processes.

On-going Capacity-building re-enforcement and technical assistance

Coordinators provided continuous support and assistance to participating CBOs based on their individual needs. These services included assisting unregistered CBOs with registration; facilitating linkages between each CBO and the relevant officials and councilors in each local

council; assisting each CBO with grant and tender applications to the National Development Agency, the National Lotteries Distribution Trust Fund and other government agency funding sources; fostering linkages and networking among different CBOs with similar interests; and assisting these groups with preparations for participating in the IDP process. Examples included:

- Youth Development Network: Strategic planning
- Practical Ministries : Business planning and proposal writing
- Mohlakeng Youth Friendly: Constitution writing
- Facilitation of the formation of Project Steering Committee in West Rand District.
- Mandisa Ocingweni: Consultative meeting on project planning
- Greater Westonaria Disabled Forum: Registration process with the Department of Social Development.

Given the difficulties with funding in Phase II, as described above, many project activities were postponed or cancelled due to the funding situation, so coordinators made an effort to provide more support and technical assistance to CBOs by:

- Checking on the progress of CBOs with regard to participation in local government
- Evaluating the impact of the workshops the CBOs attended
- Helping to ensure that lessons from those workshops were implemented in the organizations
- Discussing the challenges CBOs face and helping to troubleshoot problems
- Providing mentoring on fundraising strategies and in some cases assistance with the drafting of funding proposals
- Providing administrative support, including helping to set-up systems, policies and organizational goals
- Updating the case management files
- Helping CBOs build a working relationship with their Local Councils

Organizational tutor program

To ensure the organizational strength of each CBO, coordinators implemented an organizational “tutoring” program, providing individual technical assistance sessions for a period of three days after Year I training activities have been completed. The tutor program assisted CBO Leaders to apply and institutionalize what has been learned in the workshops. The tutor conducted an on-site assessment of institutional systems and policies, and assisted the CBO with development of new systems or the improvement of existing systems. These systems included administrative systems, human resources management systems, policies and procedures, information management systems, the use of information technology and others. The tutoring intervention was conducted in a condensed fashion, with tutors meeting for initial orientation workshops and then entering the field simultaneously so that there was a high level of CBO motivation and excitement. In cases where CBOs had very informal systems and procedures and have different needs from large, established and well funded organizations, the Tutors assisted CBOs with the implementation of lessons from other activities described above. All together, 45 three-day tutoring programs were held in the three Districts on the following dates:

- West Rand District: Jan – Feb 2005
- Vhembe District: 14 - 25 Feb - 2005
- Ugu District: 28 Feb – 11 March 2005

CBO Leadership Mentoring

The mentoring program identified local mentors from business, religious communities, educational institutions or similar local knowledge assets. These people were matched with CBO leaders and were meant to have a formal, monitored relationship with them spread over a period of time, supported by training, orientation, and materials. Such a program moves leaders from training to practice, from knowledge to assured behavior.

Nine (9) mentors were selected, each of whom dealt with 5 CBO leaders. Mentors were supposed to meet with each individual CBO leader for a period of 18 months. The mentor had to write a minute on each meeting with their CBO leaders and present Idasa with a progress report every month. The mentors were paid a nominal amount for their work. This process kicked off with the identification of suitable mentors in each of the Districts and an orientation workshop for mentors on 29 June 2004.

Some benefits for CBOs were achieved through the mentoring program. For example, one of the mentors in the West Rand secured a sponsorship of 15 computers for the project. Another mentor in Ugu adopted the Youth Development Network and provided it with office space and use of his organizational resources. However, in spite of the training provided to mentors, the briefing provided to CBO leaders, and the efforts of District Coordinators to ensure that mentors and CBO leaders have useful meetings, this activity did not achieve the desired results. Mentors did not submit accurate reports on time, if at all, and many CBO leaders reported that their sessions with their mentors were not very useful. In consultation with USAID, it was decided to discontinue this activity during the second phase (2006-2007).

Information provision/learning products

The project aimed to provide relevant information to the CBOs. The following information was given to CBOs.

A contact list of grant makers was compiled and distributed to each participating CBO in order to enable CBOs to do more successful fundraising. This happened during the first quarter of 2004. Also, CBO handbooks on ten of the training subjects were developed during the course of the project and one set of each of the ten books delivered to CBOs participating in the first and second phases of the project. The titles were:

- Advocacy And Communication
- How Local Government Works
- Integrated Development Planning
- Strategic Planning
- Community-Based Organization Management
- Project Management
- Fundraising And Proposal Writing
- Financial Management
- Community Organizing
- Citizen's Roles And Responsibilities

In addition to the printed copies of notebooks made available to the program participants, all manuals were placed on the IDASA web site so that they could be accessed throughout the country by other CBOs.

Along with the written materials, three radio programs were produced and distributed to sixty community radio stations between October and December 2004. All programs were recorded in English, Zulu, Tswana, Venda and covered the following topics:

- Increasing Participation Of Cbos In Local Government Activities
- The Role Of Local Government In Increasing Linkages With Communities
- Community Participation In The IDP Process In Local Government

Finally, a number of seminars were held to distribute information, including three open seminars on Promoting Public Participation in Local Government with emphasis on IDPs in all three Districts on the following dates:

- Vhembe District: 17 August 2004 (125 participants)
- West Rand District: 20 August 2004 (150 participants)
- Ugu District: 2 - 4 September 2004 (127 participants)

These seminars were attended by participating CBOs as well as other organizations in the districts, and were designed to attract a wider audience so that not only participating CBOs became aware of the opportunities for public participation. The seminars presented an opportunity for CSOs and local government officials and politicians to engage each other seriously on the ways of promoting public participation in local governance. Even though the emphasis in this regard was on IDPs, the participants used these opportunity to further seek mechanisms of engagement with local government. Most participants agreed that this form of interaction between CSOs and local government is important and should be sustained to keep the dialogue process ongoing. The Ugu District Municipality co-funded the seminar in Ugu District, demonstrating the importance they place on public participation.

Then, in 2005, nine one-day Public Participation Seminars were held in nine Municipal areas:

- Vhembe District: 2 seminars – Mutale, 4 May; and Thulamela, 24 May.
- West Rand District: 3 seminars – Merafong, 19 May; Randfontein, 17 May; and Westonaria, 6 July.
- Ugu District: 4 seminars – Vulamehlo, 14 June; Ezingoleni, 17 June; Hibiscus Coast, 27 June; and Umzumbe, 1 July.

Unfortunately, the remaining five planned seminars did not take place for the following reasons:

- Musina and Umziwabantu: the political situation was not conducive because of stand-off between communities and the Municipalities around issues of perceived corruption and service delivery respectively.
- Makhado: the Municipality was under provincial administration and it was difficult to draw in the Municipal councillors and officials to participate in this activity.
- Mogale City: the councilors were on recess and the original date which was scheduled had to be postponed.
- Umdoni: the Municipality was reluctant to engage in this activity for unknown reasons.

Focus Groups

Three group interviews were held in all three Districts. These were done to track progress made by the project on the following dates;

- West Rand: 14 - 15 March 2005
- Vhembe: 17 - 18 March 2005
- Ugu: 11 March 2005

The goal of these group interviews was to measure the performance of the project activities for the last year. This addition was agreed upon with USAID as this activity was not included in the original work plan. Results from the group interviews were included in the Performance Monitoring Report.

