

CIVCOM CLUSTER MEETING REPORT

BOOYSENS HOTEL: JOHANNESBURG

20TH TO 22ND MARCH 2007

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DAY ONE (20 March 2007)

TIME	ITEM	RESPONSIBILITY	OUTPUT
09h00 – 10h00	Opening, Welcome and updates	NIZA – Karin	
10h00 – 10h30	Presentation and discussion of the 2006-2008 strategic plan	Partner – Stella	The key elements of the 2006 – 2008 strategy are presented and discussed
10h30 – 11h00	TEA		
11h00 – 13h00	Presentation of partner activities relating to the strategy	Partners	Each partners presents their activities, achievements and achievements relating to the 2006 – 2008 strategic plan
13h00 – 14h00	LUNCH		
14h00 – 15h30	Conduct of a SWOT analysis (Break away)	All	The strengths, opportunities, weaknesses and threats of the CIVCOM cluster are identified
15h30 – 15h45	TEA		
15h45 – 16h30	Presentation of the SWOT analysis (plenary)	All	The outcome of break away sessions on the SWOT are presented and discussed
End of day one			

Attendance:

1. Levi Mvula (CHRR)
2. Jorge Coelho (ASSERCO)
3. Stella Chikombole (PAC)
4. Patience Nhliziyo (NCA)
5. Karin Van Den Belt (NIZA)
6. Michelle de Jongh (NIZA)
7. Dosso Ndessomin (CBRC)
8. Theogene Nshimiyimana (CBRC)
9. Joyce Dube (CBRC)
10. Taurai Chigunwe (CIVNET)
11. Corlette Letlojane (HURISA)
12. Nomvula Dlamini (CDRA)

1. EXPECTATIONS

- ❖ Evaluate 4 years and see what were positive, what needs to be improved and the way forward.
- ❖ Evaluate work done together see weaknesses/ strengths.
- ❖ Plan what to do in the future
- ❖ Look at achievements so far and plan forward.
- ❖ Hear what other partners have done at stakeholder meetings.
- ❖ See how to improve on weaknesses.
- ❖ Assessing achievements and gaps and improve on them
- ❖ Explore other areas of work

- ❖ Share experience for the past 4 years
- ❖ Emerge a better communicator
- ❖ Identify new sources of funding
- ❖ Do a self assessment of achievements, what can still be done and in what form?
- ❖ To engage more with the clusters.

2. MAIN PRESENTATION BY KARIN VAN DEN BILJT

It's been almost four years and it is good to be able to appraise the programme so far. Developments within NiZA are such that the new government has decided not to continue funding NiZA. This has led to the need to do some restructuring within the organisation. A new director has been brought on board to give guidance on a new focus for NiZA. It is not yet clear though what the new focus will be but it seems that NiZA will become more of a campaigning organisation, with less focus on programming. PSO, which has been supporting the CIVCOM programme for the past four years has also decided to change its strategy and they will no longer provide support to capacity building. This means that funding for the programme comes to an end at the end of 2007. One positive thing is that there is a budget set aside to develop a fund raising strategy for the cluster. An outside consultant will be brought in to assist with this.

Question: Can NiZA identify donors from outside Netherlands to support the process of fund raising?

Response: NiZA had participated in the development of a concept note which was submitted to the Southern African Trust but the submission was not successful because the Trust focuses on poverty, education and development at the grassroots level.

3. PROGRAMME EVALUATION

3.1 Result 1.1 & Objectives 1

3.1.1 Result 1: Two train the trainer workshops are conducted

These workshops have taken place, one in Beira and another in Malawi. There have been some challenges though including:

- In that some of the people that attended the workshops have since left the organisations that sent them, e.g. CHRR.
- In Zimbabwe it is not possible to make a follow-up on these workshops to train civil society because government prohibits meetings and workshops. A workshop requires that organizers apply for permission. The chiefs in this country are also pro government.
- Funding is a constraint when it comes to holding training workshops. In certain instances, e.g. Malawi, local chiefs expect payment for them to attend such workshops.

3.1.2 Objective 1: Improved capacity to impart knowledge to communities in order for them to understand, value and practice democracy.

Given the fact that the result has been achieved and a number of organisations are proceeding with training of civil society, there is a high likelihood that this objective will be achieved.

