



Projects Résumé

10 YEARS OF INNOVATION IN ECONOMIC AND SOCIAL DEVELOPMENT

EVALUATIONS / REVIEWS		
PROJECT	DESCRIPTION	CLIENT / PROJECT STATUS
Institutional Audit of Old Age Homes through out South Africa	Umhlaba was awarded 18 month to conduct an Institutional Audit of 465 old age homes in all provinces of South Africa. This entailed travelling, to all these institutions and to conduct a review of the old age homes based on the National Department of Social Development's Norms and Standards, for Old Age Homes.	National Department of Social Development.
PLAN – Australia Evaluation of projects	Umhlaba was awarded the contract to undertake the evaluation of Australian Aid and the Burnett Institute funded projects in 3 SADC countries, namely Kenya, Zambia and Zimbabwe. The evaluation services that Umhlaba was contracted to do, would look at the Reduction of Community Vulnerability to HIV and AIDS Programmes, funded by these organisations	PLAN Australia and the Burnett Institute.
Evaluation of media work that the organisation has been engaged in and the effectiveness of the network	Evaluation of the effectiveness of the Freedom of Expression Institutional-Network. The development of the network was funded by donors and the effectiveness of the network partners in collaboration with FXI required a detailed evaluation.	Rosa Luxanburg Foundation on behalf of The Freedom of Expression Institute (FXI)
To undertake an Evaluation of the Freedom of Expression Institute	The purpose of this assignment was for Umhlaba to conducted an Institutional Eluation on the FXI and included in this process Umhlaba also undertook an Impact Evaluation of the work of the FXI that it was engaged in over the past few years.in South Africa	Hivos
Monitoring and Evaluation Impact Study	Umhlaba was contracted by the International Labour Organisation to undertake a Monitoring and Evaluation Impact Study on the Gender Equity Programme of the ILO. The work entailed a desk-top study that provided the basis for the report to the ILO	International Labour Organisation (ILO)

Evaluation of the AIDS Law Project	Umhlaba was contracted to conduct an Evaluation of the AIDS Law Project – the impact/consequences the project has had on its target population.	The AIDS Law Project
Evaluation of the work undertaken and the impact of these interventions	This assignment required an assessment of the internal functioning of the organisation with the aim of enhancing its efficacy, effectiveness and sustainability. The assignment also needed to assess the outcomes and impact of the work of Positive Muslims have amongst the Muslim communities of the Western Cape	Positive Muslims
Evaluation of the work of the organisation in the farming community of the Western Cape	Umhlaba was required to undertake a Monitoring and Evaluation process of the programme work of the organisation. This included the evaluation of the impact of the work within the stakeholder community that they served.	Women on Farms Programme (WFP)
Evaluation of the Topsy foundations	The assignment was to conduct an evaluations of all aspects of work that the Topsy Foundation has been involved with over five years.	The Topsy Foundation.
Review of the sustainability of LRAD Projects	The overall objective was to conduct a review that will assist the Department of Land Affairs, together with the Department of Agriculture, to make decisions regarding the future of the LRAD programme.	Department of Land Affairs (DLA)
Review of the CASP Programme	The contract required a detailed assessment of the efficiency and effectiveness of work undertaken by the CASP programme initiated by the Department of Agriculture. The work was rural based and required interaction with the recipient communities of the programme.	Department. of Agriculture (DOA)
Integrated Sustainable Rural Development Programme (ISRDP) Mid Term Review	Umhlaba was appointed to critically assess the design and roll-out of the ISRDS and ISRDP; review the delivery on the ISRDP as set out in the ISRDS; review the extent to which the programme is understood across the spheres of government for effective coordination and implementation; to review delivery against each objective as outlined in the Strategic Implementation Framework and to review the ISRDS against the delivery framework	Independent Development Trust (IDT)
Evaluation of the Integrated Sustainable Rural	Umhlaba was appointed to conduct an Evaluation of the ISRDP; specifically; to evaluate integration and coordination processes set in	Public Service Commission

Development Programme (ISRDP)	place to support the ISRDP (including assessing the appropriateness of mechanisms such as the coordination for a, task teams, M&E protocols, and the activities of the ISRDP unit of the DPLG) and to evaluate the poverty reduction impact of programmes and projects implemented under the ISRDP in the 13 nodal areas. This evaluation explores the relationship between integration and coordination processes and successes of the ISRDP in the nodes	
Evaluation and Project support of Refugee-rights cluster	Providing strategic M&E support to Atlantic Philanthropies partners in the Refugee Rights and Immigration Cluster	Atlantic Philanthropy Ongoing. ..0507
Evaluation of country interventions to Eliminate the Worst Forms of Child Labour in Anglophone Africa	Umhlaba conducted an end-of-project evaluation on an ILO-project that was addressing the Worst Forms of Child Labour in 5 countries (Zambia, Nigeria, Uganda, Kenya and Ghana). The evaluation was mainly focused on the impact of a 3-year funded project, although institutional issues related to the ILO were part of the evaluation.	International Labour Organisation
Evaluation of the Royal Netherlands Embassy funded projects	Umhlaba was part of a team that conducted an evaluation for the NMCF on their projects funded by the Royal Netherlands Embassy (RNE).	Nelson Mandela Children's Fund
Evaluation of National Paralegal Institute in South Africa	This was a mid-term review of the Training and Accreditation of Paralegals in South Africa (TAPSA) project that was assessing the design, relevance, efficiency, effectiveness, impact, sustainability and replicability of the project	TAPSA / Horizon T 3000
Evaluations of Dalit Movement in India	An evaluation of a social movement, in the form of a trade union that was taking up the issues to address discrimination and oppression of the Dalit ("untouchables") community in Andra Pradesh, India. The evaluation assessed issues of efficiency, effectiveness, impact and sustainability of the project.	Cordaid and Dalit Trade Union Movement
Evaluation of NISAA Women's Leadership and Development	The main objective of the evaluation was to assess the efficiency and effectiveness of NISAA in relation to its mission and objectives. This	NISAA / NOVIB