Project Closure Workshops

Three two-day Project Closure Sessions were completed in 2005 to wrap up Phase I. Municipal Council Representatives and CBO members looked at the impact the USAID project had made and discussed the way forward on public participation on the following dates:

- Vhembe District: 7 – 8 November 2005
- West Rand District: 17 – 18 November 2005
- Ugu District: 23 – 24 November 2005

At the end of Phase II, Idasa had planned to facilitate a civil society seminar in each of the twelve participating local municipalities. These seminars were postponed due to the funding situation of the project. When Idasa had to prioritize activities to implement with reduced funding before the end of the program, it was decided to organize these seminars and to use the opportunity to formally close the project with the CBO and local government partners from each local municipality present. However, it was difficult to get the commitment of all twelve local municipalities to participate in the seminars as they had many other activities during this quarter. The six seminars happened on the following days:

- Motheo / Xhariep cluster, Lestsemeng municipality: 12 September 2007
- Nkangala cluster, Emalahleni municipality: 6 September 2007
- Bojanala cluster, Madibeng municipality: 12 July 2007
- Bojanala cluster, Moses Kotane municipality: 19 July 2007
- Waterberg cluster, Mookgopong municipality: 2 August 2007
- Waterberg cluster, Lephhalale municipality: 7 August 2007

Component II: Strengthening the Capacity of Criminal Justice and Victim Empowerment CSOs

The impact of the program was measured by comparing the scores organizations achieved on the Organizational Capacity Assessment (OCA) during the first round of assessments with the scores produced by the second round of organizational capacity assessments. While OCA is a very participatory methodology, it was adapted in this case to increase objectivity. The facilitator also scored the capacity areas of each organization during these assessments, based on the facilitator's view of the organization.

Based on these assessments, the average score for overall capacity, which includes organizational development, governance and policies, program implementation, communication skills, finance, human resources and marketing and liaising, increased from 3.78 to 4.06. The average score for fundraising capacity increased slightly from 4.17 to 4.3 and the average score for advocacy capacity increased by a significant margin from 3.66 to 4.24.

The level of participation in the project, near full participation by every organization in every activity, demonstrated that organizations saw significant benefit in this program. This was also confirmed by feedback received from organizations that unanimously provided rave reviews for the services Idasa provided during the project. The following organizations participated:

- Mosaic – Training and Healing Centre, Cape Town
- Khulisa - Child nurturing organization, Johannesburg
- GRIP – Greater Rape Intervention Programme, Nelspruit
- Ithuteng Trust, Soweto
- Centre For Criminal Justice (CCJ), University of Natal
- Centre for the Study of Violence and Reconciliation (CSVR), Johannesburg
- Childline – KwaZulu-Natal, Durban
- Community Law Centre (CLC), University of the Western Cape
- Creative Education with Children at Risk (CRED), Cape Town
- Criminal Justice Strengthening Program, Port Elizabeth

Start-up

Start-up Activity 1: Organizational Capacity Assessment (OCA)

Each of the participating CSOs was involved in an assessment of their own institutional capacity. The OCA methodology that was utilized permits both nascent and more established organizations to assess their own capacities, in conjunction with an independent facilitator, in essential areas of organizational development such as organizational structure and governance, strategic planning, financial management, project design and management, program evaluation and fundraising. This methodology prepared organizations to continuously re-assess their capacity in these and technical areas and to develop action plans to obtain the knowledge resources they need to improve performance in accomplishing their missions and goals.

The findings of the assessment formed the foundation for the baseline of organizational performance. The OCA assessments were repeated during the last quarter of year four of the program. This allowed organizations to identify areas for improvement beyond the program. The findings of these self-assessments also made a comparison of the capacity of participating CSOs during and after the program possible.

The OCA tool design workshop, involving six of the participating organizations, happened on 1 – 2 March 2005, facilitated by Pact and Idasa. The ten individual Organizational Capacity Assessments were subsequently completed between May and November 2005.

The second round of OCA's happened between June and September 2007. Two of the participating organizations did not complete the second round of self assessments due to organizational problems (namely, a change of leadership in the Centre for the Study of Violence and Reconciliation, and criminal charges against the Director of the Ithuteng Trust).

Start-up Activity 2: Launch workshop

The program was launched on Monday 4 October. At this workshop, participating organizations and Idasa discussed coordination of the program. The Project Steering Committee was selected and the Memorandum of Understanding was discussed and signed by each participating organization.

Objective 1: Improve information sharing and communication among criminal justice and victim empowerment CSOs

Activity 1.1: Information Sharing Workshops

Two annual two-day workshops to discuss why organizations may be hesitant to share information with one another were originally planned. However, participating organizations were of the opinion that these workshops were not necessary as they share information at program steering committee meetings, program workshops and independently of this program.

Objective 2: Enhance CSO fundraising skills and increased awareness of alternative sources of funding

Activity 2.1: Fundraising, Proposal and Budget Writing, and Funding Landscape Workshop.

A fundraising and proposal writing workshop took place from the 19th - 21st July 2005 and was specially designed for Non-Governmental and Non-Profit Organizations. Fifteen delegates from 6 organizations attended the participatory course. Participants worked in groups and engaged one another in discussion and debate while reflecting on their own practices at their place or work. This was done while working through of number of issues and processes relating to fundraising and proposal writing. At the end each group had a well worked out and thought through funding proposal.

In addition, an Introduction to the Logical Framework Approach workshop happened on the 14th of November 2005. This session was planned as part of Idasa's support to social partners. The overall goal was to introduce the tool as a compliance measure for donor funding and to expose the staff so as to increase their understanding of the project cycle management. Additional benefits/values of the tool were highlighted, namely;

- a tool to measure general performance against stated outputs and indicators;
- a tool to measure individual performance
- a tool to measure financial accountability, proper financial planning and budgeting
- a tool to sharpen the business case of a project.

The staff found this useful and insightful and expressed the need for additional information on project management, which Idasa provided.

Activity 2.2: Organizational Sustainability

This workshop happened from 11 - 12 August 2005 and was facilitated by Paul Graham (Executive Director Idasa) and Ivor Jenkins (Director Idasa). Participants deliberated on the following issues related to organizational sustainability:

- Human resources
- Funding and finance

- Systems and structures
- Demand/Growth
- Leadership
- Partnerships
- Competitors
- Constituency/environment
- Identity
- Organizational culture

Activity 2.3: Volunteer Management Training

This workshop happened from 29 – 30 November 2005 and covered the following areas:

- Definition and Myths about Volunteering and Volunteers
- Why people volunteer
- The Volunteer Management Cycle
- Developing applicable policies and procedures
- Role of Volunteer Manager
- General Guidelines for Recruitment
- Supervision of Volunteers
- The rights of Volunteers
- Risk Management basics
- Promoting Good Volunteer/Staff partnerships

Activity 2.4: Institutional Image Building.