3.2 Results 2.1-2.2 & Objective 2

3.2.1 Result 2.1 Civcom members are trained in project cycle management

This training has been postponed to November 2007 because the cluster wanted the train the trainer meetings to be completed first and the last train the trainer meeting will be held in July 2007.

3.2.2 Result 2.2 Civcom members are trained in materials development

This training was postponed to July 2007.

3.2.3 Objective 2: Strengthened management skills in civic education and community mobilisation

Based on progress against the results, the likelihood of achieving this objective within the remaining period of the programme is low.

3.3 Results 3.1-3.3 & objective 3

3.3.1 Result 3.1 A regional Civcom seminar is held

This seminar was held in July 2006 in Lilongwe and was organized by PAC. A consultant from Cape Town trained members of the cluster on how to develop and advocacy strategy, how to present messages. A lobbying manual was used and every organisation that attended chose one these on which to focus. Some of the themes that were selected include gender based violence (Malawi) and decentralization (Mozambique).

The focus of this meeting or seminar was changed from being on developing a strategy for Civcom to engage government officials to that of training on advocacy. This means that the cluster did not develop a strategy but rather individual member organisations worked on individual strategies.

CHRR: It is relevant to meet and discuss how to engage government officials and opinion leaders. To see a way to contribute on Zimbabwe's development to engage the grassroots to speak out to the government on the issue of Human Rights. CIVCOM is a right platform to help Zimbabwe to express itself.

CBRC: To make a petition against the violation of Human Rights in Zimbabwe.

3.3.2 Result 3.2 National stakeholder meetings on Civcom

PAC's challenge regarding holding these meetings is finance and other issues. A meeting that was held in January 2007 in Malawi ended up discussing the issue of volunteers because it was not clear how to sell Civcom as was originally intended.

In the case of CBRC in South Africa, a stakeholders meeting was planned in November 2006 focusing on Access to service delivery. This meeting was attended by Department of Home Affairs officials. CBRC's strategy for lobbying and advocacy includes issues of HIV/AIDS. The meeting was mainly intended for brainstorming and to give a way forward. CBRC has created a group of women members to approach their respective communities and speak about all the issues raised and to find solutions about them.

In the case of NCA, they are working under the auspices of Save Zimbabwe Coalition. Last year, they met to discuss about the issue of a new constitution for the country in 2008. Their strategy includes demonstrations, prayer meetings, civic education, community mobilization.

In the case of ASSERCO, they could not have a meeting with organizations and leaders of the government because they felt the need of introducing and explaining to them what is CIVCOM first. They have to find the right issue to discuss about (in local and national levels). The meeting is planned in May 2007 but they are afraid of the meetings because of oppression. They will submit a proposal in April. They had a problem to decide who is the real sister organizations to invite were.

Questions: PAC: had a problem with selling CIVCOM. They would like to know if NIZA is able to accommodate more members?

Answer: no, NiZA is not able to accommodate new members because they will not receive any more funds.

3.3.3 Result 3.3 National meetings with government officials and opinion leaders

CBRC: They will have a 2nd platform in June 2007 from which the CBRC will meet the leaders because in 2006, CBRC commissioned a research on Government Service delivery. The report will be launched in June 2007 during the World Refugee Day. That platform is to create exposure for CIVCOM. CBRC is also developing a website as a platform for cluster members to keep CIVCOM alive. The website will also assist to strengthen lobbying and advocacy locally and internationally. Regarding providing assistance to refugees and asylum seekers, CBRC has not managed yet to develop a concrete strategy to guide asylum seekers and refugees with getting their asylum seekers permits, only Lawyers for Human Rights are able to do that but their capacity is going down. UNHCR and Wits Law Clinic can also do that but they are not functional. CBRC and refugee ministries are training refugees as counselors to assist asylum seekers. CBRC is now dealing with local government to try and set up help desks.

CHRR: activities are still pending due to the departure of the person who used to represent the organisation on the cluster.

ASSERCO: They feel that it is better to hold a stakeholder meeting first before engaging in this activity.

NCA: This result is not likely to be delivered in Zimbabwe given the situation there.

