



# CREA SOUTH AFRICA

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## GMTA - CONTRACTOR QUARTERLY PERFORMANCE REPORT 01 July - 30 September 2003

**Contractor:** Creative Associates International, Inc.  
**Contract #:** 674-0322-C-00-7091-19  
**Grants Management and Technical Assistance (GMTA) to USAID/SA/SO#1**  
**Dollar Value of Contract :** \$42,107,901 - 26/09/1997  
**Obligated Contract Amount:** \$35,268,433.09  
**Reporting Period :** 01/07/03 - 31/09/03

### A. Narrative:

This report, the twenty-second submitted under this contract, covers the status of those activities identified as "in progress" in the previous report as well as all new activities requested by USAID during this reporting period.

The previous quarterly report was done using a revised format, which had more details on the projects themselves, such as start and scheduled end dates, workplan activities, and the report highlighted project successes, achievements and results. Due to the positive feedback of USAID on the new format, it will be continued for this and future quarterly reports.

### 1. Contract Objective:

The objective of the contract is to provide services to USAID/South Africa's Democracy and Governance Strategic Objective Team (SO#1) in the areas of: grants management support for new and existing grants and grant agreements; long and short-term technical assistance; logistical support assistance for workshops, conferences and consultations; feasibility study and recommendations on developing endowment trust/foundation mechanisms; and sectoral assessments and environmental impact studies over a period of seven years and two and one half months.

### 2. Administrative Actions:

Due to the resignations of CREA's Program and Deputy Program Manager, which took effect at the end of the last quarter, CREA hired two new professionals for the Program division. Fortunately, both of these staff were very familiar with our operations, and did not need extensive training. One, Nari Patel, hired as Senior Program Manager, had been a consultant with the Project Implementation Agent (PIA) and had been monitoring several of our local government projects. Tumi Mahape was actually hired back to CREA as an Assistant Program Manager. She had

previously worked for CREA for several years.

The Chief of Party, with USAID's concurrence, increased his responsibilities and assumed the role of the Program Manager, and left the Deputy position open for the time being. It is likely that the COP will continue to be the acting Program Director until the completion of the CAII contract. During the quarter a revised organization chart was drawn up and sent to USAID.

### 3. CIVIL SOCIETY UNIT (CSU)

#### FEATURED CSU SUCCESS STORY OF THE QUARTER

##### **Center for Public Participation: Getting CBO's and Local Governments Working Together**

Despite South Africa having a liberal constitution and very progressive laws, public participation in processes of governance still remains a challenge. This is especially true in KwaZulu Natal (KZN), the largest province in South Africa, which was engulfed in intense political violence in the years leading to the first democratic elections in 1994. During this period issues relating to public participation and advocacy in the legislative process were perceived to be partisan in nature. The effects of ideological battles amongst political parties resulted in civil society being polarized along the lines of political affiliation.

The dynamics of coalition government in KZN make the need for public participation even greater. It is in this context that USAID, through CREA SA, funded the Center for Public Participation programme activities that were geared towards developing capacity for civil society organizations to constructively engage with local government representatives. CPP implements its advocacy training and support programme in two rural municipalities with limited resources, Umkhanyakude and KwaSani. USAID's support for CPP has been critical as most of the participating CSOs didn't know how, or were afraid, to tackle issues head-on. CPP advocacy training workshops have made significant impact on the manner in which trained CSOs approach issues relating to public participation within their local councils.

A notable success in this regard is the empowerment of one women's organization that went through CPP's advocacy training workshop, and went from a passive observer in the public policy process to an active partner with local government. It all started with a badly placed water pipe at Sezela community in KwaSani Municipality. When the water pipe was installed community members were not consulted nor informed of the project, resulting in the water pipe being put in a place which was both a health hazard and inaccessible to most community members. The women's group was able to get the installation work stopped before it was finalized, and engaged the municipality in talks over appropriate route for the water pipe. KwaSani Municipality Councilors and officials visited the project site, realized the women were correct, and ended up canceling the original installation contract.

The municipality resolved that the local women organization would be part of the processes that will oversee the project implementation. Another significant impact of the intervention was that the local organization was tasked to recruit the labor force from the community that will be working on the project. A local development committee has been formed that liaise with both the KwaSani Municipality and consultants. The project is well on

track and local women are monitoring its progress. Following undergoing USAID-funded CPP advocacy training, these rural women have become very articulate and assertive on matters relating to decisions impacting on their lives. Currently, the local development committee is interacting with KwaSani Municipality on planned projects. This is indeed what is envisaged in the Municipal Systems Act of 2000. This proves beyond reasonable doubt that the CPP training, funded by USAID, made a significant impact in terms of consolidating the country's young democracy in KZN.

**Status of GMTA Actions Previously Reported as IN PROGRESS**

**! 01/091 - (CSU) NPO Tax Communication and Support Services Program**

START DATE: 18<sup>th</sup> June 01  
SCHEDULED END DATE: 30<sup>TH</sup> September 04

Activity: The development and implementation of a communications and support services program to facilitate an enabling tax environment for non-profit organizations.

ACTIVITIES IN WORKPLAN: Development of a Tax Support Services Network; Training of NPOs in bookkeeping, fundraising, proposal writing, and marketing; information dissemination; development and cultivating of relationships with relevant stakeholders and development of a variety of formats of information on NPO tax and related governance issues, and; provision of 086 telephone line Help Desk Services.

PROGRESS UPDATE: These projects are making good progress. The synergy between the NPO and Tax units is currently working very well. The NPP's lobbying to expand the Section 18A List and Section 30 resulted in the Draft Revenue Amendment Bill to be put under consideration for the next quarter. Two submissions were made to South African Revenue Services and Portfolio Committee on Finance that address substantive aspects of the legislation and its administration. Another follow-up submission will be made on the Portfolio Committee on Finance in October 2003.

Also during the reporting period, NPP conducted research on whether civil society organizations are able to access funding through the Lotteries Board. The information gathered thus far revealed though some organizations have received Lotteries funds there still seems to be problems regarding transparency and general application procedures for funds. NPP also conducted research on Ancillary Taxes that impact the NPO sector. Another area of research that NPP was involved with during the quarter was the impact of Labor Legislation and governance within the NPO Sector.

Over the quarter, a workshop on Income Tax legislation was conducted in Bloemfontein for civil society organizations on 9-10 July 2003. No workshops were conducted in August and September as preparations for next upcoming workshops were being finalized. The regions that will be targeted in the next quarter will be Klerksdorp, Springbok, Cape Town and Upington.

ACHIEVEMENTS/SUCCESES: The NPP has developed and produced information pertaining to NPO legislation, Income Tax, Lotteries Act and the NDA Act in 5 languages for radio publication. Also, during the reporting period, the terms of reference for the International Comparative Study on Income Tax Act was completed and candidates for the establishment of the working

group identified. The South African Revenue Services and the National Treasury agreed to participate in this working group.

This activity will remain **IN PROGRESS** until September 2004.

**! 01/102 - (CSU) Research and Analysis Skills Strengthening Program (RASSP)**

START DATE: 01 December 01

SCHEDULED END DATE: 30<sup>th</sup> November 03

Activity: To develop and strengthen research and analytical skills within the civil society sector under a grant agreement with the Center for Civil Society (CCS).

**PROJECT BACKGROUND DETAILS:** The program aims to strengthen the research capacity of civil society organizations. The specific objectives of the programme are to increase the number of CSOs that are capable of conducting and analyzing research; increase the amount of high quality research conducted by CSOs; support the collection, compilation and cataloguing of research results; establishment of a research network and; the dissemination and utilization of research results.

**ACTIVITIES IN WORKPLAN:** Establishment of an independent Programme Advisory Group; conduct a needs assessment study; training of trainers; advertising for organizations and research proposals, and supervising the development of research.

**PROGRESS UPDATE:** The budget cuts and rand appreciation had a negative impact on this program. Budget realignment necessitated that CCS explore other funding mechanisms to ensure that the sub-grant component of the program remains intact. This led to CCS approaching other donors for this component such as the Foundation for Human Rights, which agreed in principle to fund the sub-grant component.

CREA has been working closely with CCS over the quarter to get a reconfigured budget that includes a \$50,000 budget cut, as per the request of USAID. Once this budget is submitted and reviewed, USAID has agreed in principle to extend the project from its current end date (early next quarter) until June 2004. At the close of the quarter, CREA was still awaiting receipt of the revised budget from CCS. The final training component under the project is scheduled to take place from 29 October to 03 November 2003.

**ACHIEVEMENTS/SUCSESSES:** This programme has managed to demystify research within civil society organizations, particularly those that are community-based. Community activists have taken much interest in gathering data to strengthen their advocacy activities. Organizations participating in the program have been very supportive to program participants in giving them space to implement new acquired skills.

While a no cost extension is expected to be processed next quarter, currently this activity is scheduled to remain **IN PROGRESS** until the end of November 2003.

**• 01/106 - (CSU) APS Award to Non-Profit Partnership - Tax Communication and Lobbying Program**

START DATE: 23<sup>rd</sup> August 01

SCHEDULED END DATE: 30<sup>th</sup> September 04

Activity: To support activities aimed at providing tax advocacy and information dissemination to non-profit organizations in South Africa.

As this activity is synergistically linked with activities under the grant to the Non-Profit Partnership (NPP) for the NPO Tax Communication and Support Services Program (Request No. 01/091), the NPP has been reporting on both activities on one report. The status and progress of this activity is included above under Request No. 01/091 and will continue in that manner in future reports. This activity will remain **IN PROGRESS** until the end of September 2004.

! **01/107 - (CSU) APS Award to CORE**

START DATE: 31-Oct-01

SCHEDULED END DATE: 30-Oct-03

Activity: To build an effective civil society which can engage government from an informed position.

**PROJECT BACKGROUND DETAILS:** The program aims to build a vibrant, diverse and effective civil society that can engage with government from a position of strength and work in partnerships with a responsive, accountable and efficient government to achieve common development aims. The specific objectives are to provide access to better information about previous experience of partnerships, lessons learnt and recommendations for best practices through the provision of skills and knowledge; to develop CSO and government capacity for partnerships, and; to build a more enabling environment to enhance the prospects for and implementation of CSO-Government partnerships.

**ACTIVITIES IN WORKPLAN:** Research; Partnership workshops with CSOs, government and business, and workshops with local government.

**PROGRESS UPDATE:** CORE is on track to complete activities on the project during the next quarter. The final workshop on the SANGOCO Code of Conduct Survey was completed on 15 September 2003. CORE is currently finalizing the remaining activities, primarily the publication of project outputs, and will complete the project as planned in October 2003.

During the reporting period, while most project activities (besides the workshop mentioned above) had been wrapped up, the organization was involved in the editing, proof-reading and finalizing the printing of the following three booklets: "Partnerships in Development", "Tendering: A Guide to Civil Society", and the "SANGOCO Code of Ethics Survey". The partnerships publication will analyze 25 case studies on CSO/Government partnerships, plus the results of a national workshop CORE held in April on the topic. The Tendering publication is the outcome of workshops held during the project with the participation of CSOs, business and government representatives on "how to" get CSOs involved in tendering for government projects. The SANGOCO survey will be presented during Oct. 2003 NGO Week.

During this last period of the project, there has been some tension between CORE and CREA/USAID over budget issues. CORE has been intent on spending all available project funds even though its main project activities were completed the previous quarter. It has tried to increase

the amount of its salary line item, without providing an adequate justification for this modification. CREA is in discussions with USAID on the best way to resolve these issues.

ACHIEVEMENTS/SUCSESSES: During the quarter, CORE completed a feedback workshop of the SANGOCO Code of Conduct, which included several important participants from the NGO sector as well as representatives from Ford, CS Mott and other donor organizations. The feedback from participants will be incorporated into the Code of Ethics survey. In addition, a new approach to the SANCOGO Code of Ethics was discussed and agreed to, and a plan of action was developed.

This activity is scheduled to remain **IN PROGRESS** until October 2003.

**! 01/108 - (CSU) APS Award to SANGONET**

START DATE: 01-Oct-01

SCHEDULED END DATE: 30-Sep-03

Activity: Support for development and maintenance of an Internet site with information on the South African funding environment and related matters under a grant agreement with SANGONET.

PROJECT BACKGROUND DETAILS: The development of a funding information portal called "Thusanang: South Africa's Online Funding Resource Facility". The facility will present grant makers and related institutions with a tool to disseminate and communicate information to CSOs on their funding activities in South Africa. It will at the same time present CSOs with up to date information and capacity building resource to enhance their fundraising efforts.

ACTIVITIES IN WORKPLAN: Develop a grant maker database of local and international grant making organizations; online capacity building; dissemination of information related to funding; develop a glossary of fundraising and establish a toll-free number to assist CSOs to source funding and create awareness of Thusanang and; to provide training workshops for CSOs in Internet skills.

PROGRESS UPDATE: Activities continue well under this program. The portal is up and by the end of the reporting period there had already been 30,000 visits to the site (averaging 450 "unique" visitors and 4,000 - 4,500 page views per month). A focus group on the site, attended by representatives of 12 organizations and held in August, gave very positive feedback to SANGONET on the portal and the prototype database. Marketing of the site is very active, with 10,000 flyers printed for distribution at NGO events and discussion forums.

Portal development, with emphasis on the grantsmaker database is going well, with around 80% of the database completed. Main new additions to the portal in terms of content include an online fundraising report and codes of ethics for NPOs and grantmakers. A user manual and terms and conditions for the grantmaker database have been developed. The Thusanang Online Forum is ready, and will be launched after the Grantmaker database has been finalized.

SANGONET made a presentation to USAID on their activities in August, and requested a three-month no cost project extension, as their project was scheduled to end in September. Due to the tight budget situation, USAID declined to extend the project.

ACHIEVEMENTS/SUCSESSES: Fortunately, as made clear in the presentation to USAID, SANGONET has successfully completed many of the objectives of the original plan. Moreover, the organization subsequently managed to secure R4 million in follow-on funding from other international donors. SANGONET will also look towards subscription fees and web book sales for future income to help with the Thusanang project's sustainability.

This activity remained **IN PROGRESS** until the end of September 2003.

**! 01/109 - (CSU) APS Award to AISA**

START DATE: 01-Oct-01

SCHEDULED END DATE: 30-Sep-03

Activity: Support for development of non-financial accountability mechanisms for non-profit organizations in South Africa under a grant agreement with AISA.

PROJECT BACKGROUND DETAILS: The program aims to promote and advocate for the concept of and practice of non-financial accountability amongst NGOs within the Southern African region. The organization will develop methodological frameworks that are appropriate for NPOs through an applied research programme and develop professional accreditation and institutional certification standards to regulate the discipline of non-financial accountability.

ACTIVITIES IN WORKPLAN: Stakeholder engagement; setting up of non-financial accounting systems; piloting of programme; data analysis and report writing, and auditing the process.

PROGRESS UPDATE: Despite the good framework for social accounting being developed by AISA, problems with their institutional partners, which are the National Business Initiative and Sedibeng Center for Organisational Development, have impacted negatively on the implementation of this project. Also, the budget cuts and rand appreciation necessitated AISA to revisit their budget and reconfigure it accordingly. To this end, a field trip to India that AISA felt it would augment and enhance their performance management system was taken out of their planned activities.

AISA has indicated that they will request a no cost extension to the grant agreement. The outcome of this request will be determined in the upcoming quarter.

ACHEIVEMENTS/SUCSESSES: During this reporting period, two workshops were conducted for the National Business Initiative and Sedibeng Center for Organisational Development. After these workshops, the National Business Initiative proposed a plan for AISA to assist them in getting the social performance management system in place.

While this agreement still may be extended, at present it will only remain **IN PROGRESS** until September 30, 2003.