This workshop happened from 23 – 24 August 2005 and was titled “NGOs and the Media: How to Build a Better relationship.” The objective of the workshop was to help NGO members build a better relationship with the media, including newspapers, magazines, television and radio. The course was divided into these sections:

- Why NGOs should know about media relations
- The problems with dealing with the media
- Drawing up a press list and making contacts
- Tracking news that matters to you
- Understanding deadlines
- How to be a good source
- The difference between hard and soft news
- Tools for communicating with the media
- Selling stories to the media
- Interviews and press releases.

Activity 2.5: Introduction to Corporate Community Engagement (CCE)

Participants from both the NGOs served by this component and the CBOs targeted under Component 1 were to attend two, three-day workshops engaging the business community in economic and social development projects at the local level. These workshops did not happen due to the funding constraints of the latter stages of the project. However, many of the concepts were incorporated into other workshops that were held.

Activity 2.6 Advisory services on the new Non-Public Organizations tax law.

A small amount of funding was to be used to advise CSOs on how they can most effectively take advantage of this enabling legislation. This did not happen due to funding constraints that caused us to cut back on most of the NPO law activities under the project, as per the agreed workplan with the donor.

Objective 3: Improve CSO organizational and strategic planning capacity

Activity 3.1: Values, Vision and Mission/ Growth and Replication Workshop.

These workshops assisted organizations to develop their vision and consider the implications for how they work. Five of the participating organizations elected to participate in these workshops, on the following dates:

- CRED 1-2 November 2004
- GRIP 18-19 November 2004
- Centre for Criminal Justice 30 November-1 December 2004
- Childline 16 and 23 February 2005
- Ithuteng House 9-10 February 2005

Also, a Vision, Mission and Values Workshop was held with 70 learners from Ithuteng (Soweto) on 7 July 2006. The Objective of the workshop was to enable these young people to shape their own Vision of the Society they wish to create. They then worked on a shared Mission Statement as to how this society could come about. Lastly they worked on the values they hold dear and for which we all should strive in order to bring about a just society. In addition, a Growth and Replication workshop was held on the 4 November 2004.

Activity 3.2: Institution Building Mentor

A mentor was meant to work with each organization for three days to strengthen and/or introduce any systems that might be falling short in the organization. Mentors were to receive a terms of reference that would cover the following areas: salary scales, staff appraisal systems, staff incentives, employment conditions, policy and procedures documentation, governance structures, job descriptions, archiving, etc. In the final quarter of year III, Ithuteng House was assisted under this activity before it became clear that obligated funding would not be sufficient to complete the activity in other organizations.

Activity 3.3: Role of the Board Workshop

These two day workshops, for all board members from each organization were cancelled, as agreed with the donor in the close-out workplan, when it became clear that expected funding would not come through.

Activity 3.4: Coaching Activity

This activity, for the Heads/Executive Directors of each organization was introduced for one day per month for a timeframe of nine months. Directors chose someone in a leadership position from any of several elements of society, such as government, the NGO, religious, and business sector. The purpose of this activity was to:

- ensure that the leaders of the organizations sustain the organizational and personal learning of the project and embed these in their organizations

- help, through weekly mentoring and monitoring, the steady growth in managerial skills and effectiveness of the leaders of these organizations;
- be a sounding board as well as advisor to these leaders in terms of organizational, strategic and managerial decisions that must be made as a result of the project and the changing circumstances in South Africa.

Jan – March 2005: Identification of Leadership Coaches. Organizations identified and submitted possible coaches to Idasa for approval in early 2005. Once the coaches were approved, the activity happened from April 2005 to June 2007. The feedback from organizations was particularly positive regarding this activity.

Activity 3.5: Organizational Exchanges

Four-day exchanges between pairs of participating organizations, with the purpose of networking and best practice sharing and learning, were planned for all organizations involved in the project. And in the second quarter of Year III, a positive start was made with a valuable organizational exchange between Mosaic (Cape Town) and CSLS – Criminal Justice Strengthening Program (Port Elizabeth). Both organizations reported that the exchange was very fruitful, but the rest of the exchanges did not occur due to the unavailability of planned funding.

Activity 3.6 Leadership Training

The first week of the two-week residential leadership workshop was held from the 4 – 8 October 2004. Key existing and emerging leaders from the participating CSO's attended this intensive Leadership Training Course which focused on personal and organizational development skills. The second part of the leadership workshop happened on 7-11 March 2005. While week one focused mainly on personal development, the second week focused on management of self, staff, diversity and motivation.

Activity 3.7: Financial Management

The objective was to explore specific financial and reporting systems that are appropriate for the CSO environment. The workshop happened from 28 – 29 April 2005.

Activity 3.8: Management

This workshop happened from 6 – 8 September 2005. The course material for this workshop comprised 5 modules:

- Introduction to Management
- Nature of Organizations
- Human Resource Management
- Management Skills
- Management in NGO's.

Activity 3.9: Human Resource Management and Development

This workshop took place from 13 – 14 April 2005.

Activity 3.10: Managing Conflict and Stress Within Organizations.

This workshop happened from 09 – 10 June 2005.

Activity 3.11: Project Planning and Management

This workshop took place between March 30th and April 1st, 2005. Participants were excited about the introduction to the project cycle, as many had never had exposure to project management tools and methodology.

Activity 3.12: Paraprofessional Training

The paralegal training workshop was held from 15 – 17 May 2005. The Objectives of the Workshop were:

- To improve participants' understanding of aspects of South African Law, relevant to their work environment.
- To improve participants' ability to apply knowledge of South African Law in their work environment.
- To give participants the opportunity to have a broader view of the needs of the group and to start engaging each other's needs.

Activity 3.13: Documentation and Information Management

This workshop, aiming to assist both project and administrative staff to come to grips with the knowledge management systems available, and the demands of the access to information legislation, happened from 25 – 26 May 2005.

Activity 3.14: Administration and Secretarial Skills

This training assisted secretarial staff to project a better image of the organization and empowered them to play a more effective role in the organization. The workshop happened from 10 – 11 May 2005.

Activity 3.15: Monitoring and Evaluation

This workshop took place from 13 – 14 July 2005. The first day covered the basic theory and terminology of program evaluation, including the history of evaluation practice and competing paradigms; differences between formative and summative evaluation; and the various types of evaluation. The second day was focused on applying the M&E concept to the trainee's programs; concepts such as theory-in-use, baseline data, input-output-outcome-impact, indicators; data collection tools; the advantages and disadvantages of qualitative and quantitative data collection and analysis; and suggested approaches for monitoring.

Objective 4: Increase CSO implementation of advocacy campaigns and/or partnerships with government**Activity 4.1: Advocacy and Lobbying**

This workshop, focusing on planning and implementing advocacy campaigns, happened from 21 – 22 June 2005.

Activity 4.2: Research Skills

This workshop took place from 8 – 10 November 2005 and included the following:

- Developing a research question
- Identifying the research context and accessing resources

- Introduction to research methodologies
- Proposal writing
- Introductions to Quantitative and Qualitative Methods
- Data analysis
- Report Writing
- Data Management

Activity 4.3: Small Grants

Originally, a small pot of funds was intended to be to help participating CSO gradually transition from USAID funding support to other means of revenue generation. Pact planned to make these grants directly available to some of the participating organizations, but, as agreed with the donor, was not able to do so when it became apparent that obligated funding would not match planned funding.