3.3.4 Objective 3: Enhanced capacity to engage government and opinion leaders to make Civcom work acceptable

Due to the inability to meet deadlines relating to the results, little progress has been made in pursuit of this objective.

3.4 Results 4.1-4.2 & objective 4

3.4.1 Result 4.1 A Yahoo Group is established

The first attempt to establish a yahoo group was by Fatimah but because other organisations did not have internet access, this effort proved difficult to sustain (i.e. it was not possible to effectively communicate). The next initiative by Elita but this also did not work because still some organisations do not have internet access.

3.4.2 Result 4.2 A Civcom website is established

This has not been done because most members have no internet access. Instead, the cluster will have a web-link on CBRC's website which will be ready by June 2007

3.4.3 Objective 4: Improved capacity for information sharing

This objective has not yet been achieved but there is a likelihood of it being partly achieved with the web-link on CBRC's website.

4. SWOT ANALYSIS

Informed by cluster objectives:

Participants divided in two groups (1 & 2)

Group 1 was to focus on the following

- What are the strengths of the cluster? (Internal)
- What opportunities can the cluster take advantage of? (external)

Group 2 was to focus on the following

- What are the cluster's weaknesses? (internal)
- What conditions exist that pose a threat to the cluster? (external)

Presentation of the SWOT analysis:

PRESENTATION Group 1 (Strengths & Opportunities)

Strengths of the cluster:

- Improved ways of passing knowledge to grassroots' communities through CIVCOM training
- Commitment of members
- Same understanding of mission statement of CIVCOM: sense of togetherness
- More audibility as a cluster than as individual organization i.e. Zimbabwe
- Regional information sharing
- Mutual motivation
- Empowered and competent members
- CIVCOM members have experience in lobby and advocacy.

Opportunities

- The relevance of Human rights and democracy issues in the region (increased)
- Similarities of political situation in different cluster countries
- To lobby on regional level as a cluster
- Need for research as a basis for lobbying
- For CIVCOM to be able to lobby, it needs to be more known in the region
- Communities need to be educated before they can advocate for their rights.

PRESENTATION Group 2:

Weaknesses

ITEM	WEAKNESS	THREATS
Relating to the mission statement	Too broad - advocacy and campaign activities are not included	Donor environment: - is changing - donors are more interested in focused programmes - exhausting or depending on one donor
Relating to the overall goal	The cluster is too isolated to achieve the goal. It is not attracting new partners. The goal is too ambitious - 6 organizations in 4 countries - language is not represented of the SADC	-There is no clear focus on SADC systems/statutes - not able to attract resources/ relevance
Relating to Objective 1	Poor democratic structure (Malawi) (No strategies have been developed to overcome this.	Confronted by repressive legislation (e.g. Zimbabwe, Mozambique...)
Objective 2	No common tool for monitoring and evaluation Timeline (priority)	
Objective 3	Lack of capacity to raise those funds	Lack of resources
Objective 4	Lack o commitment	Lack o commitment

Most of the weaknesses are caused by: "Lack of coordinating committee".

DAY TWO (21 March 2007)

TIME	ITEM	RESPONSIBILITY	OUTPUT
08h30 – 09h00	Recap on day one	Levi M. and Joyce D.	Participants are reminded of discussions from Day 1
09h00 – 10h30	Identification of new focal areas (outputs based on the outcomes of the SWOT analysis (Break aways)	All	New areas of focus (outputs) to pursue strategy objectives are identified based on the outcomes of the SWOT analysis
10h30 – 10h45	TEA		
10h45 – 13h00	Programme Evaluation reflection on issues relating to the cluster approach	Programme evaluator	New areas of focus that have been identified are discussed and agreed
13h00 – 14h00	LUNCH		
14h00 – 15h00	Presentation and discussion of proposed new areas of focus	All	New areas of focus that have been identified are discussed and agreed
15h00 – 15h15	TEA		
15h15 – 16h00	Development of activity plans relating to identified areas of focus (Break aways)	All	Activities to pursue new areas of focus are identified and planned
16h00 – 16h30	Discussion of proposed activities and time frames	All	Activities to pursue new areas of focus are discussed

Attendance:

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12. Nomvula Dlamini (CDRA)

5. EVALUATION by Nomvula Dlamini - CDRA - (Cape Town)

Noticed that there are constraints in the CIVCOM cluster, would like to have individual conversation with members.