**! 02/135 - (CSU) FY 2002 Annual Program Statement (APS) for CSSP**

Activity: Issuance of an Annual Program Statement for the Civil Society Strengthening Project (CSSP) for FY 2002.

During this reporting period, the TEC comprised of USAID and CREA went through the selection process of the 17 proposals sent for consideration. Unfortunately, due to budget cuts and the appreciation of the Rand, it was determined that no new funding would be available for either deepening existing projects or starting new ones. However, five organizations were selected for possible future funding (or project deepening) during this process, which were: Contact Trust, Center for Public Participation, IDASA, National Network on Violence Against Women and SANGONET. Letters were written to these organizations informing them about the current unavailability of funds for making awards, but indicating that USAID would reconsider funding at a later date if funds become available. Debriefing letters were sent to other 12 organizations that applied with unsuccessful proposals. This activity is now **CLOSED**.

**! 02/170 - (CSU) Center for Public Participation**

START DATE: 01-Sep-02

SCHEDULED END DATE: 31-Aug-04

Activity: Supporting activities aimed at strengthening public participation in governance processes.

**PROJECT BACKGROUND DETAILS:** The program aims to strengthen public participation in processes of governance. It will identify opportunities for public participation in policy monitoring and develop structures and mechanisms in support of this; disseminate information and assist civil society organizations in capacity building for participation on issues governance, and; support pilot projects in two provinces.

**ACTIVITIES IN WORKPLAN:** Lobbying and Advocacy Activities; Establish a dedicated research unit, and development of electronic materials.

**PROGRESS UPDATE:** The activities under this program continue to progress well. During this quarter three advocacy training workshops were conducted at the following local municipalities: Umhlabuyalingana, Mtubatuba and KwaSani. A wide cross-section of participants, including youth and adults, attended these workshops where the key public participation issues included: limited access to information; limited understanding of how municipalities work; the negative attitude of most traditional leaders towards modern structures of development, and how to access seemingly inaccessible councilors. These workshops have resulted in communities taking several important initiatives to resolve local problems (such as in KwaSani Municipality where women engaged the municipality on the rerouting of a water pipe -- see featured success story above). Over this quarter, CPP finalized a booklet with contact lists of key officials with local municipalities.

**ACHIEVEMENTS/SUCSESSES:** Assisted by the USAID grant, the impact of the

work that CPP does continue to be felt both across government structures and civil society (see featured success story above). The CPP briefings on Customary Marriages Act and Traditional Leadership and Governance Bill given to the members of the public were well received by all the stakeholders. Representatives from the Ministry of Home Affairs, Department of Provincial and Local Government (DPLG) and House of Traditional Leaders provided inputs in these briefings. The significance of the work that CPP does is increasingly getting recognition across political lines.

This agreement is for a two-year period and will remain **IN PROGRESS** until 31 August 2004.

**! 02/171 - (CSU) The Contact Trust**

START DATE: 01-Oct-02

SCHEDULED END DATE: 30-Sep-04

Activity: Enhancement of capacity and opportunities for CSOs and government to partner, dialogue and cooperate for policy development, implementation and monitoring.

PROJECT BACKGROUND DETAILS: The program aims to enhance the capacity and opportunities for CSOs and government to partner, dialogue and cooperate for the development, implementation and monitoring of public policy. Contact Trust facilitates access to information for public participation, through networks, newsletters, an information website, help line and awareness raising campaigns and does capacity building through training and workshops.

ACTIVITIES IN WORKPLAN: Development of a newsletter and website to disseminate key policy and legislative developments; facilitate the development of CSOs and government networks to increase communication, cooperation and dialogue; training workshops; facilitate parliamentary workshops and offering legal advice services for CSOs; establishing a help line for CSOs and; carrying out public awareness campaigns.

PROGRESS UPDATE: Programmatically, Contact Trust is performing quite well. Of the eight main Outputs of the project, the organization has made good progress on six of these (see below), and plans to focus in on two "slower performing" outputs, the Legal Advice Service and Public Awareness Campaign Outputs, after elections and/or in the parliamentary recess period, respectively. Despite the budget adjustments caused by the appreciating Rand, Contact Trust has been able to continue with its capacity building and workshop schedule as set out in the project implementation plan. The organization has had to raise additional funding to cover project costs. A strategic planning session is planned for the next quarter to look at income generation and other organizational growth issues.

ACHIEVEMENTS/SUCSESSES: The number of CSO's subscribing to Contact Trust's main areas of concentration, information services and capacity building, has increased from 360 to over 400. Over the past quarter, bi-weekly newsletters on policy and legislative issues have been sent out to over 1000 CSO, business and government subscribers. Their website, containing daily updates on the status of policy and legislation initiatives for 10 government departments and 144 issues, was updated daily. Several NGO issue networks, including ones focusing on water, biodiversity, and energy

have been "built" while others are in formative stage.

During the quarter, Contact Trust held the following meetings and workshops: **Civil Society Energy Caucus, 31 July- 1 August 2003** -- Contact hosted a successful two-day workshop for the energy caucus focused on developing positions, issues for potential joint lobbying, principles and structures to guide the energy network's internal and external interactions. **Social Development and Health Sector lobbying and Advocacy Training, 31 July -1 August** - Contact facilitated a two-day training workshop with CSO's from around the country, on lobbying and advocacy in the context of influencing policy and legislation. **Second annual meeting of the South African Water Caucus (SAWC), 9 - 12 August 2003** -- Contact jointly sponsored the four-day workshop in Johannesburg attended by the general membership of the SAWC. The workshop featured critical discussions about the operation and structure of the SAWC as well as the finalization of the Caucus' constitution and elections of new representatives to the Steering Committee. **Preparations for hearings on the National Health Bill, 5 - 6 August** - - Contact ran a two-day information workshop where the drafters of the Bill provided an overview to a range of CSO's from across South Africa. Thereafter participants developed their insights through dialogue on the pertinent issues, in preparation for their submissions to the Portfolio Committee.

This agreement is for a two-year period and will remain **IN PROGRESS** until 30 September 2004.

! **03/189 - (CSU) Community Agency for Social Enquiry (APS)**

START DATE: 01-Mar-03

SCHEDULED END DATE: 30-Apr-04

Activity: To conduct a study that will focus on developing an analytical framework for the study of relations between CSO's and government.

ACTIVITY DESCRIPTION: The Community Agency for Social Enquiry (CASE) study will help establish or capture the modes of cooperation and opposition between government and CSOs and it will disseminate the findings of the study in a low/no cost manner. The main focus areas of the study will be on adult basic education, income grants and human rights to illustrate service delivery, policy formulation and policy monitoring.

ACTIVITIES IN WORKPLAN: Literature review, interviews with key informants, analysis of findings, report.

PROGRESS UPDATE: During the quarter, CASE followed up on its draft literature review entitled "Civil Society in South Africa: Opportunities and Challenges in the Transition Process" by starting the interview process with civil society organizations and individuals. Some 50 interviews were conducted in the areas of Social Welfare, Adult Education and Human Rights/Refugees.

During the quarter Agreement was reached with USAID to grant CASE a no cost extension, meaning this activity will remain **IN PROGRESS** until April 30, 2004.

! **03/203 - (CSU) Net Benefit Analysis**

During the reporting period, a TEC with three representatives of USAID and

one from CREA selected Umhlaba Development Services to carry out this project. Initially USAID instructed CREA to sign an incentive fee contract with the selected service provider. However, it was determined by CREA and USAID that the award amounts per deliverable would be too small to comprise an incentive, and so a normal fixed price contract was eventually agreed to. The contract for this four-month study will be signed at the beginning of next quarter.

Once the agreement is signed, the project will remain **IN PROCESS** until the end of February, 2004.

**! (CSU) TA to the Amy Biehl Foundation Trust (ABFT)**

During this reporting period a meeting was held between Amy Biehl Foundation Trust and USAID to explore mechanisms for putting together a sustainability plan for the organization. As Linda Biehl, the current Head of the Foundation, will be leaving next year, it has become critical that a sustainability plan is developed now, both to safeguard the future of the Foundation and to assist communities that that might benefit from ABFT activities. To this end, Raymond Thomas from USAID agreed to develop a market research strategy and a job description for the fundraiser/marketing position for the Amy Biehl Foundation Trust. CREA will continue to try and contribute to the organizational development of ABFT where possible.

**(B) LOCAL GOVERNANCE UNIT (LGU)**

**FEATURED LGU SUCCESS STORY OF THE QUARTER: Maximizing Training Participation and Results in the Nelson Mandela Metropolitan Municipality**

Getting communities and community groups active in the local government process is quite a challenge. The South African government has tried to meet this challenge by establishing a ward committee system, whereby local community representatives are elected to serve on the ward committees, which in turn interact with ward councilors and other elected officials. Under the most recent round of local government projects, USAID funded nine activities that focus on increasing the effectiveness of ward committees. The main objective of these local government training projects are strengthening the Ward Committee system in order to improve community access to Council services and activities, while simultaneously enhancing council's capability by building the capacity of councilors.

In October 2002 Crea awarded a grant to Port Elizabeth Technikon (PE Tech) to improve the capacity of ward committee members, ward councilors and councilor personal assistants as part of the municipality's drive towards improving participatory governance within the Nelson Mandela Metropolitan Municipality.

From the outset, PE Tech took a comprehensive and systematic approach to its capacity building objective. The training was presented in different phases, and aimed at different target audiences. The basic phase of ward committee training was presented at a total of 151 workshops. In addition, 60 workshops, aimed at improving service delivery, were delivered to ward councilor assistants, many of whom also attended computer training.

PE Tech designed its trainings to make them as interesting as possible, and they built in several incentives to maximize participation. First, they accredited the trainings. Participants who successfully completed the trainings will get academic credits at PE Tech. Secondly, an interesting

set of topics were offered, including: introduction to local government law, how local government works, planning for development, project management, skills for leading and local government finance. Third, public recognition was offered for the ward committee that had the highest participation rate. Ward committee participants who completed all six of the training modules were given the opportunity to attend a one day computer training, at the expense of PE Tech. Finally, a scholarship (bursary) was offered to the participant that had the highest academic rank following participation in the trainings.

The quality of the offerings, plus the incentives that PE Tech developed combined for spectacular results. In spite of the fact that being a member of a ward committee is entirely voluntary, as was attendance at the workshops, 74% of the ward committee members attended an average of 4 or more of the 6 modules. More impressive, almost 50% of the 374 the ward committee training participants voluntarily attended all 6 modules, and they will welcome an all day computer training sponsored by PE Tech. Ms. Joliswa Yebe a Ward Councilor assistant was rewarded with a Technikon bursary for 2004. Ms. Yebe had a course average of 88.8% and has elected to enroll for a B Tech Secretarial Course in 2004.

While widespread participation in the trainings was important, the questions become what happens next? What will be the impact of the project? To contribute to the sustainability of the undertaking, P.E. Technikon trained several trainers, including two employees of the municipality, as part of the Train the Trainer (TOT) component. The attendance at the Train the Trainer was excellent and the success rate was high. There were 44 trainers that passed the TOT including 8 that passed with distinction. A continual learning programme and a capacity building programme will be developed under this project, and left with the Nelson Mandela Metropolitan Municipality.

That the trainings were valued and is seen through the remarks of Ms. Magopeni, a ward committee member from ward 53. Ms. Magopeni believed that the ward committee training was extremely useful because it had empowered the ward committee members skills-wise and it helped them to better understand local government and the systems of the municipality. This in turn allowed the newly trained individuals to educate members of their wards on local government and their municipality. In short, the project worked well and met the project objectives.

#### **Status of GMTA Actions Previously Reported as IN PROGRESS**

##### **! 99/048 - (LGU) District Six Intern Assistance - Phase II**

START DATE: Sept 1999

SCHEDULED END DATE: 31 December 2003

Activity: Support to the Western Cape Commission for the Restitution of Land Rights through payment of stipends for student interns to assist with the processing of land claims from former residents of District Six and other affected areas.

PROJECT BACKGROUND DETAILS: To expedite processing of land claims, interns will examine records and files, liaise with claimants, map the claims, gazette claims, and capture data relating to valuations.

PROGRESS UPDATE: Activities under this request are on track. CREA received contracts from the Land Claims Commission for all interns for the files as requested during the last period. During this reporting CREA and USAID met with Ms. Waring and two representatives from the Land Claims Commission in September to further discuss budget cuts, and the unfortunate need to terminate the District Six Interns contract earlier than originally anticipated. Although the Commission did not take the news well they thanked USAID and CREA for the support throughout the years. It was agreed that the Intern contracts would only run through to the end of December 2003. These interns will continue to be paid by CREA and the activity will remain **IN PROGRESS** through December 31, 2003.

• **00/061 - (LGU) Revenue Management - Grant Agreement**

START DATE: April 2001  
SCHEDULED END DATE: June 2002

Activity: Support for revenue management and service delivery improvement for the Benede Oranje (now Siyanda) District Council, Umzinyathi (now AmaJuba) Regional Council, and Volksrust (now Seme) Local Council under a grant agreement with Vulindlela.

PROJECT BACKGROUND DETAILS: The service provider helped improve services and collect revenue in the Benede Oranje, Umzinyathi and Volksrust Local Councils by addressing: 1) financial problems confronting local authorities and, in particular problems affecting the target municipalities. 2) lack of trust and understanding among beneficiary communities of their local governments 3) the lack of capacity and/or skills in the municipalities which are required to address the issues at hand. To accomplish these tasks, service provider developed intervention plans, established stakeholder groups, and performed situation analysis.

PROGRESS UPDATE: The status of this project remains unchanged. The CREA finance team is still working with Vulindlela's project manager to close out the activity. This activity will remain **IN PROGRESS** until all close out activities have been completed.

! **01/098 - (LGU) Horizontal Learning & Information Sharing - Organization Development Africa (ODA)**

START DATE: November 2001  
SCHEDULED END DATE: November 2003

Activity: Support under a grant agreement with ODA for the transformation of local government by enabling the sharing of information and knowledge relevant to the challenges faced by local government.

PROJECT BACKGROUND DETAILS: ODA will support the transformation of local government by enabling learning and improvement through the sharing of information and knowledge relevant to the challenge faced by local government. The objective of the program is two-fold: to support the sharing of information, experience and knowledge between municipalities and between national and local government and to inform and support the development of a national capacity strategy for local government.

ACTIVITIES IN WORKPLAN: research of local government, seminars, steering committee meetings, reports loaded on the website.

PROGRESS UPDATE: ODA reported an increase in programme activities during

the last quarter. Under the Municipal Research Fund a second seminar was held entitled "Budgeting for results in local government" on 13<sup>th</sup> August. A third seminar is planned for 16<sup>th</sup> October with the theme "Partnerships for Service Delivery".

ODA reported that the second draft research reports were received on 5 September 2003, and a roundtable was held on the 12 September 2003. The final reports are due on 1 October 2003.

To date, 21 newsletters have been posted and a further 10 are available for subsequent postings on the website. An intern was employed to produce web pages for each of the districts in the network as an exciting new section of the website will be devoted the District Learning Network. Districts will be encouraged to send information on their municipalities for inclusion on the site. Five audio products have been produced by Idasa. The titles include Local Government and HIV/Aids, Public-Private Partnerships, Local Government Communication and Women in Local Government. The CDs are available to interested parties on request and are also distributed at Hologram events.

The Hologram book has been formatted and is currently being printed and will be launched at the Hologram conference, scheduled for 11 and 12 November. ODA is exploring using DFID funding for the conference and launch of the Knowledge Sharing Programme (KSP).

The first peer review was held in the Siyanda District Municipality in Upington from 18 - 22 August 2003. ODA reported that the feedback was very positive and that the review was seen as a major developmental opportunity. An evaluation session of the peer review is scheduled to take place on 8 - 9 October 2003 with the next review scheduled in Ugu from 16 - 21 November 2003. ODA further reported that future peer reviews will be funded from Noraid.