Ongoing support

While not reflected in the work plan, the Idasa coordinator for this component maintained close contact with participating organizations for the duration of this project and regularly made numerous site visits. During these visits the coordinator assisted with the development of organizational systems and structures, and dealt with other matters raised pertaining to the program. The visits also assist in maintaining a good relationship with participating organizations.

Component III: Anti-Corruption Initiatives – Investigative Journalism and Civil Society Strengthening

Activity 3.1: Civil Society Anti-corruption sub-grants

Ecolink

This subgrant was designed to evaluate and report on the level of awareness among youth regarding corruption issues in Mpumalanga and Limpopo Province and develop models of best practice involving youth groups in anti-corruption activities. The subgrant was scheduled to run from October 2005 through the end of May 2007, but because of the funding situation there was only sufficient funding to continue until the end of March 2007. Due to the unavailability of expected program funds, Ecolink could not afford to contract someone to do the final analysis and devise a coping strategy program for improved reaction to corruption. Therefore, the final product, as per the USAID-approved close-out workplan, instead took the form of the final program report (attached) which detailed the initial survey activities and youth workshops that would have continued had funding proceeded as expected. The survey was developed and refined with stakeholder input, along with the database that was to be used to collect data. However, the survey could only be pilot tested in a single community – providing 350 responses before funding ran out. Four workshops were carried out with 30 youths under 14 on the topic of social cohesion and corruption. These workshops also taught puppet creation and theatre skills with the end goal of the development of a youth-developed show on the issue of corruption. The youths were able to perform their show “For Love or Money” several times before the project ended, including a performance in front of 300 people at the ECOLINK 21st Anniversary

Celebration. Even after close-out, the youths continued to develop shows under their own imitative, but were extremely disappointed when the project ended early.

PSAM (Public Service Accountability Monitor)

This subgrant was intended to provide input and information to the Pillay Commission of Inquiry, as well as to provide an ongoing watchdog and evaluation function as to effectiveness and rigor of the commission's activities. From this, PSAM would then assess the potential use of this model of Judicial Commission of Inquiry for its usefulness and replicability elsewhere in South Africa. The subgrant was intended to run from November 2005 through June of 2007. A final report evaluating the effectiveness of the Commission, including an analysis of its findings and recommendations to the Premier would have been written in the last quarter (April to June 2007). Because of the budget shortfall, that was not possible. Instead, as per the approved close-out workplan, a final summative account of testimony and evidence before the Commission (including key focus areas and contentions advanced by the Commission's evidence leaders when read in conjunction with the Commission's terms of reference) was been produced and sent to USAID via Idasa. For additional details, PSAM's final report on these activities is attached.

CSPRI (Civil Society Prison Reform Initiative)

This project was designed to reduce corruption and promote good governance within the South African Department of Correctional Services by reviewing and summarizing existing literature on the topic; analyzing current policy, legislation and international instruments in order to determine how they are applicable; and to engage and inform the Department senior management and other stakeholders of the findings. The subgrant was intended to run from August 2005 through August 2007. Unfortunately, without the expected funding to carry out the trainings based on the materials developed, the program instead ended a quarter early, as per the approved close-out workplan. The final materials developed (including CSPRI's final report, which is attached to this document) include a research report on prison corruption, and a resource guide aimed at civil society review of the relevant legislation and areas of application. These materials are available on CSPRI's website (<http://www.communitylawcentre.org.za/Projects/Civil-Society-Prison-Reform>) and will be incorporated into future activities.

ODAC (Open Democracy Advice Centre)

ODAC was supposed to start their program on whistle-blowing and corruption in January 2007, ending September 30, 2007. Unfortunately, the start of this project was delayed many times due to the overall project slowdown. The program would have entailed a diagnostic study of public service performance on whistle-blowing, advanced training for the Public Service Association, as well as advocacy and monitoring. The project started to incur costs in January 2007. These costs were all start-up costs: meeting with and briefing a research consultant that would have conducted the proposed research; reviewing the Auditor General's reports to identify the Department of Housing as being a Department likely to be experiencing challenges with whistle blowing issues; meeting with stakeholders in DPSA, the OPSC, the Department of Housing and the NACF. Finally, ODAC prepared the questionnaire that they had intended to use during implementation, as well as their first/final report, which is attached. Due to the unavailability of expected funding, none of the projects deliverables were within reach on the end date of March

31, 2007, and all costs incurred during the first quarter were reimbursed, as per the approved close-out workplan.

Activity 3.2: Investigative Journalism

Rhodes

The subgrant to Rhodes University was for the development of a training program for media practitioners from small and medium sized newspapers to enhance their skills in investigative journalism. The program was designed to improve journalists' knowledge of the relevant laws and regulations, enhance their understanding of the tools and resources available to them for investigative journalism, and to assist them in putting their skills into practice. The subgrant was originally intended to run from May 2005 through June 2007, and despite cuts in funding required by the budgetary shortfall the program experienced, Rhodes was able to identify significant cost savings that allowed them to continue through to the end date and complete nearly all of the envisioned programmatic activities.

At the time of their final report (attached) the program had provided training to 73 journalists out of a planned 75, with 65 of those journalists successfully passing the course. Of the 73 participants who attended training, 25 (34%) were black females, 24 (33%) were black males, 17 (23%) were white females and 7 (10%) were white males. The training was focused on skills such as accessing and evaluating sources (people, paper and electronic), interviewing, numeracy and basic statistics, planning investigations, basic research skills, the structure and functions of local government and utilizing the Public Access to Information Act (PAIA). In addition, the training used an activity-based approach, using either simulated scenarios or real sources and issues to conduct investigations.

Participant evaluation of the training was extremely encouraging, indicating that the hard-skills, activity-based approach adopted in the training met the needs of most of the participants. The third and final intake in the last quarter of the award was particularly well received by both participants and employers. Also of note: least three of the participating journalists have subsequently received awards for their journalism.

The initial plan also envisaged the creation of a website, and while much material was put together for such a website and work initiated in creating the site, the program manager was unable to finalize it, given the budgetary shortfall. However, some of the materials developed for the website were put into a manual provided to training participants.

Witwatersrand

The subgrant to Witwatersrand University was designed to assist journalists to conduct effective investigative journalism at the local and regional governmental levels. It was to accomplish this through the creation of an Investigative Journalism Workshop (IJW) project in Johannesburg that would include access to a body of knowledge resources for reporters. The main activity of the project was to train 353 journalists in investigative journalism and then to follow-up with ongoing mentoring. Additional activities were to include hosting an investigative journalism conference in 2005, and hosting several programs at regional institutions. The subgrant was originally intended to run from July 2005 through June 2007, but instead ended March 31, 2007

due to the funding shortfall. Despite an early close to the project, a remarkable amount of success was achieved. The project nearly doubled its trainee targets – reaching a total of 648 journalists and journalism students, 120 of whom came from local and community media. With additional mentoring, many of these students went on to produce a wide variety of investigative reports, some of which were published in major media outlets such as the Mail & Guardian, Sunday Times, and Carte Blanche. The project also created a resource hub for investigative journalists in South Africa and beyond on its website: www.journalism.co.za/investigations.