Question 1: How many cluster meeting have you attended:

Patience: 2

Levi:3

Joyce:3
Stella:8
Taurai:8
Theogene:4
Jorge:6
Dosso:5

Question 2: What kind of challenge does it create when the organization sends different people to the CIVCOM meeting ?

Taurai: difficulty to partake in the group work and have continuity.

Jorge: difficulty to define and explain what is CIVCOM to others. No accountability in the follow-up.

Jacques: dependence on the minutes updated, but not yet done among cluster members

Question 3: what are the responsibilities of partners' organizations in terms of communication sharing?

Dosso: changing of members affected the progress of CIVCOM meetings

Suggestion: NIZA considering 2 people per organization to keep the link. Those 2 people will give the feedback to their organizations. Consistency of the same people to attend CIVCOM meetings.

Stella: not important to send 2 people as long as there is a feedback in the organization.

Dosso: it's all about individual potential. The report only is not going to help understand what happened in the meeting.

Nomvula: every organization must have a feedback of all the cluster meetings. Continuity of the same people to attend cluster meeting is very important.

Taurai defined CIVCOM as a semi-autonomous body guided by a mission statement, which means that it's is an organization that provides capacity to other organizations.

Organizations must choose right people to attend meetings.

Jacques: semi-autonomous organization not only having one programme (CIVCOM), but many other programmes.

Nomvula: continuity does not depend on consistency. It's important to choose the right person to attend meetings.

Patience: consistency is more important.

Jorge: members must have a structure in the cluster to connect.

Nomvula: issues : partners are only oriented to NIZA, that breaks communication between members of CIVCOM.

Jacques: the cluster must choose a person to be in charge of the Yahoo group

Question 4: Should NIZA continue to be the central organization to conduct the cluster? Why is it like that?

Taurai: no, NIZA must not continue to be the central organization. All the orientation to NIZA came up, because at the beginning, NIZA used to manage the cluster.

Overdependence on NIZA has made the cluster no to develop.

Levi: the issue of communication doesn't depend on NIZA but our own organizations.

Question 5: Is the very strong dependence on NIZA blocking the development of the cluster?

Dosso: we did not take proper ownership of CIVCOM as a cluster that what has prevented us to progress.

Question 6: the issue of dependence on NIZA is a reality. Have you taken any responsibilities to solve that problem?

Theogene: creating a team to be thinking on behalf of the cluster is one of the solutions and that must be done by the partner organizations.

Jacques: we must not only communicate if there's CIVCOM meeting, but also about our internal issues in the organizations.

Jorge: the responsibility to create a group of communication is not NIZA's only. We need mutual accountability.

Theogene: create a simple structure to guide and ensure mutual accountability.

Question 7: Have you been taking part of the capacity building activities? What are your target groups?

Patience: grassroots

Levi: grassroots, members of the organizations and opinion leaders.

Joyce, Dosso, Theogene: grassroots, asylum seekers, refugees and immigrants.

Stella: grassroots, opinion leaders

Taurai: grassroots, opinion leaders.

Question 8: What do you think have been achieved as capacity building at organizational level?

Levi: people are able to respond to some of the issues happening in the community without the organization guiding them.

Theogene: gained knowledge on technique of communication.

Jorge: NIZA contributed a lot in the conception and publication of the manual, which helped to train other organizations.

Taurai: the manual has turned to a national level. Other organizations are using it to train their trainers in civic education and community mobilization.

Dosso: the manual helped to train more volunteers. The volunteers can help refugees and asylum seekers on how to open a bank account, how to proceed in the application of permits.

Joyce: CBRC has managed to bring on board more women in.

6. REVISED PROGRAMME BASED ON THE SWOT ANALYSIS

The revisions responde to the following priority weaknesses and opportunities.

Weaknesses

- The mission statement is too broad.
- The cluster is too isolated to achieve its overall goal, operating in only four countries with six members.
- There is an absence of proper coordination of the cluster

Opportunities

- There are opportunities to lobby opinion leaders at a regional level because of the strength of being a regional structure
- The different countries of the region are confronted by similar problems

CIVCOM PROGRAMME FRAMEWORK

Mission Statement

We are a network of NGOs from the SADC Region brought together by the need to improve our capacities. We are committed to empowering grassroots communities to participate and advocate for accountability and observance of human rights at local level. We pursue this through building capacity of members, sharing information, producing educational materials, conducting Civic Education, Community Mobilization, Campaigns, Lobby and advocacy and by contributing to the promotion of the SADC principles and Human Developmental program.