Under task 3, Municipal Learning Support, it was reported that the District Learning Network (DLN) road-show was launched after the strategic planning session. This involved 3 teams visiting all the district municipalities (DMs) in the network, and during the quarter, all 16 DMs were visited. The Local Learning Network, currently comprised of 9 local municipalities, had a foundation meeting on 18 and 19 September 2003 in Johannesburg.

The SA Cities Network convened a knowledge-sharing discussion in which Hologram participated. This was a good opportunity to reflect on the work conducted in Hologram thus far. Hologram was invited to provide input into the USN Local Government Conference in September 2003. The presentation dealt with some of the lessons learnt through the Hologram programme and the model used.

ODA has informed Crea that they anticipate the need for a no-cost extension as well as a realignment on their budget. ODA will submit a request in writing to Crea for USAID approval during the next quarter.

**ACHIEVEMENTS/SUCSESSES:** Many of the District Municipalities in the District Learning Network have budgeted between R200 000 - R250 000 for network activities. This will ensure that the network will be able to function even though the Hologram contract expires in November 2003.

This activity is scheduled to remain **IN PROGRESS** until November 14, 2003.

**! 01/104 - (LGU) Project Implementation Agent (PIA) - Round Two**

START DATE: 7/12/2001  
SCHEDULED END DATE: 6/10/2003

Activity: Deloitte & Touche was contracted (with Manto Management) as a subcontractor to provide the services of Project Implementation Agent (PIA) for twenty-four months.

PROJECT BACKGROUND DETAILS: Working under the technical guidance of the Program Steering Committee, the contractor is responsible for: assisting with the selection of new municipal projects; final design and launch of new projects; providing technical advice and "trouble shooting" services during project implementation; serving as an "early warning system" to identify the need for additional assistance when projects experience difficulties; analyzing the implementation of all projects in the program, and; serving as an intellectual partner to the Program Steering Committee.

ACTIVITIES IN WORKPLAN: Technical guidance, selection of new projects, final design and launch of new projects, monitoring on-going projects and intervening where necessary to keep projects on track.

PROGRESS UPDATE: Due to budget cuts caused by the Rand appreciation, the contract with the PIA was shortened by two months, making this the last full quarter of their operation. Since the performance of the PIA has been spotty (see previous quarterly's discussion about performance issues), the shortening of their contract should not be problematic. CREA has agreed to pick up the technical monitoring work that the PIA was responsible for, starting the next quarter.

During the period, the PIA continued to assist with the monitoring and review the performance of service providers. This included ensuring that service providers adhere to the scope of work and the produce acceptable deliverables within the agreed timeframes. The PIA has continued to submit monthly progress reports. During the quarter the PIA were also involved in discussions with service providers and municipalities on revised budgets and implementation plans that were drawn up due to budget shortfalls.

Two handover meetings were held between CREA, USAID and the PIA. At the first handover meeting all PIA programme managers participated and issues regarding each project were discussed and any potential problems and risks identified. After the second handover meeting CREA requested the PIA prepare a schedule with all the projects indicating what stage each project was at as well as any potential problems the PIA foresaw for the future of each project.

The monthly service fee was approved by USAID and paid accordingly. The last invoice for October will only be paid once the above detailed report for each project has been received and the CREA project manager is satisfied that all outstanding requirements have been met. PIA activities are expected to remain **IN PROGRESS** through October 6, 2003.

**! 02/115 - (LGU) Extension of Ulundi Project**

Activity: Support for improving the rates and management of revenue collected by the Council. This activity is a monthly software rental with

periodic technical support under a contract with Deptpack.

PROJECT BACKGROUND DETAILS: The Deptpack system will allow for the effective control of all accounts in arrears. These accounts will be loaded into two categories 1) water and electricity and 2) rates, refuse removal and sewerage.

ACTIVITIES IN WORKPLAN: Upgrade Ulundi's software, Train Municipal employees on the new software, do onsite reporting and system updates

PROGRESS UPDATE: During the last quarter Deptpack finalized the activities under the contract. Deptpack notified CREA and USAID in June that the interface was ready and drew up a baseline, which was used to monitor the project during July through September. The only outstanding deliverable required from Deptpack is a learning product. While CREA notified Deptpack in September about this outstanding deliverable, at the end of September no learning product had been received. Crea has notified Deptpack that the final invoice on the project will only be paid once Crea has received the learning product.

Activities under this request are expected to remain IN **PROGRESS** until the final learning product is received and the final invoice paid.

**! 02/120 - (LGU) DPLG Transformation Manager**

START DATE: 01/01/2003

SCHEDULED END DATE: 01/02/2004

Activity: CREA contracted a US consultant, Daniel Manyindo, to serve as Transformation Manager to assist DPLG with activities involving transformation of district municipalities.

PROJECT BACKGROUND DETAILS: The consultant is assisting the DPLG in the development of local government policies, starting a leadership academy and implementing a municipal revenue enhancement program.

ACTIVITIES IN WORKPLAN: developing a strategic plan for transforming the local government system, designing programs to implement the strategic plan, managing the transformation programs.

PROGRESS UPDATE: According to a report provided by Mr. Manyindo to CREA, his successes and activities over the quarter under the Strategic Objective "Building financially viable local government through the Revenue Enhancement Program" included:

- a. Finalized and submitted Cabinet Memorandum seeking endorsement and approval of Municipal Revenue Enhancement Programme. *Cabinet Memorandum - including all implementation projects - was approved.*
- b. Formalized partnerships with the following entities to support the implementation of the Municipal Revenue Enhancement Programme:
  - i. The Institute for Municipal Finance Officers (IMFO) - to support the Municipal Support Programme - specifically with the preparation of annual financial statements in 30 municipalities;
  - ii. The Municipal Infrastructure Investment Unit (MIIU) - to project manage the implementation of the Master Lease Programme (a programme designed to enhance service delivery capacity in 13 pilot municipalities);

- iii. The Human Science Research Council (HSRC) - to support an initiative aimed to develop a uniform national indigent policy, and to determine the social wage and rationalize the state's support to the poor
- c. Finalizing work pertaining to the sale of municipal debtor books.
- d. Ongoing engagement with the Department of Public Works and various provincial government departments on the resolution of government arrears to municipalities
- e. Procurement of specialized technical and project management support

Mr. Mayindo's reported achievements and successes under the Strategic Objective "Building the Capacity of Local Government" were related to his efforts to help start the Local Government Leadership Academy:

- a. Informed by deliberations of the DPLG ExCo, procured support to assist with the following tasks that must precede submission of Cabinet memorandum:
  - i. Confirmation and finalization Local Government Leadership Academy concept - involving a wider range of stakeholders (including Policy Unit of the Presidency)
  - ii. Identification of local institutions that would host various aspects of the programme
  - iii. Finalization of financial model

The above work is on-going - with the expectation that a Cabinet memorandum will be submitted shortly after the beginning of the year.

This activity will remain **IN PROGRESS** until February 2004.

**! 02/121 - (LGU) Special Needs Unit - Western Cape Regional Commission**

Activity: Provide support to the Western Cape Regional Commission for the Restitution of Land Rights to establish a Special Claims Unit. The Special Claims Unit will focus on the claims of people with special needs such as the elderly, the sickly and the indigent.

PROGRESS UPDATE: Activities under this request are on track. During this reporting CREA and USAID met with Ms. Waring and two representatives from the Land Claims Commission in September to further discuss budget cuts, and the unfortunate need to termination the Special Needs Unit contracts earlier than anticipated. Although the Commission did not take the news well they thanked USAID and CREA for the support it had received to date. It was agreed that the Special Claims Unit contracts would only run through to the end of December 2003. The two Special Needs Unit will continue to be paid by CREA and the activity will remain **IN PROGRESS** through December 31, 2003.

**! 02/132 - (LGU) Assessment of the Local Government Support Program**

START DATE: 01/07/2002  
SCHEDULED END DATE: 31/10/2004

Activity: An assessment carried out by ISIS, using the Pre-test/Post-test/Control Group methodology, to determine the extent to which: 1) the local government framework is being effectively implemented; 2) local governments are performing their functions with increasing effectiveness, transparency and accountability; and 3) citizens are exercising their rights and meeting their obligations to local government.

ACTIVITIES IN WORKPLAN: develop instruments and train personnel, select control municipalities and collect data, analyze data and report on the findings.

PROGRESS UPDATE: During this reporting period ISIS included their methodology in the final report together with the transcripts from the interviews. The final invoice for Phase 1 was approved by USAID and paid by Crea during this reporting period. This activity is expected to remain **IN PROGRESS** until completion of the contract in October 2004.

## **Element #2, Round #2: Direct Assistance Projects**

### **! 02/139 - (LGU) Assistance to Cacadu District Municipality**

START DATE: 1/11/2002  
SCHEDULED END DATE: 15/11/2003

Activity: Provide a Capacity Building Assessment Program for Cacadu District Municipality through a contract with Service Provider P.E. Technikon

PROJECT BACKGROUND DETAILS: The objectives of this program are to identify the skills gaps among councilors, officials and community representatives, to develop a capacity building program to bridge these gaps, build the capacities of councilors, officials and community representatives related to participatory governance, and ensure sharing of lessons learnt from the project within and outside the district.

ACTIVITIES IN WORKPLAN: P.E. Technikon will do an implementation plan, carry out a needs assessment, report on existing level of skills and knowledge, draft a capacity building program, and report on potential sources of funding and service providers.

PROGRESS UPDATE: During the reporting period two MSC meetings were held and P.E. Tech submitted a revised budget that was accepted and endorsed by Council. The purpose of the revised budget was to provide for the shortfall, due to the exchange rate, and to conclude the assessment phase. P.E. Tech presented the draft report on the Capacity Building Programme in July 2003 for approval. As the document had not been workshopped the Council requested time to review and workshop the document with the B Municipalities before giving feedback to P.E. Technikon. In August a special committee (excluding P.E. Tech) reviewed the report and requested P.E. Technikon to incorporate several changes into their report.

CREA and USAID met with Ted Pillay (Municipal Manager) on 22<sup>nd</sup> September 2003 to further discuss the current budget constraints facing USAID, which meant that USAID was unable to fund Phase 2 of the project at this point in time. Mr. Pillay thanked USAID for their assistance and indicated that the Council had received some DPLG funding, which they could apply to Phase 2. Mr. Pillay informed CREA and USAID that they had received the final report from P.E. Technikon and felt that they needed to have one last MSC meeting to wrap up the report. USAID agreed to a no-cost extension from August 31<sup>st</sup> to November 15<sup>th</sup> 2003 and this was processed during the reporting period. A final MSC meeting is to be scheduled in October to finalize this project. The final invoice has been received by CREA and will be processed once the final report is formally accepted by the MSC. This activity is expected to remain **IN PROGRESS** until November 15, 2003.

! 02/140 - (LGU) Assistance to Ekurhuleni District Municipality

START DATE: 1/11/2002  
SCHEDULED END DATE: 30/6/2004

Activity: Provide support for Capacity Building of Ward Committees and Institution of an Awareness Campaign for Ekurhuleni District Municipality through a grant to Service Provider Interfaith Community Development Association (ICDA).

PROJECT BACKGROUND DETAILS: The objectives of the program are to review and assess the training and information/communication needs of ward committee members, develop a public information/awareness campaign on the structures and systems of the Ekurhuleni Metro Council, develop a training program for the ward committee and implement through the training program the component of the information/awareness campaign that is channeled through ward committees.

PROGRESS UPDATE: After initial difficulties obtaining municipal buy-in to this project, the past quarter has seen a significant increase in the level of activity by the service provider and cooperative participation by municipality. The steering committee is meeting regularly, under the guidance of the speaker and other councillors, and with the participation of officials from all the municipal departments. The budget revision/cut discussions and the delay in getting this project off the ground has led to the revision of the implementation plan and budget. The project will be fast-tracked and the bulk of the training activity will be completed by the end of this year, which effectively deals with the impact of the elections period that we entering as well the need to cut the budget.

The service provider, ICDA, has conducted the training needs assessment and tabled a report and analysis, as well as provided the draft training materials for approval. The assessment and analysis have been signed off by the steering committee and the draft training materials are under review. Given that the project is being fast-tracked, it was decided by the steering committee to use the pilot training sessions as part of the initial and final review of materials, so as not to delay the project in any way.

The next quarter will see the roll- out of the training to all ward committee members and the project seems firmly on track now.

ACHIEVEMENTS/SUCSESSES: The certification of the training materials is still in progress, however ICDA have effectively managed to compile learner profiles of approximately 50% of the target group for training, which is a critical component of the certification process. This seems to be the only project under the LGSP that has achieved the capturing of learner profiles prior to the commencement of training.

The submission of financial reports by ICDA has been irregular to date. CREA's financial staff have worked closely with ICDA finance staff with the aim to resolve the issue of late submission of financial reports. In addition to this, CREA was unable amended the grant agreement to take into account the appreciation of the rand, as the project steering committee had not approved the revision. While this activity is now scheduled to remain **IN PROGRESS** until March 2004, it will end earlier due to the fast tracking. The final end date will be approved and signed by the next steering committee meeting scheduled in October.

! **02/143 - (LGU) Assistance to West Coast District Municipality**

START DATE: 29/10/2002  
SCHEDULED END DATE: 11/15/2003

Activity: Provide support for Community Participation and Capacity Building for Effective Local Governance for the West Coast District Municipality through a contract with PriceWaterhouseCoopers.

PROJECT BACKGROUND DETAILS: The objectives of the program are to build local governance capacity based on the needs assessment, review of the strategies, structures and systems in place related to community participation, develop a learning product to shared with other municipalities, and implement selected interventions of the capacity building program.

ACTIVITIES IN WORKPLAN: workshops, seminars, training, technical support

PROGRESS UPDATE: The project slowed down during this quarter due to budget constraints, and on the District side, IDP planning. In a meeting held September 16<sup>th</sup> with Council to further discuss the current budget cutbacks, USAID indicated to Council that they were not in a position to fund Phase 2. Mr. Rode from the District noted that they had received some funding from DPLG that could possibly be used to implement Phase 2 of the project. Further discussions with the District led to an agreement to extend the project, at no additional cost, to ensure that the final deliverable produced by PriceWaterhouseCoopers was acceptable to the District and the B Municipalities. It was further agreed that CREA would document the decision regarding Phase 2, and fax a letter to the District to share with the B Municipalities at the next PSC.

At a PSC meeting held on 19<sup>th</sup> September, the Communications and Public Participation Capacity Building Agenda was presented. The draft strategy document was approved by the key stakeholders (albeit with a few provisions from the Districts side). PriceWaterhouseCoopers had put an executive summary together in both English and Afrikaans that had been distributed to all B Municipalities. The PSC requested that PriceWaterhouseCoopers link the Strategy prioritization areas to the District, and to the B Municipalities, so that it is clear what each areas priority needs are. The PSC also requested additional time to review the Capacity Building Agenda and to take it back to their respective Council's for approval. A decision was made by the PSC that a final PSC meeting in October was necessary to formally accept the final Capacity Building Agenda. CREA will process a no-cost extension in early next quarter to extend the project completion date to November 15, 2003. This will allow the B Municipalities additional time to review and workshop the Capacity Building Agenda before finalizing the report.

ACHIEVEMENTS/SUCSESSES: At the end of the reporting period CREA had received one deliverable, a draft Integrated Capacity Building Implementation Programme Report from PriceWaterhouseCoopers and payment has been made accordingly.

This activity is expected to remain **IN PROGRESS** until November 15, 2003.