Perhaps most impressively, the project has managed to leverage substantial additional local and international support to build on the seed funding received from USAID through Pact/Idasa. With funding from the David and Elaine Potter Foundation, the Ford Foundation, the Heinrich Boell Foundation, the Konrad Adenauer Foundation, the Netherlands Institute for Southern Africa, the German Development Service, USAID and the South African Valley Trust, the IJW has not only been able to secure sustainability but also to expand its activities from training and capacity building to grant making, investigative fellowships, public debates and the acknowledgement of excellence in investigative reporting through South Africa's biggest print journalism award. Newly approved projects include a Chair in Investigative Journalism, the development and testing of newsroom training modules and a medium term investigation into the judiciary system and its administrative shortfalls.

Zimbabwe Investigative Journalism

The project aimed to provide analysis and interpretation to numerous actors within South Africa of the developments in Zimbabwe and Swaziland. This was to include providing information to civil society organizations and the broader South African public in order to create a climate of solidarity for democratic activists in the two countries and to stimulate ongoing advocacy interventions by South African civil society organizations. A journalist was hired by the project to conduct research and analyze ongoing Swaziland and Zimbabwe-related political activities within South Africa; and to explore more deeply the economic impact of these two countries and their current conditions on the rest of the SADC region in order to inform policy dialogue with governments in the sub-region.

The following are the key activities that were envisaged:

- Ongoing desktop research
- Ongoing media monitoring
- Face to face consultation with in-country political players and independent analysts in Zimbabwe and Swaziland
- Development of documentation
- Attendance at workshops and conferences in order to represent Idasa views and findings
- Capture stories and case studies from the Wits and Rhodes investigative program

With the following outputs by the end of the award:

- Monthly analytical pieces
- Regular media articles
- Regular seminar papers
- Briefing sessions to diplomats and other key role-players

- Edited compendium of selected stories from journalism students on the investigative journalism program

To carry-out this activity, Idasa created SITU, the States in Transition Unit. Throughout the length of the activity, it conducted media monitoring and created numerous briefing papers that were focused primarily on Zimbabwe, due to the urgency of the developments there. The unit was highly successful in its outreach to the media – dramatically raising the profile of the issue in South African through radio and television interviews, op-eds and information provision for numerous stories. The unit contributed to coverage from SAFM, Cape Town Radio, VOA, SABC, SABCA, Al Jazeera, the Mail and Guardian, Business Day, the New York Times, the Economist, the Independent, and the Financial Times. Many of these outlets interviewed and quoted staff of the SITU multiple times over the course of the project. The unit captured all of this coverage as part of its media monitoring archive posted on its website at

http://www.africanews.com/site/page/zimbabwe_crisis_platform. This site also served as a platform to publish analytical pieces that were used by publications such as the Mail and Gurdian, Pretoria News, Zimbabwe Independant, Zimbabwe Standard and more.

Advocacy meetings were carried out with numerous CSOs in South Africa, and briefings were held with over 50 diplomats, including representatives from individual European countries and the European Union; from individual African countries such as Mauritius, the DRC and Zambia, and well as the Southern African Development Community (SADC); and other countries such as New Zealand and Australia. Efforts to raise the profile of the Zimbabwean situation in South Africa were also undertaken through advocacy visits to South African government officials such as numerous representatives of the Department of Foreign Affairs, representatives from the intelligence community, high-level ANC officials such as the Secretary General and National Chairman, and representatives from Defense Ministry. This highly visible and influential advocacy led to one member of the SITU being selected to join a select panel of experts which provided off the record briefings on a bi-weekly basis to the SADC mediation team by giving a critical analysis of how the ever-changing internal political dynamics in Zimbabwe could negatively impact on the SADC initiative being led by President Thabo Mbeki.

Component IV: NPO Tax Legislation Program Subgrant

Component 4 was envisioned as a sub-grant (accompanied by capacity-building) “not exceeding \$200,000” to the Non-Profit Consortium to promote revisions in tax legislation and policy that would enhance the enabling environment for South African Non-Profit Organizations. NPC was to advocate for 1) a legal framework that promotes the mobilization of resources for NPOs; 2) legal entities for NPOs that are simple, cost effective and accessible to a greater number of NPOs; 3) improved regulation of the NPO sector; as well as conducting research and identification of future interventions in the field of non-profit law.

Based on a pre-award authorization that was encouraged by the mission and that presumed additional obligations in FY 07, NPC began its activities with an effective date of September 1, 2006 and was able to accomplish much towards its intended objectives in a short period of time and with little monetary support. NPC was able to facilitate a fruitful meeting between stakeholders from civil society and officials from the South African Revenue Services and National Treasury, resulting in positive amendments being made to the Income Tax Act. The most notable of amendments was the removal of investment restrictions for public benefit organizations. In addition, the Department of Trade and Industry published the Companies Bill during February 2007 which captured a substantial component of the submissions made by NPC and other stakeholders, namely a provision for the establishment of a not-for-profit company.

NPC also produced practical resources to improve governance within the non-profit sector. These included the publication of a booklet entitled *Starting a Non-Profit Organization* and an update and publication of a resource entitled *Legislation Relevant to the Non-Profit Sector* that can be used by non-profit organizations to navigate through the legal system.

In addition, Idasa, Pact and ICNL provided a significant amount of capacity building and mentoring to NPC during this period in project design, strategic planning and grants management. NPC showed great promise during these interventions and easily adapted and improved based on those inputs.

Unfortunately, due to the unavailability of expected FY 07 obligations, and the direction by the mission that other subgrants (namely those that were funded with ESF funds) were to be given priority, it was determined that there was no way NPC could receive continued funding over and above the amount authorized for them as pre-award expenses (\$20,000), and so activities effectively ended January 31, 2007, without an award being issued, as per the approved close-out workplan. However a final report detailing the activities that were carried out was delivered in February 2007 and is attached to this document.

Component V: Subgrant Awards (especially for Criminal Justice and Victim Empowerment CSOs)

ICNL (International Center for Not-for-profit Law) and Umhlaba-Net

Originally, subgrants were planned for ICNL and Umlaba-Net that would have keyed off of the subgrant to NPC under Component 4. While ICNL was intended to provide guidance and support to NPC through the process, Umhlaba was to do a follow-up study on NPC's work.

ICNL was able to provide significant assistance and guidance to NPC through the completion of their funded activities in January of 2007 thanks to funding that was available via the Civil Society Leader Award. However, since, as described above, NPC was not able to complete the work intended do to funding shortfalls, these subgrants were not issued, as per the approved close-out workplan.

Afrobarometer

Though not technically a subgrant (since Idasa was the primary implementer with Citizen Surveys as a sub-contractor), the third round of the Afrobarometer survey in South Africa was funded under this component. The Afrobarometer is a comparative series of public attitude surveys conducted in 18 African countries. Based on representative national samples, the surveys assess citizen attitudes to democracy, markets, and civil society, among other topics. In each country, the Afrobarometer covers a representative sample of the adult population (i.e., those over 18 years old and eligible to vote). Survey respondents are selected using a multistage, stratified, clustered area design that is randomized at every stage with probability proportional to population size.