ELEMENT	INDICATORS	MEANS OF VERIFICATION	EXTERNAL FACTORS
Overall Goal (Vision) A responsible and democratic Southern African community that is able to think critically and make value judgments about practices in its society	(a) Increased participation in elections (b) Increased demand for accountability from leaders & other entities through demonstrations, petitions etc. (c) Increased grassroots participation in local government	(a) National voters' rolls; election reports; central statistics reports (b) Interviews with Civcom members; newspaper reports (c) Local municipality voters' rolls; attendance registers at local events; local government development reports	
Objectives			

<p>1. Improved capacity to impart knowledge to communities in order for them to understand, value and practice democracy</p>	<p>12 trainers conduct training of communities on selected themes by December 2005</p>	<p>Training workshop reports; interviews with community beneficiaries</p>	<p>That funds for training are available; there is a willingness by community members to attend training workshops.</p>
<p>2. Strengthened management skills in civic education and community mobilisation</p>	<p>(a) Member organisations develop and use monitoring & evaluation tools (b) Member organisations develop own materials by December 2007</p>	<p>(a) Member organisations' Monitoring & evaluation tools, project reports (b) Member organisation developed material</p>	<p>That funds to develop M&E tools and material are available; that there is adequate implementation time for this objective.</p>
<p>3. Enhanced capacity to engage government and opinion leaders to make Civcom work acceptable</p>	<p>(a) Electoral Commission management, NGOs Association leaders and Political parties leaders in the four countries are informed about the Civcom mission by January 2007. (b) Selected local government officials, community leaders, churches, traditional leaders and CBO leaders are informed about the Civcom mission by January 2007</p>	<p>Reports of meetings with government officials; interviews with government officials that attended the meetings;</p>	<p>That government officials accept to attend the meeting, that is no political instability in the affected countries; that legislation in each of the countries allows for civic education & community mobilization work.</p>
<p>4. Improved capacity for information sharing</p>	<p>Civcom members are monthly informed about each other's civic education and community mobilization activities through the Yahoo group & website until the end of the Civcom programme</p>	<p>Website monitor; printouts of yahoo group communication.</p>	<p>That a yahoo group is created; that a Civcom website is created; that all Civcom members have internet access;</p>
<p>5. The cluster has potential to achieve its goal and is sustainable</p>	<p>-representation in all countries of SADC?? -Adequate funding commitments to sustain the work of the cluster beyond 2007 are obtained by November 2007</p>	<p>-Membership list -funding agreements</p>	<p>That all Civcom members know how to use the internet and Yahoo group; that everyone has an e-mail address</p>
<p>6. Opinion leaders in the region take action in support of resolving the situation in Zimbabwe</p>	<p>National opinion leaders taking action relating to the situation in Zimbabwe by 2008???</p>	<p>Media reports</p>	<p>That opinion leaders are concerned about the situation in Zimbabwe</p>

RESULTS

<p><i>Re: Objective 1- Improved capacity to impart knowledge to communities in order for them to understand, value and practice democracy</i> 1.1 Two train the trainer workshops are conducted</p>	<p>12 trainers are trained at 2 workshops on (i) training methodologies in April 2006 in Zimbabwe and on (ii) selected themes in March 2007 in Malawi</p>	<p>Training workshop reports; interviews with trainers</p>	<p>That there will be consistency in attendance; that there are conducive conditions in Zimbabwe</p>
<p><i>Re: Objective 2 - Strengthened management skills in civic education and community mobilisation</i> 2.1 Civcom members are trained in project cycle management 2.2 Civcom members are trained in materials development</p>	<p>One workshop in project planning and management is held by November 2006 at which 6 member organisations' representatives are trained. Six member organisations' representatives are trained in materials production at 1 workshop held by ...?(date to be agreed)</p>	<p>Workshop reports; interviews with members Materials; interviews with members</p>	<p>That the implementation period for the Civcom programme is extended by at least 1 year</p>
<p><i>Re: Objective 3- Enhanced capacity to engage government and opinion leaders to make Civcom work acceptable</i> 3.1 A regional Civcom seminar is held 3.2 National stakeholder meetings on civic education and community mobilization are conducted</p>	<p>A strategy for the Civcom cluster on how to engage government officials based on individual ideas of each Civcom member is harmonized by July 2006 in one of the Civcom cluster countries National stakeholder meetings take place in each Civcom member country involving selected sister organisations working in civic education and community mobilization by January 2007.</p>	<p>Individual member strategies on paper; A harmonized Civcom strategy on paper. Meeting reports</p>	<p>That Civcom members agree on a Civcom strategy Selected sister organisations attend the meeting</p>