! **02/144 - (LGU) Assistance to Central Karoo District Municipality**

START DATE: 1/10/2002  
SCHEDULED END DATE: 30/12/2003

Activity: Provide support for a Community Empowerment Project for Central Karoo District Municipality through a grant with Service Provider Fair Share.

PROJECT BACKGROUND DETAILS: The program will focus on establishing community structures, investigation into establishment of information and support centers.

ACTIVITIES IN WORKPLAN: Community Assessment, Training, evaluation report

PROGRESS UPDATE: After launching the project in the last quarter, very little progress has been achieved for a number of reasons, the most important of which was the lack of commitment and cooperation from the municipality. A special meeting was convened on 25<sup>th</sup> September 2003, to address the lack of activity on this project. The meeting was to include senior municipal officials and councilors, USAID, CREA and Fair Share. While the meeting did not materials as planned, USAID, CREA and Fair Share were able to meet with the municipal manager and the District Mayor to table the concerns about the lack of cooperation and activity on the project.

It was collectively decided that the project should not continue as it was designed. The project will be scaled down drastically, due to the fact that it has not achieved its objectives thus far and that the elections scheduled for early 2004 will have a considerable impact on the availability and support of councilors and municipal officials. In the revised project, Fair Share will produce a report, analysis and options on structures for community participation in Central Karoo. They will also deliver a report on the information and communications systems in the municipality.

This revision of the project was confirmed in writing by the municipality and CREA is in the process of revising the agreement and budget with Fair Share.

This revised activity is scheduled to remain **IN PROGRESS** until December 2003.

**! 02/145 - (LGU) Assistance to Vhembe District Municipality and 02/152 (LGU) Assistance to Bohlabela District Municipality<sup>1</sup>**

START DATE: 1/11/2002  
SCHEDULED END DATE: 31/7/2004 date??

Activity: Provide a Training Program for Ward Committees for the Vhembe District Municipality through a grant with Service Provider Exegesis.

PROJECT BACKGROUND DETAILS: This activity is one of 24 municipal projects approved by USAID and the DPLG. The objectives of the program are

ACTIVITIES IN WORKPLAN: Review the establishment of ward committees; conduct a training needs assessment of councilors, ward committee members and council officials linked to the ward committees; develop and design and implement training programs based on the needs assessment, including a

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<sup>1</sup> Note: CREA is reporting on the projects in Vhembe and Bohlabela projects together for this quarter, as the service provider and the situation for both projects was the same -- both were under review during the reporting period.

train the trainer program.

PROGRESS UPDATE: After the performance letter, and cure notice that was issued and responded to immediately by the service provider Exegesis Consortium Africa (ECA) in the last quarter, activities in this reporting period were as follows:

In July ECA was asked to revise their budget and implementation plan to meet the budget shortfall due to the Rand appreciation. Shortly after this request, ECA tabled these documents with both Bohlabela and Vhembe. After discussions with the PSC's, ECA was asked to further revise these plans.

ECA committed itself to table the revisions of budgets and implementation plans, as well as draft training plans, with the MSCs before the second week of August for the scheduled meetings in Bohlabela and Vhembe. ECA failed to meet this deadline and the PSC's in both municipalities had to postpone for a week.

Due to continued budget shortfalls from USAID, CREA was asked to notify ECA that all activities on the projects in Bohlabela and Vhembe were to be suspended pending a S01 wide budget review. On the 20<sup>th</sup> August 2003 meetings were scheduled in both municipalities (for the following week) so that USAID could convey the message that due to the budgetary reasons projects in the respective municipalities were indefinitely suspended, although, depending on availability of funds, a revised project based on district needs might be possible next year. From their side, the municipalities requested that USAID explore the possibility of assisting them carry out a train the trainer program. This would allow the municipalities to have a cadre of locally available trainers who could continue the process of capacitating ward committees.

The S01 budget review revealed that there was funding available for the continuation of the projects in both Bohlabela and Vhembe. ECA was then asked (29<sup>th</sup> August) to continue as the service provider for both projects. CREA requested that ECA draft revised plans and budgets in accordance with the proposals and recommendations from the meeting between USAID and the municipalities in which it was agreed to further fast track all trainings.

CREA, in consultation with USAID, wrote a detailed performance benchmark letter to ECA, which put all future project activities by ECA under strict review by CREA, USAID and the municipalities. This letter was sent to ECA on 13<sup>th</sup> September 2003, and subsequently countersigned by ECA.

USAID then met with the respective municipalities on September 15 & 16 and agreed to continue funding the projects but with revised time-frames and slightly revised objectives.

Draft training materials were then tabled by Exegesis on the 19 September 2003. CREA, USAID and the PIA met with ECA to discuss these materials and the way forward on 23 September 2003. The training materials had clear deficiencies, which were noted by all parties. Several suggestions were made to ECA (including contacting other USAID funded service providers that have well-structured training materials) for improving the quality of the materials.

ECA was then required to revise the materials in accordance with the requirements of the performance benchmark letter (which allowed for two weeks for revisions of the training materials - termination would result if ECA failed to improve the materials to an acceptable standard). ECA was to

deliver their revised training materials, and have a follow-up meeting with USAID and CREA to determine their acceptability, early in the next quarter.

This activity will remain in progress in the next quarter, dependant on the performance of the service provider.

**! 02/146 - (LGU) Assistance to West Rand District Municipality**

START DATE: 31/3/2003  
SCHEDULED END DATE: 30/8/2004

Activity: Provide support for the Establishment of a Cluster Working Group and Regional Economic Development Agency for the West Rand District Municipality (WRDM) through a contract with Service Provider Urban Econ.

PROJECT BACKGROUND DETAILS: In light of the West Rand experiencing a period of general decline over the past decade, the project focuses on: creating a data base of all industries in the municipal area; clustering industries in the area and facilitating the establishment of a network of suppliers and customer knowledge producing agents in order to foster interaction, innovation and knowledge transfer, and to create a broad stakeholder forum and policy development.

ACTIVITIES IN WORKPLAN: identify economic clusters and establish cluster-working groups

PROGRESS UPDATE: During this quarter the contractor reported that the project was progressing well. At a PSC meeting held in August, the service provider, Urban Econ, noted that they were currently working to get the Development Agency established. The service provider presented the business plan framework for discussions. The PSC requested Urban Econ to further develop the framework by elaborating more on it for further work-shopping at the next PSC.

A Sectoral Networking Strategy was introduced at the PSC, as Urban Econ felt that the dynamics of the area necessitated a different approach than that of cluster working groups. Urban Econ indicated that the sectoral approach would help them get smaller groups together and would help to focus on their sectors. There was some confusion in the Tourism sector, due to the KPMG study currently being undertaken. The WRDM indicated that this was not seen as duplication and that Urban Econ should align their work with the KPMG study. Urban Econ alerted the PSC that they were experiencing some difficulties in the Mining and Manufacturing Industry and that they were planning some one on one meetings to obtain buy in from these sectors.

During this quarter, Andani, one of the consortium members, had pulled together a synopsis of the project for publication in local newspapers. The Council undertook to have the synopsis reviewed by their Communications manager in order to have it placed in the newspaper by 1<sup>st</sup> September 2003. Urban Econ anticipated that the next sectoral meetings would take place on the 8 - 19 September, 2003.

The shortfall of approximately R500,000 on the project has been an item on all the WRDM PSC agenda's for discussion. The West Rand District Council reported that they had approached IDC, the Municipal Services Partnership and the West Rand District Municipality for additional funding, and hoped

to be in better position to report back at the next PSC, which is scheduled for October.

CREA and the PIA continued to monitor the consortium relationship closely over the last quarter to ensure that the project remains on track. One deliverable was submitted to the PSC for approval during this quarter. This activity is expected to remain **IN PROGRESS** until August 2004.

**! 02/147 - (LGU) Assistance to City of Johannesburg**

START DATE: 1/10/2002  
SCHEDULED END DATE: 15/5/2004

Activity: Provide support for a Needs Assessment and Training Program on People's Centres for the City of Johannesburg under a grant agreement with Service Provider Outlearning (formerly Succinct).

PROJECT BACKGROUND DETAILS: The objective of the program is to: 1) assess the skills of ward councilors 2) enable the effective operation of Peoples Center through training programs, and 3) ensure that the lessons are learnt are shared.

ACTIVITIES IN WORKPLAN: assessment of training needs, design training programs, implement training programs

PROGRESS UPDATE: This project as reported by both the service provider and the municipality through the monthly steering committee meetings is proceeding without problems.

The training activity has started and CREA is waiting for reports on the initial pilot sessions. The training of councilors has not been resolved as the Speaker's office indicated, at the steering committee meeting on 30<sup>th</sup> Sept., that the municipality intends to roll-out training for ward committee members. To ensure that this project compliments the broader training programme for councilors, a meeting will be convened to ensure that the training done in this project does not duplicate or contradict the council's initiative.

The accreditation of materials is still being negotiated with the LGWSETA, however, the materials have already been aligned to unit standards from other Seta's. At very least the training should be defined and recognized under the Skills Development Act. Regular feedback on this process is being provided by the service provider. The activity is expected to remain **IN PROGRESS** until May 2004.

**! 02/148 - (LGU) Assistance to Karoo District Municipality**

START DATE: 1/10/2002  
SCHEDULED END DATE: 27/10/2004 date??

Activity: Provide support for Capacity Building of Ward Committees and a Public Information Program for the Karoo District Municipality through a grant agreement with Service Provider Fair Share.

PROJECT BACKGROUND DETAILS: The objectives of the program are to strengthen the effectiveness of ward committees, improve the flow of information between councils in the district and the public, and ensure the sharing of lessons learnt from the program.

ACTIVITIES IN WORKPLAN: assess public information requirements, skills audit of ward committee members, develop ward committee training program, develop public information program

PROGRESS UPDATE: The report and analysis on structures has been completed and tabled by the service provider. In addition, a draft constitution, terms of reference and code of conduct for ward committees have also been tabled. The service provider sent these materials to the municipality in July 2003 and the Steering committee that was held on 2<sup>nd</sup> Sept. was to have signed off on these documents to allow for the project to continue to the next phase. However due to the fact that municipalities had not reviewed the materials the PSC could not approve the documents.

CREA raised serious concerns about the continued delays on this project caused by, for example, the municipality not reviewing materials for approval; the service provider waiting for 2 months for a meeting to be scheduled; and, the PIA not alerting CREA and USAID to the delays. It was agreed at the meeting on 2<sup>nd</sup> Sept. that the Speaker of the district would become more proactive on this project. It was also agreed that the service provider will improve communications with CREA and USAID on possible delays and the lack of cooperation from the municipality, and that the project activities will be approached with much more vigor and urgency.

CREA will monitor the progress on this project closely to ensure that activity and level of effort by both the service provider and the municipality is stepped up. This activity is expected to remain **IN PROGRESS** until Sept. 2004.

**! 02/149 - (LGU) Assistance to Nelson Mandela Metropolitan Council**

START DATE: 01/10/2002  
SCHEDULED END DATE: 30/09/2003

Activity: Provide support for Capacity Building of Community Structures and Councilors for Effective Governance for the Nelson Mandela Metropolitan Municipality (NMMM) Council through a grant agreement with P.E. Technikon.

PROJECT BACKGROUND DETAILS: The objectives of the program are to develop the level of skills for effective ward committee functioning and design a program to address the appropriate level of skills required for councilors to function effectively on portfolio committees.

ACTIVITIES IN WORKPLAN: Basic ward committee training, train trainers, develop learning tool

PROGRESS UPDATE: Activities under this project are progressing well and at the end of the quarter all ward committee training had been completed. P.E. Technikon is currently working on the analysis of the training evaluations and conducting the impact assessment, which should be completed early in the next quarter. P.E. Tech reported that a database of the ward committee members had been developed and will be analyzed in the final report in terms of gender, age, qualifications, etc. This database will be handed over to the training department for continued use. Additional training needs of the Ward committee members have also been identified as an outcome of the training. Basic technical training of ward assistants has also been completed. All individuals trained as trainers under the project have attended the Ward Committee training and have participated in the delivery of the training. P.E. Technikon recommended to the PSC that the

impact assessment of the Train the Trainer program should be dropped, as it will delay completion of the project. It was agreed that the impact assessment for the Train the Trainer program should only be undertaken once the trainers present the ward committee training programme themselves and that the training department of NMMM will conduct this assessment later. The baseline information of the trainers has been collected and will be provided to NMMM.

PE Tech informed the MSC that they were working on the accreditation of the ward committee training programme in their own institution. The MSC requested that they clarify the issue of accreditation and make the announcement at the graduation ceremony. The graduation ceremony was scheduled to take place on September 30, 2003, but was postponed due to the Mayor not being available on that date. During the graduation ceremony, which will take place early next quarter, USAID has been asked to make brief remarks.

PE Tech requested guidance on the development of the learning tool as they were unsure of what it should contain. CREA will forward the framework developed by the PIA to PE Tech and has had several conversations with Hennie van As of PE Tech regarding the content of the learning tool. Due to the graduation ceremony only taking place in October, PE Technikon has requested a no-cost extension to November 15<sup>th</sup>, 2003. CREA will process the no-cost extension early next quarter.

**ACHIEVEMENTS/SUCSESSES:** P.E. Tech reported that the attendance at the Train the Trainer was excellent and that the success rate was high (see featured LGU success story above). Eight (8) passed with distinction, thirty six (36) passed and only three (3) failed.

Monthly advances and liquidations are being processed by CREA on this grant. This activity is expected to continue November 2003, although now it's on the books to remain **IN PROGRESS** until the end of September 2003.

**! 02/150 - (LGU) Assistance to Mangaung Local Municipality**

START DATE: November 01, 2002  
SCHEDULED END DATE: August 30, 2004

Activity: Provide support for Research and Establishment of a Development Partnership for Mangaung Local Municipality through a contract with Urban Econ.

**PROJECT BACKGROUND DETAILS:** The project objectives are to carry out research on structures that enable local economic development; develop a strategically focused local economic development plan, and enhance co-ordination, integration and participation in local economic development.

**PROGRESS UPDATE:** Activities under this project are progressing well, with two PSC meetings held during the last quarter. At the PSC meetings the Municipality reported back that since they had identified the roles and responsibilities of the Andani consulting company and the Municipality around the co-ordination of events, they have seen great improvement in the co-ordination of the stakeholder meetings. Urban Econ indicated that they had received some comments on the Economic Development Strategy, and that further comments were invited. After some discussions it was decided that the Economic Development Strategy report would remain a living document that could be revised as needed. The PSC questioned Urban Econ on the option of starting a Development Agency, as it was reiterated that it was

not a foregone conclusion that the Development Agency was the vehicle the Municipality wanted to take to spearhead the local economic development. Urban Econ was requested to present all the options available for stimulating and coordinating economic development initiatives, including beefing up the internal LED unit. The two options were presented by Urban Econ at the next PSC, and after some discussions it was agreed that the partnership options needed to be internalized within the Mangaung Local Municipality (MLM) and discussed with all Executive Directors, General Managers, Mayco members and S-80 committee members.

Andani reported that sector meetings were held with industry representatives from tourism, agriculture, manufacturing, labor, transport, and construction and property developers. There was a poor turnout for meetings scheduled with industry reps from the health, education, business and finance sectors which resulted in rescheduling of the meetings for these sectors. At the PSC held in September, Andani and Urban Econ suggested that fewer people should be involved in the sector meetings. It was agreed by the PSC that a core team will be established which MLM will liaise with.

CREA and the PIA continued to monitor the consortium relationship closely to ensure that the project remains on track. CREA explained to the PSC that the shortfall in budget was now becoming a reality. The MLM gave their commitment to funding the shortfall. CREA continues to monitor the financial situation closely and will request a letter from the Municipality undertaking to fund the shortfall at the PSC scheduled for October. During the quarter CREA received three deliverables and made payment to Urban Econ during the last quarter. This activity is expected to remain **IN PROGRESS** until August 2004.