In February 2006, the Afrobarometer surveyed a nationally representative, random, stratified probability sample of 2400 adult South Africans. While many of the key questions regarding the economy and D&G remained in the survey from previous rounds to allow for analysis of trends over time, a number of new questions were added. Primarily, these new questions deal with the topic of citizen-state relations.

Ideally, the results of Afrobarometer surveys feed directly into the policy process – reaching decision-makers in government, policy advocates, donor agencies, journalists and academic researchers, as well as voting-age adults in Africa who wish to become informed and active citizens. Among the reported uses by government representatives are the following:

- The Research Department of the South African Ministry of Public Service and Administration requested assistance with compiling cross national Afrobarometer results on trust in public institutions (which was provided).
- The Government Communications and Information Service used Afrobarometer results in *A Nation in the Making: A Discussion Document on Macro-Social Trends in South Africa*.
- The Government Communications and Information Service formally requested Afrobarometer how it could place a module of questions in upcoming Afrobarometer surveys to track Africans' evolving perceptions of South Africa in the run-up to the 2010 FIFA World Cup.

The Afrobarometer Round 3 Global Release took place on May 24, 2006, and the results of the survey achieved widespread distribution via means such as conferences, the website (<http://www.afrobarometer.org>, which has seen at least 1,643 downloads of the document) and press coverage by a range of respected media outlets such as the BBC, Washington Post, and New York Times.

Senakanwedi/Access to Justice

As per the direction of the mission, all activities under this subgrant were fully funded. This subgrant commenced with an effective date of September 1, 2006 and ran through the scheduled completion date of August 31, 2007. The project consisted of a one year pilot in the North West Province designed to examine the role of customary law and traditional courts in the lack of access to inheritance rights for women. Using community development forums, working with local government and traditional leaders as well as accessible forms of media such as community radio stations, the Access to Justice for Rural Women project sought to raise the awareness of women in the rural areas of the province about the gap between the practice of customary law and such positive rulings as the recent Constitutional Court ruling that widows married under customary law have the right to inherit their deceased husband's property. It also aimed to sensitize the (mostly male) elders under this ruling and work to ensure that the traditional courts uphold women's rights.

The project began with initial assessments, research and introductory workshops for 25 community members in each of the 3 areas of Ward 6 targeted by the project, Tladistad, Kgomo Kgomo and Kontant. Next, a week long legal literacy workshop was carried out for a total of 30 women representing Traditional Council, Community Safety and Justice directorate, Moretele Municipality, local teachers, members of different churches, ordinary members of the community and young women. The workshop covered issues such as patriarchal traditions, marriage and inheritance law, domestic violence, child support and women's rights. At the end, a steering committee was elected to organize ongoing awareness campaigns in the area. The young women attending this workshop were also given follow-up media training.

A "Women in Dialogue" session was held on South African's Women's Day in August to discuss teacher challenges, child support, domestic violence, inheritance issues, and the intersection between customary law and legislation. One of the outcomes of the Women in Dialogue session was the creation of a vibrant rural women's forum. So far, a steering committee comprising 10 members representing Ward Committees, Churches, Municipality, Traditional Council and local teachers has been elected to continue working on these issues after the project closes.

A workshop for 30 women serving in Traditional Council across Moretele Municipality was held in August to talk about women's roles on the councils. Participants agreed to report back to their constituencies as well as develop action plans necessary to deal with the challenges identified to effective participation on the councils. Soon after, forty male elders and youth participated in a workshop on male roles and responsibilities, power imbalance with women, violence, fatherhood and parenting. All men present committed themselves to the process and promised to mobilize as many men as possible.

TVEP (Thohoyandou Victim Empowerment Programme)

As per the direction of the mission, all activities under this subgrant were fully funded. This subgrant commenced with an effective date of May 1, 2006 and ran through the scheduled completion date of September 15, 2007. The purpose of this subagreement was to allow TVEP to pursue its objective of the reduction of sexual assault and domestic violence in the Thulamela Municipality of Limpopo Province, and to provide support for victims of such crimes. Activities

were to include upgrading TVEP's internal systems, training staff and other stakeholders, advocacy and campaigns to promote victim's rights and awareness, and the development of community support mechanisms such as safe houses. The project was also designed to provide direct support to victims of violence through information, counseling, court preparation and case monitoring.

During the period of the subaward, TVEP operated 24/7/365 trauma centers at one regional and one district hospital. On duty at each centre at all times are a Survivor Support Officer (SSO) and a volunteer. All survivors of rape and domestic violence reporting in the Thohoyandou Policing District are brought to one of these centers, where they are provided with practical and psycho-social support. The SSO coordinates the activities of the police and the medical staff, debriefs the client, and counsels her/him for HIV so as to enable access to post-exposure prophylactics (PEP). The client is given a food supplement if on PEP, a care package, and, bus tickets to enable her/his return for counseling and re-testing. As the first person to whom the survivor discloses, the SSO continues to provide support services to the survivor for the duration of the investigation and trial. The SSO ensures that (PEP) is prescribed and used effectively by following up with 2 home visits to each client. With the support of this award, TVEP provided services to 703 victims of sexual assault and 1,590 victims of domestic violence.

TVEP also provided Antiretroviral Therapy (ART) trainings for Home Based Caregivers, Nurses and Lay Counselors, to enhance their ability to provide quality care to Persons Living with HIV/AIDS (PLWHA). Through a series of 6 workshops, 107 Home Based Caregivers, 60 nurses, and 20 children and child caregivers were trained. In addition, meetings with 217 community representatives in 9 villages were held to address HIV, stigma and access to ART.

TVEP's empowerment activities were primarily focused in 8 rural communities identified as participants in the Zero Tolerance Village Alliance. During the 16 months under review, a total of 33,471 men, women and children from these communities were reached on topics such as are sexual assault, domestic violence, child abuse and HIV (prevention, access to ART and compliance) via 747 workshops, meetings and dialogues. Targeted groups included grannies, community leaders, learners, educators, church representatives, and club and society members. Included in these numbers are 192 victims of domestic violence who attended TVEP's Survivor's Workshops.

TVEP's Help Desks were used to ensure that even people in remote areas had access to justice, and TVEP services. Specifically, trained Advisors at 14 rural clinics facilitated access to social grants and ART, empowered their communities on TVEP core topics, referred and followed-up on clients as required, and monitored the care of OVC's. During the period under review, TVEP assisted 3,206 clients through these desks, referred 1,532 to stakeholders, and followed-up accordingly.

TVEP also had tremendous success in its efforts to garner media attention to its core areas of concern. It renewed its successful partnership with the national radio station, Phalaphala to host a Saturday morning talk show, and also was raised awareness via a weekly half hour on Radio Univen, and a thrice weekly spot on community station, Moletjie. TVEP was also able to garner a wide range of print media attention to its work, including articles in the Daily Sun, the Mirror,

the Mail and Guardian, and the Star. Finally, it was able to reach a national TV audience with the story of a courageous police officer who spoke out and refused to be complicit in his department's cover-up of a rape of 4 year old.