<p>3.3 National meetings with government officials & opinion leaders are held, followed by information dissemination through the Civcom network</p> <p>3.4 A seminar to increase the levels of knowledge of cluster members about SADC structures and protocols</p>	<p>A National meeting with government officials takes place to discuss Civcom's mission and reports are disseminated in each country among Civcom members by January 2007</p> <p>A seminar held by (date)????</p>	<p>Meeting reports; list of participants, including key players</p> <p>Seminar proceedings</p>	<p>Government officials and opinion leaders are willing to cooperate with Civcom members.</p> <p>The cluster continues beyond end of 2007</p>
<p><i>Re: Objective 4 - Improved capacity for information sharing</i></p> <p>4.1 A Yahoo group is established</p> <p>4.2 A Civcom website is developed</p>	<p>Every Civcom member replies within one week to the e-mail sent via the yahoo group</p> <p>Every Civcom member posts at least one activity report on the website each month</p>	<p>The login window to keep track of who logged in to the yahoo group and who replied to e-mails.</p> <p>Monitoring reports from the webmaster (By whom? How often?); information posted on the website</p>	<p>All Civcom members have access to the yahoo group to exchange information; all Civcom members have an e-mail address.</p> <p>That all members have access to the website; that a webmaster is appointed to post information on the site.</p>
<p><i>Re: Objective 5: The cluster has potential to achieve its goal and is sustainable</i></p> <p>5.1 New members and partners are identified and attracted to the cluster</p> <p>5.2 A funding proposal is finalized</p> <p>5.3 A coordinating structure is established</p>	<p>-Number of new members by (date???) -Number of new partnerships entered into</p> <p>A funding proposal developed in consultation with members is finalized by July 2007</p> <p>A coordinating structure is established by July 2007</p>	<p>-Membership list -Partnership agreements</p> <p>Funding proposal</p> <p>Minutes of the meeting</p>	<p>The cluster receives funding commitments that go beyond the end of 2007</p> <p>NiZA provides funding for the development of the proposal</p>
<p><i>RE: Objective 6: Opinion leaders in the region take action in support of resolving the situation in Zimbabwe</i></p> <p>6.1 Meetings held with opinion leaders to discuss the situation in Zimbabwe</p>	<p>Number of meetings held with opinion leaders on the situation in Zimbabwe by (date)???</p>	<p>Minutes of meetings Media reports</p>	

EXISTING ACTIVITIES ACTIVITIES

Objective 1: Improved capacity to impart knowledge to communities in order for them to understand, value and practice democracy

- Identification of Civcom members to be trained (volunteers & staff)
- Identification of an expert to conduct the training
- Development of course content
- Identification of themes for training
- Commencement of training
- Start civic education and community mobilisation
- Monitoring
- Evaluation

Objective 2: Strengthened management skills in civic education and community mobilisation

- Identification of Civcom members to be trained.
- Identification of an expert in project management
- Training of members in project management
- Identification of an expert in materials development.
- Commencement of training in materials development.