**! 02/151 - (LGU) Assistance to City of Tshwane**

START DATE: November 01, 2002  
SCHEDULED END DATE: August 30, 2004

Activity: Provide support for a Capacity Building Program for Ward Committees for the City of Tshwane through a grant to JUPMET.

**PROJECT BACKGROUND DETAILS:** The Main objectives of the project are to: review the current functioning of ward committees; assess the specific training needs of councilors, ward committee members, ward committee staff and relevant officials linked to ward committees; develop the capacity of ward committees to ensure the effective functioning of the committees and proactively contribute to the policy and planning processes of the council.

**PROGRESS UPDATE:** Progress during this quarter was initially slow, but managed to pick up towards the end of the quarter. CREA and USAID had their budget meeting with both Tshwane and JUPMET on 9<sup>th</sup> July 2003. JUPMET was able to make up the shortfall by cutting back on the number of training days, and the City offered to pay for catering and venues for the training. The budget was reduced and ratified by the PSC on 15<sup>th</sup> July 2003. The training modules were presented to the PSC for comments before becoming final. The rollout of training has been slow, as JUPMET had not received sufficient registration of participants to proceed with the planned training. With the intervention of the Chief Whip, one of the four planned programs was delivered on 19<sup>th</sup> September, however, JUPMET only recorded a 59% attendance for the four days. A problem encountered by JUPMET was that the Councilors were not aware that the training was scheduled to take place over four days. The City of Tshwane has now requested that the councilor

training be put on hold until after the municipal elections. JUPMET has revised the dates and has scheduled training of ward committee members and ward councilors during the period 10<sup>th</sup> November to the 10<sup>th</sup> December 2003. CREA will continue to monitor participation levels in the trainings closely and report back to USAID if it continues to be problematic. The Grantee is submitting regular requests for reimbursement. This activity is expected to remain **IN PROGRESS** until August 2004.

**! 02/153 - (LGU) Assistance to Ehlanzeni District Municipality**

START DATE: September 1, 2002  
SCHEDULED END DATE: June 30, 2004

Activity: Provide support for the Development of a Ward Planning System and Capacity Building for Ehlanzeni District Municipality through a grant agreement to be awarded to service provider Umsebe.

ACTIVITIES IN WORKPLAN: Review the Establishment and Functioning of Ward Committees, develop Ward Planning System, develop capacity for Councilors.

PROGRESS UPDATE: The project launch took place on July 14 during which Ehlanzeni District Municipality Mayor, Councillor J. Ngomane, formally introduced the project steering committee members to the public. The project steering committee has already accepted the revised project implementation plan. During this quarter, UMSEBE began their assessment on the establishment and functioning of ward committees. The preliminary results highlighted the fact that the ward committees function poorly, if at all, and as a result the Ehlanzeni District Municipality has already taken a decision to re-launch the ward committees. This bodes well with the implementation of this project as committees that will be trained will still have adequate time to implement new acquired skills and in ensuring that the ward planning system takes shape.

The Grantee is submitting regular requests for reimbursement. This activity is expected to remain **IN PROGRESS** until June 2004.

**• 02/155 - (LGU) Assistance to Ugu District Municipality**

START DATE: November 15, 2002  
SCHEDULED END DATE: January 15, 2004

Activity: Provide support for Development of an Information Technology/ Communications Strategy and Community Participation Program for Ugu District Municipality through a contract with Service Provider Working Solutions.

PROJECT BACKGROUND DETAILS: The overall objectives of this project are to: improve communication channels between District and Local municipalities, the community and other local government stakeholders; ensure access to information and council decision-making; strengthen community/council relationships; ensure community participation in the affairs of the municipalities.

ACTIVITIES IN WORKPLAN: develop information technology & communication Strategy and Community Participation Program.

PROGRESS UPDATE: Progress under this activity has been slow during the last quarter. The delays, according to the service provider, were due to the

budget cuts and the slow response from the District and the Local Municipality during the research phase.

CREA and USAID met with the service provider early in the quarter to discuss the slow spending rate of the project. Working Solutions requested permission to amend the contract and split the deliverables into smaller pieces, allowing them to bill on a more regular basis. Approval was given for this and the service provider submitted a new deliverable schedule, which was incorporated through an amendment to the contract.

Working Solutions reported that as of mid-September the research phase had been completed and that data capturing and research analysis was underway. Once the above has been completed the development of a strategy can be undertaken.

This project is seen by CREA as high risk and will continue to be closely monitored, especially if implementation delays continue. For this reason, a meeting has been scheduled with the representatives of the Ugu District for early October to discuss a recovery plan for the project as well as come to a conclusion on the viability of continuing with the project. This activity is expected to remain **IN PROGRESS** until January 2004.

**! 02/156 - (LGU) Assistance to Umzinyathi District Municipality**

START DATE: November 01, 2002  
SCHEDULED END DATE: January 31, 2004

Activity: Provide support for a Capacity Enhancement Program for Ward-based Structures and Development of a Communication Strategy for the Umzinyathi District Municipality through a grant awarded to Service Provider Actus Integrated Management (AIM).

**PROJECT BACKGROUND DETAILS:** The overall objectives of the project are to: Establish an appropriate community participation model; strengthen the effectiveness and efficiency of community structures; improve the capacity of ward development committee members and other ward-based community representatives to participate in local governance; improve the communication and flow of information between councils in the district and the public; ensure the sharing of lessons learnt from the project.

**ACTIVITIES IN WORKPLAN:** Training; Review of the Communication Mechanism

**PROGRESS UPDATE:** Activities under this project are progressing well as the contractor prepares to implement the ward committee and councilor training early next quarter. During the previous reporting period, only one PSC meeting was held due to the District being preoccupied with their IDP's and budgets. A PSC was convened in September to finalize the logistics and training modules. AIM reported back that they had incorporated all the changes which came from the previous PSC, and that Modules A and B were in their final stages of being translated. The last module will be finalized in October and be rolled out in November 2003. At the PSC it was decided that all the workshops would be conducted in Zulu with English modules available. The catch up workshops will be held in English with Zulu modules available. The issue of the high illiteracy rate in the area was discussed during preparation of the training modules, as well as the need to ensure that the training was being given at the right target level in respect to literacy. AIM reported that work on the communication strategy and the Ward Committee Model was still underway, and that they hoped to be able to present them to the PSC during the next quarter.

AIM presented their revised budget and project implementation plan to CREA and USAID for approval, which was in line with reductions requested at the budget meeting. The revised budget and PIP was presented to the PSC and ratified. An amendment was done to reduce the budget and to realign their budget as requested by AIM and approved by USAID. AIM has been submitting claims for reimbursement on a regular basis for processing. This activity is expected to remain **IN PROGRESS** until January 2004.

**! 02/157 - (LGU) Assistance to Sedibeng District Municipality**

START DATE: November 11, 2002  
SCHEDULED END DATE: Aug. 31, 2003

Activity: Provide support for Developing a Tourism Strategy, Assessing Capacity Building Needs and Developing and Implementing a Capacity Building Program for the Sedibeng District Municipality under a contract with the Service Provider Kagiso Consortium.

**PROJECT BACKGROUND DETAILS:** The main objectives of the project are: facilitating the convening of a broad-stakeholder forum to develop a Tourism Strategy for the District; determining the capacity building needs of councilors, ward committee members, community stakeholders and relevant council officials in term of the knowledge and skills required to implement the Tourism Strategy; developing a capacity building program for councilors, ward committee members, community stakeholders and relevant council officials; implementing sections of the capacity building program;

**PROGRESS UPDATE:** Over this quarter, CREA processed a no cost extension to the grant agreement. The Kagiso Consortium requested an extension, as they had to review the quality of the deliverables that were submitted to the Sedibeng District Municipality after inputs from the PIA, CREA and the Council's officials. Currently, the Council has signed off all the deliverables. Kagiso Consortium facilitated a workshop of which the Tourism Strategy and the capacity building program were finalized and handed over to the Sedibeng District Municipality. This activity will remain **IN PROGRESS** until Aug 31, 2003.

**! 02/159 - (LGU) Assistance to Zululand District Municipality**

START DATE: November 11, 2002  
SCHEDULED END DATE: March 31, 2004

Activity: Provide support for developing a Coordinated Local Economic Development (LED) Framework for the Zululand District Municipality through a contract with Service Provider Iyer Rothaung.

**PROJECT BACKGROUND DETAILS:** The main objective of the project is the development of a Local Economic Development (LED) framework that addresses the lack of co-ordination and unlocks potential LED opportunities in the Zululand region.

**ACTIVITIES IN WORKPLAN:** Establishing an LED forum that will facilitate a participatory approach towards LED initiatives; assess and analyze existing LED initiatives in the Zululand Region; develop a Marketing Plan for the Region; develop a coordinated LED Strategy and operational plan.

**PROGRESS UPDATE:** Progress under this activity continues to yield good results. Over this quarter, Phase 4a (LED strategy development) was

completed after holding two workshops and five meetings with key stakeholders. These key stakeholders are: Mayors and Municipal Managers, leaders in the Tourism sector (private sector), Tourism KZN, Department of Economic Development and Tourism, Ezemvelo KZN Wildlife, District Amakhosi (Traditional Leaders) and Siyaphambili Forum. In addition to the meeting and workshops held with the key stakeholders, there are regular meetings held with Zululand District Municipality Management Team. Consultation and participation of key people were at the heart of the strategy development process.

The project's strategic approach to developing a local economic framework includes *general strategies* that impact on the development of all sectors of the economy; *business strategies* that focus on improving development of the business sector; *agriculture sector development strategies*; and *tourism sector development strategies*. As per a request from the Zululand District Municipality, Phase 4b will now be changed from Operational Planning to Implementation Initiation. In this phase the focus will now be on facilitating the implementation of key/strategic projects identified during the strategy development process. This phase will be implemented parallel to Phase 5 (Marketing Planning).

**ACHIEVEMENTS/SUCCESESS:** The Siyaphambili (project brand name meaning "Going Forward") website is in the process of being finalized. The information dedicated to the project is already with consultants responsible for maintaining the current Zululand District Municipality web site. The web site will include: information on key investment opportunities; documents relating to the Siyaphambili project; information on funding sources for economic development; and, links to information on local economic development. An Investor Presentation has been developed for all stakeholders in the district. Although this will form part of the marketing products development, there has been an immediate need for a unified approach to be used by all stakeholders in marketing the district.

This activity is expected to remain **IN PROGRESS** until March 2004 contract.

**! 02/160 - (LGU) Assistance to Buffalo City Municipality**

START DATE: December 01, 2002  
SCHEDULED END DATE: March 19, 2004

**Activity:** Provide support for Situation Analysis and Development of a Tourism Master Plan for the Buffalo City Municipality through a contract with Service Provider Grant Thornton Kessel Fernstein (GTKF).

**PROJECT BACKGROUND DETAILS:** The overall objectives of the project are to: conduct a situational analysis on the existing and potential environmental, socio-economic, transport, accommodation and tourism opportunities within Buffalo City and its hinterland and establish a stakeholder forum that will facilitate tourism activities.

**ACTIVITIES IN WORKPLAN:** Develop a comprehensive Tourism Master Plan that includes an institutional plan, marketing plan, tourism development plan, communication and information Plan, financial plan and implementation program.

**PROGRESS UPDATE:** The non-performance issues raised in the last quarter have been adequately addressed and put to rest, with the contractor progressing extremely well, and cooperating with the Buffalo City PSC. The chair of the PSC, Councilor Whittles, is so impressed with the work undertaken by

GTKF that he often requests the project manager to accompany him to meetings to make presentations to the Mayoral Committee and other relevant meetings.

During this quarter GTKF submitted a revised PIP and budget to CREA and USAID for approval. The revisions were also submitted to the PSC and ratified accordingly. Councilor Whittles expressed his concern on the non-attendance of some of the PSC members at the PSC meetings and undertook to re-schedule some meetings. He further informed the PSC that the project had received good press coverage in the Daily Dispatch and that everybody was very excited about the project. This now placed the Council under pressure to deliver a quality product at the end of the day. The contractor has completed Phase 4 and 5 during the last quarter and has presented these to the PSC for approval together with invoices for each phase. The PSC were impressed with the detail GTKF has gone into to inform the development of the Master Plan.

**ACHIEVEMENTS/SUCSESSES:** Councilor Whittles indicated that the Buffalo City District has started utilizing the information being made available on the project by the contractor as the Tourism Master Plan is being developed. This activity is expected to remain **IN PROGRESS** until completion of the awarded contract.

**! 02/161 - (LGU) Assistance to Bophirima District Municipality**

START DATE: 30<sup>th</sup> November 2002  
SCHEDULED END DATE: 31<sup>st</sup> March 2004

Activity: Provide support for the Establishment of a Local Economic Development Strategy and Capacity Building for the Bophirima District Municipality through a contract with Service Provider K2M.

**PROJECT BACKGROUND DETAILS:** The Objectives of this Project are to: conduct research local economic development and create a data base of industries in the district; develop an economic development strategy; develop the capacity of councilors, and ward committee members and relevant council officials to implement the strategy; facilitate the implementation of key programs of the economic development strategy.

**ACTIVITIES IN WORKPLAN:** Research, Database Creation, develop economic development strategy, training workshops.

**PROGRESS UPDATE:** The project has progressed well during the last quarter. K2M presented the Research and Analysis report to the PSC in June. This was subsequently accepted at the July PSC without any major changes. The PSC further requested K2M to prepare an executive summary of the report, which would form part of the individual strategy document. K2M presented the results of the prioritization of key issues, taking these from the SWOT analysis done in previous consultative workshops. The most important issues identified though the workshops will be used as the basis for more detailed discussions at the upcoming consultative workshops.

In August, one representative from each local Municipality received training on the GIS-based spatial data collection as part of the research and analysis phase. At the PSC meeting held in September, it was agreed that additional training was needed on GIS (geographic information systems), and it was also proposed that additional training sessions be held with the representatives of the PIMS centre. The contractor indicated

that the primary data custodian for this data would remain the Bophirima District Municipality.

At the PSC meeting held in September, a member of the consortium gave a presentation on the key factors in formulating the strategy response. The suggested District Strategy will be based on 4 key pillars, namely: cooperative governance; investment and infrastructure development; poverty alleviation, and human capital formation. Following this presentation, some important conclusions reached at the PSC included: limited resources will require the prioritization of strategies and projects during implementation; the ability of the District to implement and influence strategies and projects must be considered; and, the success of the strategies will, to a large extent, depend on long-term commitment to implementation. The importance of communicating the suggested strategies and the subsequent implementation program at the appropriate senior level was emphasized.

For the past few months, the shortfall in budget due to the Rand appreciation has been an agenda item at all PSC meetings. The contractor, together with the Bophirima District Municipality, has approached some funders for supplementary resources. There have also been discussions around scaling down the project if additional funding is not forthcoming. Should this be the case by the October PSC meeting, a formal decision will be made regarding scaling down the project. K2M has been submitting deliverables as per their contract in a timely manner and payment was made for one deliverable during the reporting period. This activity is expected to remain **IN PROGRESS** until March 2004.

**! 02/167 - (LGU) Assistance to the Waterberg District Council**

START DATE: 30<sup>th</sup> November 2002  
SCHEDULED END DATE: 31<sup>st</sup> July 2003

Activity: Development and Institution of an Integrated Financial and Information Technology System for Waterberg District Municipality through a contract awarded to Service Provider Transpay.

PROJECT BACKGROUND DETAILS: Development and Institution of an Integrated Financial and Information Technology System for Waterberg District Municipality.

ACTIVITIES IN WORKPLAN: Installation & Implementation of Software Components, Training, Workshops.