President's Award

As per the direction of the mission, all activities under this subgrant were fully funded. This subgrant commenced with an effective date of September 1, 2006 and ran through the scheduled completion date of August 31, 2007. The purpose of this subagreement was to allow the President's Award to enhance their communications and development capacity in order to better secure long-term funding for their work done among high-risk youth and offenders, thereby increasing the sustainability of the organization.

The President's Award started its project activities with the hiring of a new Communications and Development Officer to lead up their sustainability efforts. The CDO was responsible for both raising the profile of the work of the organization, as well as securing new sources of funding.

In regards to marketing, the CDO helped develop a wide range of marketing materials for the organization, including the Horizons annual publication, an information sheet, guidelines for the development of press releases, a new website, and other promotional materials. The President's Award also held 9 award ceremonies to recognize the efforts of young leaders, and these were frequently attended by high-level officials and dignitaries. The CDO assisted in the developing and sending out a press- releases, and coordinating media coverage for each of the events – garnering significantly more media publicity for these events as compared to past efforts.

In regards to fundraising, the CDO engaged with officials at the National Department of Social Development, as well as provincial departments in the Eastern Cape, Western Cape and Guateng to try to secure governmental assistance for the organization's work. While important groundwork was laid for securing future funding from these sources, and significant support was pledged, funding was not yet finalized by the time of the end of this subgrant. Nonetheless, the efforts of the CDO point to positive future outcomes in this regard, and engagement with private foundations, international donors, business and the National Lottery Distribution Trust Fund did achieve significant results during the period of the subgrant. Of the 16 proposals submitted during the reporting period, the President's Award received positive responses from 6 funders (with some response still outstanding) for a total of amount of R2,042,250 (US\$ 291,750).

Mosaic

As per the direction of the mission, all activities under this subgrant were fully funded. This subgrant commenced with an effective date of May 1, 2006 and ran through the scheduled completion date of April 31, 2007. The subgrant is actually a combination of what were originally proposed as two separate activities, but the funding was combined into one mechanism for efficiency. The purpose of the subagreement was to allow Mosaic to enhance the ability of domestic violence courts in the target area to better assist women and girls to access their rights and receive protection. Mosaic was to accomplish this by providing court support services to women and girls in need; and increasing understanding in the target area of potential solutions to difficulties with the implementation of the Domestic Violence Act.

As of the end of the program and its final report (attached), 32,197 people were given effective information and supportive services on asserting their human and legal rights to protection from domestic violence and abuse by perpetrators, through the application for Protection Orders at 17 magistrate's courts in the Cape Metropolitan Area. In order to ensure that this service was of high quality, Mosaic court support workers attended 16 ongoing monthly mentoring, supervision and training sessions. Topics included child maintenance matters, HIV /AIDS status disclosure, the impact of substance abuse on domestic violence and abuse and death and bereavement counseling. Other highlights for the period of the award included:

- Finalization of the research study titled "An examination into the attrition of domestic violence cases" and the commencement of an extended study that started in April 2007
- Roll out of the Court Support Program into 4 rural areas, namely Worcester, Mosselbay, Hermanus and Grabouw.
- Training of 25 DOJCD clerks in Abuse / Assertiveness and Counseling skills
- Appointment of 9 additional court support workers to assist in the courts.
- Overall strengthening of the partnership between Mosaic and DOJCD – with the Department funding activities for the first time.

Childline

As per the direction of the mission, all activities under this subgrant were fully funded. This subgrant commenced with an effective date of September 1, 2006 and ran through the scheduled completion date of August 31, 2007. The purpose of the agreement was to allow Childline to prepare complainants and family caretakers for giving evidence in criminal cases and to provide support to children through the court process itself.

By the end of their program, Childline had reported (see final attached) that it had provided counseling and support to 1,653 children as they prepared to testify in court against their abusers, securing 53 convictions during the period the award was active. This support is the core of Childline's program – helping traumatized children through an extremely intimidating court environment with preparation, relaxation, protection, comfort, and even reassurance during testimony itself.

Throughout the project, Childline maintained the high quality of service by continuing to enhance the capability of its counselors through supervision and site visits, debriefing, and once-monthly trainings. This training, for counselors in all five courts in which the project was active (Durban, Verulam, Pietermaritzburg, Pinetown and Umlazi), covered the following areas:

- Utilization of children's court activity booklets
- Completion of intake
- Working with difficult parents
- Basic counseling skills in dealing with trauma
- Recap on stress management
- Basics of the Law of Evidence and Criminal Procedure

During the implementation period, Childline also completed work on a number of tools materials to help in their work. These included a court support activity book that provided a guide for child witnesses in the form of drawings, figures and coloring in pictures, making it appealing to the child. In addition, a court support pamphlet for parents/caregivers was developed to educate

and encourage the concerned individual, and completed the final draft of a court support training manual.

StreetLaw

As per the direction of the mission, all activities under this subgrant were fully funded. This subgrant commenced with an effective date of September 1, 2006 and ran through September 26, 2007, with a one month extension. The subgrant was actually a combination of what were originally proposed as two separate activities (Crimes Against Women and Children and Lawfulness in Schools within Kwazulu Natal and the Eastern Cape), but the funding was combined into one mechanism for efficiency. The purpose of the subagreement was to allow CSLS/StreetLaw to conduct in-school training and activities seeking to promote lawfulness, as well as to mobilize youth to develop strategies to combat abuse, crime, violence and sexual assault in their schools and communities.

The Crimes against Women and Children program required a series of 5 lessons per class (a condensed version was provided to educators and administrators). The lessons were:

- Lesson 1- What Human Rights are infringed in crimes against women and children?
- Lesson 2- Introduction to the different types of crimes against women and children;
- Lesson 3- Understanding provisions of the Domestic Violence Act
- Lesson 4- Identifying the needs for a Safety plan;
- Lesson 5- Drawing up of a Safety Plan

The Lawfulness program required a series of 3 lessons per class (a condensed version was provided to educators and administrators). The lessons were:

- Lesson 1- What is the law and how is it made (the Constitution and socio-economic rights).
- Lesson 2- Understanding the South African court system + mediation and arbitration.
- Lesson 3- Understanding what a crime is and how the law affects teenagers and arrested juveniles.

Workshops began in September 2006, but were interrupted during the end of November 2006 to end of January 2007 while the funding situation was clarified, and then again during the strike in the education sector that lasted throughout June and July 2007. During these months the project focused on finalizing the pamphlets and posters that were provided for in the grant. During the time of the strike, even the schools that were open were not available for workshops due to ongoing strike-related violence.

Subsequent to the strike most schools had to move quickly to recover the time lost, and despite achieving dramatic results, the program was not quite able to reach the target set for educator and administrator workshops (reaching a total of 209 individuals, instead of 300). However, most schools were able to provide opportunities to reach additional children, which allowed the program to reach 11,982 more learners than the projected 40,000. In addition, the project was able to reach and develop more than 20% more trainers than the initial 100 trainer target. Finally, as planned, 5,000 pamphlets and posters were distributed to all schools in both provinces and not just the schools where the program was presented. StreetLaw's efforts also received

media attention through articles in Die Burger and Sun newspapers that further amplified the effect of the program.