Objective 3: Enhanced capacity to engage government and opinion leaders to make Civcom work acceptable

- A Civcom meeting to discuss how to engage government officials and opinion leaders is held
- Information sharing on work done nationally at the next Civcom meeting

Objective 4: Improved capacity for information sharing

- A Yahoo group is constituted
- The feasibility of establishing a Civcom website is explored (Follow-up activities will depend on the outcomes of this exploration)

7. Activity Plan for new results areas

Activity	Time frame	responsibility
<p><i>Result 3.4: A seminar to increase the levels of knowledge of cluster members about SADC structures and protocols</i> Seminar on SADC</p> <p>Attending NGO paralegal meeting</p>	<p>2008</p> <p>August</p>	<p>NIZA and cluster</p> <p>1-3 Members</p>
<p><i>Result 4.2: A Civcom website is developed</i> Establishment of a website</p> <p>Publications in News</p>	<p>June 2007</p> <p>December 2007</p>	<p>CBRC</p> <p>All Cluster members</p>
<p><i>Result 5.1: New members & partners are identified and attracted to the cluster</i> Meeting at 2 levels: - National institutions - NGOs/Networks</p> <ul style="list-style-type: none"> ❖ Potential donors ❖ Refugees ❖ Poverty ❖ HIV/AIDS ❖ Democracy ❖ Human Rights 	<p>September/November</p>	<p>Cluster on national level</p>
<p><i>Result 5.2: A funding proposal is finalised</i> Draft for proposal</p>	<p>July/September</p>	<p>NIZA and partner organizations</p>
<p><i>Result 5.3: A coordinating structure is established</i> Development of terms of reference for the coordinating structure</p> <p>Election of coordinating committee</p>	<p>June</p> <p>July</p>	<p>NIZA and partner organizations</p> <p>Cluster members</p>
<p><i>Result 6.1: Meetings held with opinion leaders to discuss the situation in Zimbabwe</i></p> <ul style="list-style-type: none"> ❖ Organize meetings ❖ Set in touch with CRISIS COALITION in Zimbabwe and S.A, DITSWANELO in Botswana, SALANI in Zambia, CHRR in Malawi and Mozambique 	<p>Before 31st March 2007</p>	<p>All Cluster members</p>

Day three (22nd March 2007)

TIME	ITEM	RESPONSIBILITY	OUTPUT
08h30 – 09h00	Recap on day two	Patience N.	Participants are reminded of discussions from Day Two
09h00 – 10h30	Discussion of sources of funding and fund raising	All	Sources of funding for the CIVCOM programme are identified and fund raising strategies discussed
10h30 – 10h45	TEA		
10h45 – 12h00	Discussion of a way forward for the Civcom programme	All	Plans for taking the programme forward are discussed and agreed
12h00 – 13h00	Discussion of the cluster approach in relation to the way forward	Evaluator	
CLOSURE AND DEPARTURE			

Attendance:

1. Levi Mvula (CHRR)
2. Jorge Coelho (ASSERCO)
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9. Corlette Letlojane (HURISA)
10. Nomvula Dlamini

8. DISCUSSION OF A WAY FORWARD

The following formed part of the discussion on the way forward:

- In order to ensure that the objective of ensuring that the cluster continues beyond end of 2007 is achieved, members appointed an interim committee to guide the process. Members of this committee are:
 - CBRC (Chair)
 - PAC (Secretariat)
 - CIVNET
 - NiZA
- A letter was written to the board of PAC requesting them to play the role of interim coordinator of the cluster until the end of 2007. In their role, PAC was also requested to provide fund raising support to the cluster.
- A consultant to work on the funding proposal will be appointed and will use the existing framework as a starting point for developing a draft proposal to be discussed during the next meeting.

- The next cluster meeting will be moved forward to sometime in May, the actual date will be confirmed soon.
- A list of questions will be developed and sent to members requesting them to indicate their activities beyond 2007. answers will be forwarded to the proposal writer.

This discussion was followed by an address from Reverend Nicholas Mukaronda of the Crisis in Zimbabwe Coalition, after which the meeting was closed by Karin van den Biljt.

ANNEX 1: QUESTIONS TO PARTNERS FOR THE DEVELOPMENT OF A FUNDING PROPOSAL

1. Is your organisation willing to continue its membership of the cluster after the end of NiZA funding in November 2007?

If the answer to the question above is yes, please look at the results on the revised programme framework for the cluster and answer the following questions.

2. For each result area of the programme, please list all the activities that your organisation plans to implement between 2008 and 2010.
3. For each activity listed, please indicate the timeframe, i.e. during which quarter and during which year will the activity take place.
4. For each activity, please indicate an estimated cost.