PROGRESS UPDATE: The project has progressed very well during the last reporting period, during which two PSC meetings and the final handover meeting was held. At the July PSC meeting, the project progress was discussed and scheduled visits were proposed to the Local Municipalities to train municipal IT personnel and to explain the benefits of the system. At the PSC meeting held on August 11, the district indicated that they had signed a two-month maintenance contract with Transpay outside of the current contract, and that they were in the process of appointing a Systems Administrator. ICL (a consortia member) outlined ongoing support and maintenance obligations that were covered in the maintenance contract.

Both CREA and USAID were given a presentation of the Webfocus system, which was found to be very user friendly and impressive. The same presentation was made available at the final handover meeting held on August 11, 2003 with the District. The District indicated to CREA that they were happy

with the outcome of the project and that they had allocated a budget for linking follow-up activities. CREA received the final learning product and payment was made. All payments under this contract have been finalized and this activity is considered **COMPLETE**.

**! 02/168 - (LGU) Assistance to the Alfred Nzo Municipality**

START DATE: November 01, 2003  
SCHEDULED END DATE: June 30, 2004

Activity: Development of an Integrated Participation and Communication Strategy for the Alfred Nzo Municipality through a grant agreement with Service Provider Common Ground.

ACTIVITIES IN WORKPLAN: Project Set-up, Assessment and Design of Communication Strategy.

PROGRESS UPDATE: Activities under this project are under review. During the quarter, the training was rolled out, targeting councilors, officials, ward committee members and other community representatives such as, traditional leaders throughout the Alfred Nzo District Municipality. The training materials for the communication and conflict management workshops were developed and produced in both isiXhosa and English. The PIA reported to CREA that they had reviewed these materials and found them acceptable. Two training manuals were produced, one for the communication skills and the second for conflict management. The Alfred Nzo District Municipality has already adopted part of the Integrated Participation and Communication Strategy. Cllr. Gordon Mpumza, Alfred Nzo District Municipality Mayor, requested Common Ground (the service provider) to compile recommendation on extending the scope of the current project beyond its current brief and to ensure the continued implementation of the Integrated Participation and Communication Strategy beyond the existing funding. In the following quarter, CREA will be working closely with the service provider to ensure that the numbers of participants trained are in line with original expectations and that the content of the training is of acceptable quality.

ACHIEVEMENTS/SUCSESSES: The Alfred Nzo District Municipality together with Common Ground managed to secure additional funding from the Development Bank of South Africa. Common Ground will now develop extra products not in the scope of work such as, training of trainers as a result of having these funds. This activity is expected to remain **IN PROGRESS** until June 2004.

**! 02/179 - (LGU) Koukamma Community Part & Municipal Delivery Procedures**

START DATE: March 1, 2003  
SCHEDULED END DATE: May 25, 2004

Activity: Improving Community Participation and Municipal Delivery Procedures in Six Rural Settlements of the Koukamma Municipality.

PROJECT BACKGROUND DETAILS: The Programme Objectives are to: simplify and formalize communication between the Municipality, civic organizations such as local Development Forums and communities at large; mobilize and capacitate people to participate in local government processes; assist council to manage wards more efficiently; deepen local democracy and accountability, and; promote participatory governance as required by the Constitution, Structures and Systems Acts.

ACTIVITIES IN WORKPLAN: Develop communication strategy; training workshops

PROGRESS UPDATE: The grantee reported that work was progressing well during the last quarter. CREA had not received the final workplan and requested Isandla to forward this to CREA as soon as possible. Isandla completed assessment reports on Local Government administration, on Ward Committees and on services rendered in the 6 settlements at the Koukamma Municipality during the reporting period, which were all submitted to CREA and USAID.

The service provider also prepared an Implementation Plan for Local Government Administration Support at the Koukamma Municipality, which was circulated to all Councilors, Managers and relevant officials. The Implementation Plan was discussed at a workshop held on 22<sup>nd</sup> August 2003 and submitted to Council for approval on 27<sup>th</sup> August 2003. Isandla reported that various meetings have been held with senior staff regarding the establishment of satellite offices, which is called for in the Implementation Plan, and the writing up of the business plans for these satellite offices.

Isandla reported that they had held two workshops with the Koukamma Council on Ward Committees on 22<sup>nd</sup> August and 2<sup>nd</sup> September as well as workshops with existing Ward Committee members. The final Ward Committee Policy document will be circulated during the next quarter for acceptance by the PSC. Isandla have been submitting advances on a regular basis for processing. This activity is expected to remain **IN PROGRESS** until 25<sup>th</sup> May 2004.

**! 03/193 - (LGU) Legislative Drafting Course**

START DATE: June 13, 2003  
SCHEDULED END DATE: June 30, 2003

CREA was requested to provide logistical support to three persons attending Legislative Drafting Course at Tulane University in New Orleans, USA. Creative Associates in Washington D.C. paid the course fees, hotel accommodation and travel insurance. CREA made travel bookings and processed Per Diem and the M&IE. The International Legislative Drafting Institute from June 16 - 27, 2003, conducted the course. Problems with two delegates tickets were resolved before their departure on June 13, 2003. All payments have been made under this activity, and it is now considered **CLOSED**.

**• 03/195 - (LGU) City of Joburg Executive Management Development Program**

START DATE: March 01, 2003  
SCHEDULED END DATE: June 30, 2004

Activity: The development of training program for executive management of the Johannesburg Metro in conjunction with the School of Public and Development Management of Wits University.

ACTIVITIES IN WORKPLAN: Training of a select number of Senior Managers within the City in a number of skill areas to be determined by the Council.

After considerable delay due to internal decision-making processes at the CoJ, the contract was signed with P&DM and the project officially launched on 13 August 2003. The training programme was to have kicked off in August, however, due to very poor registration, the training sessions scheduled for that month were postponed.

TO correct this situation, the Municipal Manager intervened by announcing

to all senior managers that their attendance and participation on this training programme was compulsory and that their performance reviews would include this training intervention.

The contact person reports that they are currently satisfied with the attendance and participation. CREA is expecting to get a formal report on the progress of the training in the next quarter. The project will remain **IN PROGRESS** until June 2004.

**! 03/198 - (LGU) Research on Property Rates Bill**

The original request for the Research on Property Rates Bill for the portfolio committee was not sent onto CREA as the request was cancelled by the portfolio committee. This request was sent to cancel the original request.

**! 03/202 - (LGU) High Density Housing Study District Six**

START DATE: 01/05/2003  
SCHEDULED END DATE: 15/12/2003

Activity: Conduct research on the possibility of high rise housing in the District 6 area. The research will complement initiatives currently supported by SO1 in disenfranchised by apartheid laws in District 6.

On September 15<sup>th</sup> CREA and USAID held a meeting with the contractor and the City of Cape Town to discuss the reasons for slow progress on the project. The initial strategy to obtain buy-in from role players resulted in a longer process than what was originally planned. Moreover, the District Six Beneficiary Trust is voluntary and sometimes arranging meetings with beneficiaries has been difficult, resulting in further delays. Problems carrying out initial in-depth interviews necessitated a change of research methodology, in terms of the study sample size and profile.

The contractor and the City indicated that these issues have been resolved and a new research framework has been agreed on. While certain aspects of the research remain dependent of the availability of the statistically valid sample, an alternative strategy has been put in place should this prove to be an obstacle in meeting the revised completion schedule.

Discussions with all parties led to a further request for a no-cost extension to December 15<sup>th</sup>, 2003, which was seen by all to be more realistic given the progress to date. CREA processed this no-cost extension in September 2003. During the reporting period CREA received one deliverable, which had been approved by the representative of Cape Town, and payment made accordingly. This activity will remain **IN PROGRESS** until December 15<sup>th</sup> 2003.

**(C) RULE OF LAW UNIT (RLU)**

**FEATURED RLU SUCCESS STORY OF THE QUARTER**

**Black Lawyers Association: Helping Overcome the Legacy of Apartheid in the Legal Profession**

The South African legal system requires that lawyers undergo a two year-period of articles of clerkship with an established law firm prior to being eligible to practice as attorneys. Under the apartheid system it was very difficult for historically disadvantaged legal professionals to have

opportunities to do their articles of clerkship, thereby reducing the overall number of non-white lawyers. Despite the democratic changes since 1994, the legacy of apartheid continues to result in a significant under-representation of disadvantaged legal professionals within the judicial system as they continue to have difficulties in finding law firms that are willing to accept them for the required articles. One of the first grantees under the Creative contract, the Black Lawyers Association (BLA) was awarded a USAID grant in 1998 (which only ended recently) to help redress this problem.

The aim of the project was to provide practical academic training and assist with the placement of historically disadvantaged lawyers and law students with law firms so they can complete their required two-years articles. The programme was designed to 1) train law pupils in chambers through General Council of the Bar of South Africa, which includes lectures, compulsory workshops on practical training, and final written and oral exams, 2) 12-month legal placement, which entailed articles of clerkship plus full-time course work, and 3) 24-month legal placement, which involved articles of clerkship and selected courses.

The success of the programme is exemplified by the story of Ms. Praveena Sukhraj, who in a letter of appreciation to the BLA, states "I have recently passed the National Bar Examinations and I intend to practice as an advocate the Durban Bar this year. It should be noted that I am a totally blind person having special needs related to my disability. I wish to commend you for taking such an active role and making such a vital contribution to the uplifting and development of previously disadvantaged persons within the legal profession". Ms. Sukhraj, a previously disadvantaged person, was admitted into the programme as a pupil advocate and assisted financially throughout the period of her pupillage.

USAID's support for the BLA project over the years has resulted in more than 325 law graduates being placed into articles of clerkship and pupillage. More specifically, a total of 230 law graduates have been placed into articles of clerkship and a further 100 were placed into pupillage. About 90 law graduates have successfully completed their articles and qualified as Attorneys. The remainder of the candidate attorneys has written a number of papers towards qualification and is currently waiting results. A total of 48 law graduates have qualified as Advocates and belong to various Societies of Advocates.

In sum, the BLA program has made a difference and contributed towards overcoming Apartheid era barriers in the South African legal system, which in itself is a significant story of success.

#### **Status of GMTA Actions Previously Reported as IN PROGRESS**

##### **! 98/006 - (RLU) Black Lawyers Association (BLA) Grant**

START DATE: 20-May-98  
SCHEDULED END DATE: 30-June-03

Activity: Support for a program of practical academic training for historically disadvantaged law graduates, placing them in law firms where they can complete the required articles of clerkship to qualify as attorneys and advocates. The program is design to: 1) train law pupils through the General Council of the Bar of South Africa, which include lectures, compulsory workshops on practical training, and final written and oral exams; and 2) twelve months legal placement, which entails articles of

clerkship and selected courses.

PROJECT BACKGROUND DETAILS: The objective of the programme is train advocates and attorneys of both sexes from previously disadvantaged backgrounds and in all parts of the country. The Programme is contributing towards making the legal profession representative by attracting law graduates from the previously disadvantaged background to enter the attorneys' and advocates' profession.

ACTIVITIES IN WORKPLAN: Advertise for candidates; placement of candidates in various institutions and monitor and evaluate progress.

PROGRESS UPDATE: This project is completed, however CREA is still waiting for a final audit and technical report from the BLA.

ACHIEVEMENTS/SUCSESSES: see success story above.

This activity will remain **IN PROGRESS** until all the close out actions are completed next quarter. This activity was scheduled to end in June 2003.

**! 98/016 - (RLU) Rights Education (1 of 3 Grant Agreements)**

START DATE: 01-Apr-99  
SCHEDULED END DATE: 30-Jul-03

(2) CSLS

Activity: Program supporting the institutionalization and implementation of democracy and human rights education in South Africa in the formal and informal education system. To achieve this, CSLS provides an ongoing formal and informal democracy and human rights in schools, universities, and communities through the Street Law/Democracy for All Program until the institutionalization process is completed. The Street Law/Democracy for All Program reach a variety of beneficiaries with the objective of educating them regarding their and responsibilities as citizens, under the new constitution and Bill of Rights. The training aims at making participants aware of their role in a democratic society and promotes a practical understanding of equality, justice, and tolerance.

PROJECT BACKGROUND DETAILS: The objectives of the programme are to participate on an institutional level to support the process of introducing "Curriculum 2005" in the formal school system and ensure the implementation of Democracy and Human Rights Education (HRE) in the new teacher/pupil learning programs.

ACTIVITIES IN WORKPLAN: Development of policy, curriculum training programs and education materials.

PROGRESS UPDATE: The no cost extension was processed, and the project will now close in July 2003. CSLS has begun a phased close out of the project, with all the offices being closed and staff retrenched except for the offices at the Universities of Natal and Port Elizabeth. The final financial report for July 2003 remained outstanding. CSLS still needed to make payments to students and could not close out the project for this reason. This activity will remain **IN PROGRESS** 31 July 2003 or until all issues for close out requirements have been completed.

! **00/071 - (RLU) Pretoria Magistrate Children's Court**

START DATE: 30-Apr-00

SCHEDULED END DATE: 31 August 2003

Activity: Support to the Pretoria Magistrate Court to provide training to social workers handling children's issues at the Children's Court and other activities as approved by USAID.

PROJECT BACKGROUND DETAILS: The Pretoria Children's Court is involved in a family preservation program to efficiently and effectively assist children in need and their families to develop cost effective programs for dealing with abuse and neglect, behavioral problems and poverty. This is a joint project between the Pretoria Magistrate Court, Social Workers involved in Children's Court Cases and organizations involved in the protection of children against abuse and neglect. The program is aimed at addressing the needs of: 1) primary school children in high risk family situations; 2) children in foster care; 3) sexually molested children; 4) street children; 5) children with behavioral problems; and 6) abused and neglected children. The objectives of the program are to: 1) empower and build the capacity of children in high risk families; 2) improve the life opportunities for children with behavioral problems; 3) provide support for abused and neglected children; and 4) prevention of child abuse and neglect.

ACTIVITIES IN WORKPLAN: Provision of Training to Social Workers, Therapy for sexually abused Children and their families, and also camping for children in foster care and children's homes where they are taught life skills.

PROGRESS UPDATE: The contact person at the Magistrate Court did not submit any claims during this reporting period, and as result there were no activities CREA will bill against this project for the quarter. The adventure camp that was planned for the children was postponed to take place at a later date. The most significant development related to this project was an agreement with the Magistrate Court to end USAID support at the end of August 2003, instead of April 2004 due to the USAID budget situation.

ACHIEVEMENTS/SUCSESSES: Overall the technical assistance provided to the Magistrate Court during the two years period enabled the court and the social workers to assist a fair number of children who come from difficult family circumstances. The assistance provided paid for specialized training of social workers to better handle children's issues, a study trip to the Netherlands to study that country's children's court intervention programmers for possible application in South Africa, therapy for sexually abused children and their families, camping trips for children in foster care and children's home where they were taught life skills and costs incurred by the social workers doing home visits. Activities under this request are now considered **COMPLETE**.

! **01/093 - (RLU) Organized Crime Study for NDPP**

START DATE: 01-Mar-01

SCHEDULED END DATE: 30-Jul-03

Activity: A study on organized crime in South Africa through a contract with Resolve, to assist the National Prosecuting Authority to develop a comprehensive strategy in addressing this problem.

PROJECT BACKGROUND DETAILS: The program will help develop a comprehensive strategy to address the problem of Organized Crime in South Africa and the Region, looking at trends in its development, and assessing and making recommendations regarding best strategies to combat it.

ACTIVITIES IN WORKPLAN: Study of organized crime processes in South Africa, including: analysis of geographically specific crime markets and organizational forms for each province; major channels for money laundering; corruption of the law enforcement and criminal justice systems; strategic options and strategic objectives of the NDPP; projected trends in the development of organized crime activities; projected trends in the development of organized criminal groups; strategy options for combating and preventing new crime trends.