Trauma Center

As per the direction of the mission, all activities under this subgrant were fully funded. This subgrant commenced with an effective date of September 1, 2006 and ran through the scheduled completion date of August 31, 2007. The subgrant was designed to deliver capacity-building to volunteers, teachers, administrators and community workers; to provide accessible mental health care services to children and youth (under the age of 18) who have had traumatic experiences or are being exposed to continuous trauma; and to promote violence prevention and human rights awareness.

By the end of their program, the Trauma Center had worked in partnership with four other NGOs to significantly strengthen about 150 police station trauma rooms and 2,250 volunteers in the city. These volunteer trauma room groups offer an extremely important neighborhood-based support for thousands of survivors of violence, as well as assistance to police officers that helped to keep them accountable to survivors. Activities to support these Trauma Rooms included:

- Sustained engagement with the Trauma Rooms Focus Group including monthly and quarterly planning meetings, and annual evaluation meetings
- A workshop on Vicarious Trauma for 40 volunteers
- An annual stakeholder meeting where representatives from the Departments of Justice, Health, Education, Social Services and the Police were provided with feedback on the progress of the centralized Focus Group.
- The establishment of a provincial think tank to bring together a cross section of government role players.
- Development of a standardized training model for victim empowerment volunteers, including a meeting with the police around the draft training outcomes
- Work on a draft provincial volunteer policy which was presented at the Provincial Volunteer Conference, to improve the management of volunteers
- Implementation of the trauma management and basic counseling skills courses that reached 35 people.

The Trauma Center also provided accessible mental health care services and teacher/parent support at six schools - reaching a total of 155 educators, 600 parents, and 3,300 learners. Forty-eight workshops were facilitated with educators, focusing on team building, classroom management, bullying, vicarious trauma, and more. Topics covered in 3 parent workshops included post traumatic stress disorder, nurturing parenting and conflict management. The Center also provided direct services to a number of students, including providing training for a small group of selected peers on managing bullying in their school, working with 16 troubled learners to curb aggressive behavior, and providing counseling to 52 children affected by violence.

Outside of the schools, the Center directly provided an impressive amount of victim support counseling. During the funding cycle the counselors saw 1,203 individual new clients and 365 clients during 50 group sessions, for a total of 1,568 clients seen during the award period, with 2,182 telephone calls answered.

The center also developed a parenting skills video entitled *Raise a Child and Build a Community* that contextualizes parental stress and consequent poor parenting practices firmly within the stresses of living in Cape Town. The video provides clear teaching and tools for better practices that can reduce community and domestic violence. Finally, the center was able to garner widespread media attention for its work in *The Argus*, *The Sunday Independent*, *Men's Health*, *Reader's Digest*, *the Clicks Magazine*, *Bush Radio* and *Radio 786*.

Management

Throughout the life of the award, Pact provided Idasa with support, oversight and capacity building. While Idasa has extremely high levels of technical capacity and an impressive level of professionalism and management capability, there were still areas (as there are with any organization) that Pact was able to work with Idasa to improve. Pact HQ staff made a minimum of one and sometimes two trips per year over the life of the award to work directly with Idasa on a number of key technical and management issues, as well as to meet with the donor to coordinate activities, conduct program planning, and develop management protocols. These trips supplemented ongoing, weekly communication with Idasa via e-mail and phone. During the life of the award, the following topics were covered in discussions and mentoring between Pact and Idasa:

- Program design and budgeting
- Program start-up
- Monitoring and evaluation systems design
- Effective and compelling reporting
- Workplan development
- Financial tracking and pipeline projection
- Financial management
- Cost share identification and tracking
- Donor coordination and communication
- USAID rules and regulations
- Subgrants management procedures
- Establishment of an indirect cost rate
- Organizational capacity assessment
- Close-out procedures

When additional funds were added into the program in December of 2006, it was decided as a cost saving measure to manage those subgrants directly from Pact HQ, rather than routing them through Idasa and (generating double overhead in the process), as had been done with the anti-corruption subgrantees. This proved more challenging than anticipated, especially given the uncertain funding situation, but Pact saw it as an opportunity to provide capacity building to those subgrantees, as well as to mentor Idasa in its subgrants management systems in the process. Two subgrant management trips were made during the life of the project: one near the beginning of the awards and one towards the end. All subgrantees received at least one

monitoring visit. Mentoring and training was provided to subgrantees in the following areas, both in person and virtually via phone and e-mail, both by Pact and Idasa in Pact's absence:

- Program design and budgeting
- Development of workplans and PMPs
- USAID rules and regulations
- Monitoring, evaluation and reporting
- Financial management
- Cost share

Where possible, actual program activities were observed and monitored. All subgrantees received spot checks on their financial records, as well as their monitoring and evaluation systems. The only subgrantee that did not pass the initial spot check was StreetLaw, so Pact spent a great deal of time at the close of their award working in depth with them to straighten out their reporting, review every supporting document from their records, correct calculations, verify data, and ensure accurate accounting.

When Pact was informed by the mission that no further obligations would be available for the program (leaving the total obligation for the program much less than the total estimated amount of the award), it immediately began the complicated and delicate process of communicating and negotiating with subgrantees in order to ensure an orderly close-out. Pact started by mapping all programmatic and financial obligations to determine where various subgrants stood in terms of implementation and commitments. Careful attention was paid to gathering and reconciling the most up-to-date financial data from all subgrantees to determine exactly what had been spent to date and what obligations remained outstanding.

With this information in hand, Pact and Idasa were able to determine that a slower, more orderly and more programmatically advantageous close-out process was possible – with a dramatically reduced, but still effective set of activities that would taper off towards the end of the award. This was made possible due to financial reconciliations and a freeze by Idasa of almost all activity, which led to a cost savings versus projected expenditures, as well as to the determination that it would be possible to end the activities of some of Idasa's subgrantees a number of months early. These plans were reflected in the close-out narrative workplan and the accompanying budget and Gantt chart delivered to USAID for approval.

Throughout the close-out process, Pact remained in close contact with all of the subgrantees in order to ensure an orderly close-out. Work with and on behalf of the subgrantees included:

- Considerate communication and negotiation for early close-outs
- Careful monitoring of spending rates
- Discussions on ways to ensure that programmatic activities and related costs all take place prior to the award end date
- Providing incremental obligation, extension and program revision modifications as appropriate
- Mentoring on financial reporting procedures
- Identifying and accounting for the cost-share requirement of the award

The final act of management and oversight on the part of Pact was to contract auditors to conduct a full cost-incurred review of Idasa expenses. Pact selected Price Waterhouse Cooper as local auditor for the project, and contract with them to conduct a project review. Their initial review focused on one project code used by Idasa to track expenses and funding received, and identified a sizable gap between expenditure reported to Pact and expenditure documented in their files. Pact staff assisted in conducting a detailed review of the dates of wire transfers, details of reported expenses, and other information, and with Pact's assistance, Idasa identified a coding error in which a second account had been established for the same project. In reviewing the detailed documentation for this account, the auditors were able to determine that Idasa had actually spent more than the total award amount for project purposes, and their revised cost-incurred review of expenses noted this fact. Based on the final audit report, Pact was able to prepare a modification to close out the Idasa subaward.