PROGRESS UPDATE: This project is completed, however, three deliverables remain outstanding due to the indecision of the NPA on the required content for these deliverables. USAID has indicated that the project should not be extended to accommodate the remaining work. It was also stated that the previous SO1 Team Leader had an agreement with the NPA that a "sanitized" version of the final report would be submitted to USAID. However this was not reflected in the deliverable schedule. Another outstanding deliverable was a presentation by the NPA to USAID representatives. The NPA is to report back, in the next quarter, to USAID and CREA on the revised due dates for the above two deliverables. This activity will remain **IN PROGRESS** until all outstanding issues have been resolved.

**! 01/094 - (RLU) ISS Criminal Justice Monitor**

START DATE: 26-Apr-01  
SCHEDULED END DATE: 31-Dec-03

Activity: Support for development and implementation of a Criminal Justice Monitor through a grant to the Institute for Security Studies.

PROJECT BACKGROUND DETAILS: The development and implementation of the Criminal Monitor (CJM) which builds on ISS' existing work in tracking the country's criminal justice sector and serves as an in-depth mechanism to gather, anticipate, analyze and disseminate information about developments in criminal justice in the region. It will inform CJSP decisions generally and will facilitate the monitoring and evaluation of individual CJSP activities. The results will be integrated into medium and longer-term trend and scenario analyses based on crime statistics, survey data and field research. Trends will be tracked according to selected indicators of crime and criminal justice performance.

ACTIVITIES IN WORKPLAN: Activities include: Dissemination of Information to all interested parties including governments, NGO's, the media, donors and researchers. Bi-monthly seminars, regular updates on the ISS website, Regular briefings and workshops with government departments and Parliament and a quarterly newsletter.

PROGRESS UPDATE: Activities under this grant are making good progress. During this reporting period an amendment to the grant agreement was signed, moving the end date to 31 December 2003. Currently, four publications are with printers, two of which will be monographs and the other two will be usual ISS papers. These publications will be ready by December 2003. The financial reporting on this grant has been lagging behind, however Crea's intervention managed to solve this financial

reporting problem. The project activities had positive spin-offs such as the acknowledgement received from Police Commissioner from the Gauteng Province on information provided by the study conducted at Hillbrow. This activity will remain **IN PROGRESS** until the end of December 2003.

**! 02/123 - (RLU) APS Award to Center for Criminal Justice (CCJ)**

START DATE: 01-Mar-02  
SCHEDULED END DATE: 28-Feb-04

Activity: Support under a grant agreement with CCJ for a program to empower victims of violence in rural communities, especially women and children, to navigate the criminal justice system.

ACTIVITY DESCRIPTION: The project operates in rural areas and targets women and children and other community members who have suffered abuse, rape, and domestic violence. The project support women and children in difficult circumstances who go through the criminal justice system to achieve redress and respect of their human rights and dignity.

ACTIVITIES IN WORKPLAN: Establishment of community outreach program through which 12 victim support centers set up a magistrates courts and police stations. These centers form the link between members of the community and institutions of criminal justice. The 12 victim support centers offer the following services: 1) provision of counseling and accompanying victims to court; 2) educating community members about their rights and the criminal justice system; 3) provision of support during trial proceedings; and 4) follow-up services including keeping victims informed regarding progress of cases reported.

PROGRESS UPDATE: There is good progress on this grant. Over this quarter, CCJ conducted training on basic HIV/AIDS counseling. The HIV/AIDS training is a new component to the intensive training program that CCJ has developed for paralegals to enhance their capacity. Though HIV/AIDS counseling is not core to what the paralegals are doing, the steady increase of clients who disclose their HIV status to paralegals and their requests to apply for related social grants has necessitated that paralegals are equipped with HIV/AIDS counseling skills.

ACHIEVEMENTS/SUCSESSES: The paralegals continue to offer the much-needed help to communities hence the outreach/support centers are referred to, by many members of communities as, "indlu yezikhalo zabasebenzi" which means "office where employees report their problems". The case reports from paralegals continue to provide insight into the complex social problems that consistently confront community outreach centers. The communities approach these centers for matters ranging from labor disputes to deceased estates. The back-up support that is provided by CCJ to these centers with the help of the USAID grant continues to yield positive results for clients.

This activity will remain **IN PROGRESS** until February 2004.

**! 02/124 - (RLU) APS Award to Mosaic**

START DATE: 01-Mar-02  
END DATE: 30 September 2003

Activity: Support under a grant agreement to Mosaic for the training of community volunteers to assist victims of domestic violence in applying for

protection orders.

**PROJECT BACKGROUND DETAILS:** Mosaic is implementing a Court Support Project through which unskilled community workers were trained as court workers to help abused applicants to apply for protection orders, to augment the implementation of Domestic Violence Act. The objective of this project is to reduce domestic violence against women, and to provide an emotionally safe environment for victims of abuse who go to court to apply for protection orders.

**PROGRESS UPDATE:** The activities of this grant are well on track. Over the quarter, Mosaic's Wynberg community centre building operations were still underway. Despite renovations taking place, the supervision of court workers (formerly referred as volunteers or contractors) continued. These supervision sessions provide court workers with a platform to share information and discuss critical issues with their peers. It also allows for updates, discussion, general critique and the gaining of information about the problems in the courts. These discussions feed into management committee meetings that are held with court personnel in the three courts of Cape Town, Bellville and Khayelitsha. During this reporting period five management meetings between Mosaic and these courts were held. Despite the tendency to postpone these meetings due to workloads at the courts, it has become clear that courts value these meetings. Important information was shared on a number of issues such as, lack of staff in the courts especially experienced clerks in the domestic violence sections of the courts, lack of time to perform duties, shortages of magistrates etc.

During the quarter, Mosaic carried out a performance related assessment with court workers. The variables that court workers were evaluated against included accuracy with administration of forms, behaviour in court, participation at supervision as well as practical on-the-job performance. Six court workers did not meet the crucial benchmark requirements for working on their own in the courts and will not be contracted to continue with the project after October. As a result of ongoing assessments regarding court workers performance in courts, another contract has been drawn. This new contract will be effective in October and court workers who meet required standards set by Mosaic would be contracted as temporary staff members for 3 months until end of February 2004.

**ACHIEVEMENTS/SUCSESSES:** During this reporting period 6,896 abused applicants were helped through the Mosaic Court Support Desk Project. In August, Mosaic returned in Simon's Town Court at a request of the magistrate and the clerk to provide its services after a long absence as a result of a fire in the court. Currently, Mosaic offers its services for abused applicants in eleven magistrate courts. The abused applicants were assisted with the filling in of various forms associated with the Domestic Violence Act of 1998, writing of affidavits, crisis counseling, education about abuse/the protection order/court procedure and several were referred to shelters or other specialist NGOs when necessary. Mosaic continues to submit their financial reports on time. This activity will remain **IN PROGRESS** until 30 September 2004.

**! 02/125 - (RLU) APS Award to Childline**

START DATE: 01-Mar-02  
SCHEDULED END DATE: 30-Sep-04

Activity: Support under a grant agreement with Childline for preparation of child witnesses and their families in child abuse cases.

PROJECT BACKGROUND DETAILS: Child Victims are usually anxious and frightened by the prospect of giving evidence in Court. Their intense fears can create such severe secondary trauma that the child may be reluctant to testify at all, and express the desire to withdraw from the case, or may experience memory impairment because levels of anxiety are so high. This compromises the entire trial. The Childline Family Center serves children who predominantly come from families with low levels of literacy and sophistication and for whom the Court environment is in itself particularly daunting. These families often withdrew children from Court processes as the process intimidates them.

ACTIVITIES IN WORKPLAN: Educate professionals within the criminal justice system about the importance of preparing children and families for court; preparing the child, family, and caretaker for court; providing support for children at court; carry out follow-ups after court appearances, and; training volunteers to assist with court preparation and provide support for child-witnesses.

PROGRESS UPDATE: Over this quarter, Childline Family Center prepared 300 children for court. These services were also offered to families of the children undergoing the court process. Five workshops were conducted for different role players that have major roles in the provision of justice to abused children. Two workshops were conducted for the multidisciplinary teams comprised of doctors, police officers, prosecutors and social workers. These workshops were conducted in co-ordination with the National Department of Public Prosecutions and International Human Rights Exchange. Other two workshops were conducted for the police officers at KwaMashu and Richards Bay police stations. These workshops focused on training the management of juvenile sex offenders rehabilitation and the impact on child victims as well as the vital role of police officers in the provision of services to abused children who are about to go through the judicial system. One workshop on trauma and supporting the children in court was conducted for 25 social workers.

CREA processed a no cost extension, which was returned unsigned with a few questions from the board regarding the amendment and the funds remaining. At a meeting held between RLU and Crea, it was decided that the no-cost extension should be processed in August 2003 to allow to the spending of surplus funds. CREA processed an amendment to the grant agreement that added \$75,000 for an HIV/AIDS component of the grant.

ACHIEVEMENTS/SUCSESSES: Childline continues to participate in networks that focus on the protocol and management of child abuse cases and advocate for the rights of exploited children. Over the quarter, a one-hour talk show on how children handle the courtroom experience and the relationship between the degree of trauma experienced by the child victim and court sentencing was held on radio station Cape Talk. Further, an e.tv documentary, "3<sup>rd</sup> Degree" that looked at sex offenders and child witnesses in sexual offences was compiled. This activity will remain **IN PROGRESS** until 30 September 2004.

- **02/126 - (RLU) APS Award to Thohoyandou Victim Empowerment Program**

START DATE: 01-May-02  
SCHEDULED END DATE: 30 September 2004

Activity: Supporting and empowering victims of sexual abuse and domestic violence, especially women and children and creating an environment in

perpetration of crimes of violence against women and children are socially unacceptable.

PROJECT BACKGROUND DETAILS: The Objectives are to create a supportive environment for the victims of sexual abuse and/or family violence; and through education and empowerment, generate an environment in which the perpetration of crimes of violence against women and children are socially unacceptable, and will not be tolerated by the community.

ACTIVITIES IN WORKPLAN: Implementation of "Break the Silence Campaign which includes Peer Group Educators (PGE's), Community Liaison Officers and Public "Sensation" Workshops.

PROGRESS UPDATE: During this reporting period 37,000 people were reached through the Break the Silence campaigns. The Thohoyandou Victim Empowerment Trust has developed a monitoring and evaluation plan with a view to improve the impact of the services it offers to communities. There is continuing increase in the number of people who report their rape cases at the Trauma Centre. Over this quarter, a total of 105 rape cases were reported of which 61 (55%) were children. A total of 3 declined to be tested for HIV, 7 were already HIV positive and 57 received Post-Exposure Prophylactics (PEP) to mitigate the risk of contracting an HIV.

The Domestic Violence workshops are currently being implemented according to plan. Over this quarter, 22 workshops were conducted of which 1 200 people were reached. One of these workshops was held specifically for men. Further, 156 victims of violence were assisted. Currently, systems are being put in place so as to have reliable statistics. However, this still remains a challenge, as the organization does not have appropriate database hardware and software as well as a dedicated person to look after this responsibility. Despite these difficulties the project team managed to manually open 141 rape profiles of which 103 came via the Trauma Centre and the other 38 existed cases referred to us by the Sexual Offences and Community Affairs (SOCA) court.

TVEP continues to submit their financial reports on a monthly basis. CREA processed an amendment to the grant agreement that added \$75,000 for an HIV/AIDS component of the grant. This project will remain **IN PROCESS** until April 2004.

**! 02/128 - (RLU) APS Award to Khulisa**

START DATE: 01-Feb-02  
SCHEDULED END DATE: 31-Dec-03

Activity: Support under a grant agreement with Khulisa for a diversion program in Alexandra to work with juvenile offenders before they enter the criminal justice system and after they are already in it.

PROJECT BACKGROUND DETAILS: A diversion program in Alexandra to work with juvenile offenders before they enter the criminal justice system and after they are already in it. The Objectives of the Project are: to encourage the child offenders to be accountable for the harm caused; meeting particular needs of the individual child offenders; promoting the integration of the child offender into the family; providing an opportunity for those affected by the offence to express their views on its impact on them.

ACTIVITIES IN WORKPLAN: Research, Development and Implementation of Pilot Programme in Alexander

PROGRESS UPDATE: PROGRESS UPDATE: During this reporting period numerous professionals and institutions were consulted on the issue of getting accreditation for the Diversion programme. The materials used in the programme are now developed in the lines of the National Qualifications Framework. This is a result of intensive consultation with psychologists, programme development experts and educationalists, many of these based at the Technikon SA.

Khulisa has been focusing on sustainability issues, as recommended by the independent evaluation conducted in last quarter. Currently, the programme has expanded to include new areas such as Newcastle in KwaZulu Natal. It is envisaged that in the next quarter the Diversion programme will be implemented in the Vaal Triangle and North West province. Over this quarter, Khulisa had a launch of the Diversion program that was intended to showcase the successes the programme has had thus far. Various stakeholders attended the launch such as, police officers, probation officers, social workers and teachers.

ACHIEVEMENTS/SUCSESSES: Media coverage of program successes continues to be quite good.

During this reporting period CREA processed an amendment to this grant agreement to extend its end date. This activity will remain **IN PROGRESS** until 31 December 2003.

- **02/162 - (RLU) National Child Witness Preparation Program**

START DATE: 1 June 2002  
SCHEDULED END DATE: 1 March 2004

Activity: The development and piloting of a national child witness preparation program for use in the South African Sexual Offences Courts.

WORPLAN ACTIVITIES/PROJECT BACKGROUND DETAILS: Piloting of the programme in two sexual offences courts; preparation of modules and related materials, preparation and translation of information booklets for child witnesses and caregivers, training of selected providers and finalization of report.

ACTIVITIES PLANNED THIS QUARTER: Submission of a final report on the efficacy of programme tools and finalized; the development of booklets for children aged 7-12 years and the adolescent group.

PROGRESS UPDATE: The issue of the R14,000 that has still not been allocated to a deliverable has still not been resolved. CREA will meet in with the contractor next quarter to discuss this issue, printing issues related to the inclusion of the USAID logo on publications and the budget shortfall of around \$25,000 due to the rand/dollar appreciation.

Beyond these administrative issues, the contractor has made good progress on its deliverables, including preparation of a final report on the efficacy of programme tools and the development of child witness preparation booklets for children aged 7-12 years and the adolescent group (see below).

ACHIEVEMENTS/SUCSESSES: The researchers at the unit submitted the final report on the efficacy of the programme tools and the finalized tools for

children aged seven (7) to twelve (12) age groups. The report on the efficacy of the tools highlighted the fact that the "The Story of Zack and Thandi" was found to be the most effective tool used throughout the program. Having the story as a child preparation tool assists the children in understanding and remembering the process. The researchers have also successfully developed a booklet for the thirteen (13) to eighteen (18) age groups and a training manual for individuals intending to prepare child witnesses for court for the seven (7) to twelve (12) age groups.

This activity will be **IN PROGRESS** until the end of the contract in 1 March 2004.

● **02/165 - (RLU) PFMA/Batho Pele Training**

START DATE: 20<sup>th</sup> September 2002  
SCHEDULED END DATE: 20<sup>th</sup> April 2003

Activity: Provision of training covering the Public Finance Management Act and Batho Pele (Public Sector Customer Policy) to the Corporate Services Unit of the National Prosecutory Authority (NPA).

PROJECT BACKGROUND DETAILS: Training on the Performance Financial Management Act and Batho Pele/Customer Service for staff at the NPA. The training aims to empower corporate services staff to better serve customer needs and improve accountability for public funds.

PROGRESS UPDATE: Over the quarter, CREA has been collecting outstanding deliverables from the service provider, including the final report. There are only two deliverables that have not been sent, which are the evaluation of the training and evidence from Wits that the university has accredited the training. CREA has made copies of everything received, and sent these to USAID. The service provider will continue to try and get the still outstanding items in the next quarter. This activity will remain **IN PROGRESS** until all deliverables have been received, or until USAID instructs CREA to close the project as it is satisfied with the deliverables it has in hand.

! **02/166 - (RLU) Child Rape Study Workshop**

START DATE: 1 September 2002  
SCHEDULED END DATE: 1 September 2004

Activity: Support to the NPA for a research study on child rape to inform a national strategy to combat the rape of children.

PROJECT BACKGROUND DETAILS: Commission of research into the rape of under twelve year olds that will lead to the development of a strategy by the NPA to deal with the problem.

ACTIVITIES IN WORKPLAN: Workshop to explore critical issues with experts in the field, audit of available data; development of research instruments; data collection; analysis of data and findings; and presentation of findings.

PROGRESS UPDATE: Following the decision to involve the University of Durban Westville (UDW) in the interviews process in August, the NPA and CREA went to Durban to meet with the Vice Chancellor and Deputy Chancellor.

At the meeting issues related to logistics and research to be done were discussed. The NPA undertook to ensure that all the necessary arrangements would be made for UDW to be able to carry on with the work. The information required was forwarded to UDW as per this agreement, however problems continued to plague the implementation of the research. An urgent meeting was convened with NPA, USAID and CREA to determine whether it was still feasible to proceed with the research given the time and funding constraints. After much deliberation the meeting reached consensus that at this stage it was not feasible to proceed with the research, as getting the desired results was not going to be cost effective or from a research point of view, even feasible. The meeting further resolved that CREA would terminate the contract signed with UDW to carry out the research and that the institution would be reimbursed for costs that they had incurred up to that the point. Over the quarter, CREA terminated the contract with UDW and reimbursed them for the costs they had incurred. This activity is now considered **COMPLETE**.

! **03/178- Juvenile Best Practice Resource Manual- Community Law Centre (CLC)**

START DATE: 1 November 2002  
SCHEDULED END DATE: 30 May 2004

Activity: The Community Law Center at the University of the Western Cape has been tasked with developing a manual highlighting best practices in the field of juvenile justice.

PROJECT BACKGROUND DETAILS: CLC will identify, collect and document best practice examples relating to a range of juvenile justice issues (including youth crime prevention, police and probation, diversion and rehabilitation programs and sentencing and produce a practical resource book for policy-makers.

ACTIVITIES IN WORKPLAN: Literature review; data collection; workshop with local and international stakeholders; field research, site visits; profiling of best practices; drafting and finalizing of manual; printing and launching of manual and; dissemination of manual to government departments, courts, social workers, correctional services and members of civil society.

PROGRESS UPDATE: Over the quarter, project activities were mainly focused on drafting the content of the manual. However, some additional research was undertaken to supplement and enhance the data that had already been gathered. A Consultative seminar on monitoring of child justice that was hosted by UNDP Child Justice Project was attended by project members to gather relevant information. Also, an internet search was undertaken to specifically identify child participation initiatives in Africa.

CLC's research over the quarter also included a field visit to the headquarters of the Department of Social Development. Three interviews were conducted with the Head of the Department, an NGO involved in service delivery and the Chief Probation Officer for a large area of Gauteng province (8 magisterial districts). These interviews reflected a deep political will to transform the juvenile justice system in the province. Another field visit was conducted in Zambia where a newly established "child friendly" court was visited as well as the three police stations that work closely with this court.

At the end of the reporting period, CREA was awaiting the final budget revision from CLC. CREA had earlier requested CLC to reduce the rand budget

by R399,000 due to the appreciation of the rand. This activity is expected to remain in **PROGRESS** until May 2004.

! **03/197 - (RLU) RFQ's for Performance Management Training**

START DATE: 4 August 2003  
SCHEDULED END DATE: 10 December 2003

Activity: To train USAID's current and future grantees in performance management skills.

PROJECT BACKGROUND DETAILS: Recognizing the need to have aligned and effective monitoring and reporting systems, USAID has commissioned training in Performance Management for grantees falling within the Rule of Law and Civil Society units.

ACTIVITIES IN WORKPLAN: Needs analysis, curriculum and material development, training and a final report on the training

PROGRESS UPDATE: On 30<sup>th</sup> June the bidders GAP and Umhlaba made presentations in response to the questions the TEC had regarding their proposals. Following the presentations, the TEC held further deliberations and GAP was recommended to carry out the work. As per instructions of the TEC, CREA entered into budget negotiations with GAP and in July a contract was successfully signed. In August, USAID and CREA had a meeting with GAP which resulted in a decision to cut down the number of participants per organization from three (3) to two (2) and to regroup the organizations according to proximity. This led to a reduction in the accommodation and travel expenses for the participants and the contract with GAP was revised accordingly to reflect these changes.

Over the quarter, GAP submitted a workplan that was subsequently approved by USAID. Following this step, GAP contacted the grantees to identify the participants to be trained. In September, a questionnaire was developed by GAP to help determine the participant's training needs. The questionnaire was sent to all identified grantees and they responded with valuable information. As a result GAP was able to write a training report/plan to USAID that outlined topics to be covered and structure for the training. This report was approved by USAID, and training will be rolled out in the next quarter. This activity will be **IN PROGRESS** until 10 December 2003.

! **03/207 - (RLU) Creative Education with Youth at Risk (CRED)**

START DATE: 01 July 2003  
SCHEDULED END DATE: 30 September 2004

Activity: Reintegrating youth offenders back into their communities.

PROJECT BACKGROUND DETAILS: CRED will develop skills of youth at risk and reintegrate them back into their communities by applying the arts creatively as a medium as a way of engaging these youth. Targeting youth between the ages of 16 and 21 in prison, young offenders will be exposed to cultural mediums such as drama, visual art, etc., and while focusing on overall behavior change

ACTIVITIES IN WORKPLAN: Training, assessments, life foundation skills training, technical skills training, on-going support

PROGRESS UPDATE: Over the quarter CREA carried out a financial assessment,

negotiated a final budget, and signed a grant agreement with CRED. CREA made an advance payment to the organization in August to it started on its USAID funded activities.

This project will remain **IN PROCESS** until September 30, 2004.

**! 03/208 - (RLU) Center for the Study of Violence and Reconciliation (CSVR)**

START DATE: 01 July 2003  
SCHEDULED END DATE: 30 Sept. 2003

Activity: Preventing youth crime by identifying vulnerable children in grades 6 - 9 and giving them life skills to help them transcend crime situations in their communities.

PROJECT BACKGROUND DETAILS: The project will offer trainings and other diversionary programs to reduce youth criminal violence. Beneficiaries will participate in workshops on conflict resolution and mediation; anger management; trauma management and street-smart skills. They will also be exposed to rituals on self-affirmation to build positive values and outlook.

ACTIVITIES IN WORKPLAN: consultations with schools, selection of trainees, materials development, training workshops, evaluation, learning tool.

PROGRESS UPDATE: Over the quarter CREA carried out a financial assessment, negotiated a final budget, and signed a grant agreement with CSVR. While all of this was done by early August, by the end of the quarter CSVR still hadn't made an advance payment request. CREA will monitor this situation closely, as a late start of their project activities may be problematic given the project's end date of September 30, 2004.

**! 03/209 - (RLU) Khulisa Child Nurturing Organization**

START DATE: 01 July 2003  
SCHEDULED END DATE: 30 Sept. 2004

Activity: Running a rehabilitation program for youth offenders to reduce recidivism and maximizing opportunities for self-sustainment.

PROJECT BACKGROUND DETAILS: Khulisa runs rehabilitation programs in several prisons that include preparation for release and provision of opportunities for the reintegration process. The program involves participation of 30 juvenile inmates who have a remaining sentence of less than 1.5 years. The 9 to 12 month program involves workshops on skills development and activities to restore self-respect and responsibility. There is also a self-guided therapy course based on self-discovery through creative writing and art.

ACTIVITIES IN WORKPLAN: workshops, counseling, story telling, self-assessment and management; pre-release training, etc.

PROGRESS UPDATE: CREA updated its financial assessment, negotiated a final budget, and sent out a grant agreement for signature to Khulisa during this quarter. The countersigned grant agreement did not reach CREA before the end of reporting period, as Khulisa requested several clarifications on the text of the agreement before they would sign. Like with the CSVR grant above, CREA will monitor progress on the project closely, given that it must be completed by September 30, 2004.

(D) SPECIAL CROSS-CUTTING ACTIONS (SCA)

! 01/100 - (SCA) Wits/Harvard Senior Executive Program Alumni Banquet

CREA still awaits instructions from USAID on how to proceed on this activity. Until then this activity is expected to remain **IN PROGRESS**.

! 02/133 - (SCA) Afrobarometer Survey

START DATE: 01/07/2002  
SCHEDULED END DATE: 30/12/2003

Activity: Provide support for the 2002-2003 survey of Afrobarometer activities in South Africa under a grant agreement with IDASA as the sole source for this survey.

PROJECT BACKGROUND DETAILS: Idasa received support from USAID/SA to plan, conduct, analyze and disseminate the results of this nationally representative Afrobarometer survey in South Africa. The Afrobarometer is a comparative series of public attitude surveys conducted in more than a dozen African countries. Based on representative national samples, the surveys measure public attitudes on democracy and its alternatives, evaluations of the quality of governance and economic performance, attitudes toward market reform, perceptions of quality of life, livelihoods and survival strategies, and political participation.

ACTIVITIES IN WORKPLAN: Research, Surveys, Dissemination/Outreach. The Afrobarometer project aims to give high strategic priority to the dissemination of results and outreach to users. The outreach strategy (via applied workshops) is aimed at helping journalists to reach readers, legislators to do policy analysis, and civic educators to design curricula, using results from Afrobarometer surveys.

PROGRESS UPDATE: IDASA is now in the midst of Round 2 of the project. Thus far there was good progress made in terms of the first four pillars: (1) securing adequate funding, (2) doing the surveys and producing quality data, (3) producing both baseline and more advanced analysis of those results and making them publicly available, and (4) publicity: results have enjoyed relatively high levels of visibility in national and international news media.

In a final area of planned activities, (5) outreach, IDASA has not made much progress because the appointed Outreach Coordinator, a Zambian national, is still awaiting approval for her working permit. IDASA has started with the planning phases of the outreach activities and hopes to implement these activities in during the next quarter.

ACHIEVEMENTS/SUCCESSSES: during the quarter, IDASA carried out the following activities:

1. Bob Mattes presented "Learning About Democracy in Africa" and gave a progress presentation at the USAID Democracy and Governance Workshop, Pretoria, 26 September 2003.
2. Derek Davids gave a briefing on "citizens' views of parliament" for the African National Congress (ANC). More specifically, the focus was on what citizen's views on the most important responsibilities of parliament; whether parliament and government in general are

legitimate, trustworthy or tainted by corruption. Also addressed was the performance of parliament, whether citizens have access to parliament through contact with parliamentarians and responsiveness of parliament (do parliamentarians listen to the people and do they look after the interest of the people). Perceptions of the ruling party was also touched on, as well as perceptions of parliament by people supporting one of the four major political parties. The presentation was conducted at Parliament, Cape Town, 4<sup>th</sup> August 2003.

This activity is expected to remain in **PROGRESS** until Dec. 2003.

**! 02/154 - (SCA) US Study Tour**

Activity: Facilitate a study tour for four persons to include Dr. Doreen Atkinson of the Human Sciences Research Council and Mr. Mann Oelrich, MEC for Agriculture for Free State, as well as a senior official of DPLG and a senior official of IRDS still to be identified. The purpose of the visit was to investigate modalities of country service provision for migrant and other farm labor in the US.

CREA has been in continuous contact with the MEC's office regarding the airline ticket and has been promised that the documentation for the reimbursement request will be forwarded. Activities under this request will be reflected as **IN PROGRESS** until CREA S.A. can determine that all related expenses have been paid.

**4. New SOW Actions Received:**

During this reporting period (01 July 2003 - 30 September 2003), CREA S.A. received the following requests:

03/206 - (RLU) Say Stop  
03/210 - (RLU) Grip: Rape intervention Project  
03/211 - (RLU) CSLS

**5. Status of New GMTA Actions:**

**(C) RULE OF LAW UNIT (RLU)**

**03/206 - (RLU) SayStop**

START DATE: 01 September 2003  
SCHEDULED END DATE: 30 September 2004

Activity: Helping prevent and reduce youth crime through development of a prevention program and developing a framework for intervention with young sex offenders that are not eligible for diversion programs.

PROJECT BACKGROUND DETAILS: The grant supports two research and development activities: a prevention program for youth, focusing on the prevention of sexual offences/gender based violence, based on an adaptation of the SayStop diversion program; and, the development of a framework for intervention with young sex offenders who are not eligible for diversion programs (including community rehabilitation or alternative sentencing options).

ACTIVITIES IN WORKPLAN: research, framework development; adaptation of the SayStop manual as a prevention tool; strategy development; publishing of prevention manual; organizing a national consultation on youth repeat

offenders.

PROGRESS UPDATE: Over the quarter CREA carried out a financial assessment, negotiated a final budget, and signed a grant agreement with SayStop. An advance payment was requested and made at the end of September to get the organization started on its USAID funded activities.

This project will remain **IN PROCESS** until September 30, 2004.

**03/210 - (RLU) Grip: Rape intervention Project**

START DATE: 01 September, 2003

SCHEDULED END DATE: 30 September, 2004

Activity: Assisting victims of abuse through providing medical care and support and assisting preparing victims get through the court process.

PROJECT BACKGROUND DETAILS: The project will have two main aspects. Under Cape and Support Intervention, Grip will carry out case monitoring and maintain "care rooms" in seven hospitals in Mpumalanga. The purpose of this first activity is to mitigate the effects of violence by providing support, counseling, and medical care to rape survivors and to improve the investigation and prosecution of rape cases by the hospitals and the criminal justice system. In the Court Intervention component, rape survivors and their caregivers will be prepared to testify in court. The purpose of this activity is to improve conviction rates and reduce secondary victimization.

ACTIVITIES IN WORKPLAN: Trauma counseling; medical exams; medication provision; evidence gathering; training/assistance with court hearings

PROGRESS UPDATE: Over the quarter CREA carried out a financial assessment, negotiated a final budget, and signed a grant agreement with GRIP. An advance payment was requested and made at the end of August to get the organization started on its USAID funded activities.

This project will remain **IN PROCESS** until September 30, 2004.

**03/211 - (RLU) CSLS Criminal Justice Strengthening Program**

START DATE: 01 September 2003

SCHEDULED END DATE: 30 September 2004

Activity: To work with learners in schools in KwaZulu/Natal and the Eastern Cape to increase understanding of legal rights and remedies available in cases of crime against women and children.

PROJECT BACKGROUND DETAILS: CSLS will work with 20 schools, 10 in two provinces and seeks to reach 30,000 learners. The project seeks to achieve: 1) an increase in understanding of the legal rights and remedies available in cases of crime against women and children; 2) a school environment that is aware of attitudes, perceptions, and beliefs that are harmful to the integrity and dignity of women and children; and 3) an awareness of structures and institutions protecting women and children as well as assist role players to develop abuse and prevention campaigns and sexual abuse/harassment policies for schools.

ACTIVITIES IN WORKPLAN: Workshops, Training of Trainers, Materials Development.

PROGRESS UPDATE: Over the quarter, a meeting was held between USAID, CREA and CSLS to agree on the scope of work for the project as many changes were made to the CSLS proposals during the TEC process. At the end of the quarter, the grant agreement was still with CSLS and no advance payments were made to them.