Programme	included the role and impact of volunteers. Furthermore it assessed specifically the impact of NISAA's different programmatic interventions.	
Evaluation of World Scouts Movement Capacity Building of National Scouting Organisations in Southern Africa	The purpose of the review was to trace the progress of the project and to find out whether the strategies used are the most appropriate ones to achieve the expected results. The countries in the Southern Zone of Scouting in Africa are: Angola, Botswana, Lesotho, Mozambique, Malawi, Namibia, South Africa, Swaziland and Zimbabwe.	World Organisation of scouts Movement
Evaluation of Surplus People's Project	The key purpose of the evaluation was to assess the impact SPP has had on the lives of its beneficiaries in terms of direct impact of its development projects and capacity enhancing/development of communities and indirectly through its involvement in advocacy and lobbying. In addition, to assess how successful SPP's evolving strategies and structures have been in responding to the changing context while simultaneously striving to fulfill its organisational purpose, vision and mission.	Surplus Peoples Project (SPP)
Governance Review for Irish Aid	Umhlaba was contracted to conduct a review of Irish Aid's governance programme in South Africa. The review involved consultations with key partners, stakeholders, and project participants.	Irish Aid
End of Project Review of the Alliance 2015 Yelula Namibia HIV/AIDS project	Umhlaba was contracted by Alliance 2015 (an alliance of seven European NGOs) to review its Yelula Namibia HIV/AIDS project. The review involved consultation with rural communities and stakeholders across Namibia, and the formulation of a review report.	Alliance 2015
Project Review of the Non-Profit Consortium	Umhlaba was contracted to conduct a review of the Non-Profit Consortium (NPC) in order to assist in future strategic planning.	NPC

A Review of North West NGO Coalition	Umhlaba was contracted to conduct a review of the NGO Coalition North West, in order to allow its major donors to assess impact. This involved reviewing the socio-economic, and development, context in North West, and consultation with provincial stakeholders.	North West NGO Coalition
A Review of the Presidents' Award READY Programme and development of a Monitoring and Evaluation Strategy	Umhlaba was contracted to conduct a review of the President's Award READY programme, which is a prison-based skills development programme for juvenile offenders. The key interventions were to review the impact of the programme on participants, prison staff and programme staff, and to develop a monitoring and evaluation system for future implementation in the programme.	President's Award
Mid-Term Review of he UNICEF Girls Education Programme	Umhlaba conducted a Mid-Term Review of the Girl's Education Programme of UNICEF. The key interventions were to identify and engage project stakeholders, and project partners, and to assess the extent to which the programme promoted impact, efficiency, effectiveness, and relevance.	UNICEF
External Evaluation of the SA Scouts Association	Umhlaba conducted an external evaluation of the SA Scouts Association for a Netherlands development donor, NOVIB. The key interventions were to identify and engage project stakeholders, and project partners, and to assess the extent to which SASA promoted impact, efficiency, effectiveness, and relevance.	NOVIB
Project Status Review of Gun Free South Africa	Umhlaba conducted a project status review of Gun Free South Africa for an Austrian Funder. The key interventions were to identify and engage project stakeholders, and project partners, and to assess the extent to which GFSA promoted impact, efficiency, effectiveness, and relevance.	HT3
External Evaluation of the Association for Rural Advancement	Umhlaba conducted an external evaluation of the Association for Rural Advancement in Pietermaritzburg. The key interventions were to identify and engage project stakeholders, and project partners, and to assess the extent to which AFRA promoted impact, efficiency, effectiveness, and relevance. A final report was produced and presented to the AFRA Board.	AFRA
External Evaluation of FAMSA	Umhlaba conducted an external evaluation of FAMSA Pmb. The project	FAMSA / NOVIB

Pietermaritzburg	involved the identification of and engagement with project stakeholders, and project partners, and to assess the extent to which FAMSA Pmb had promoted impact, efficiency, effectiveness, and relevance. A final report was produced and presented to the FAMSA Pmb Board.	
Evaluation of POWA (People Opposed to Women's Abuse)	The main objective of the evaluation was to assess the efficiency and effectiveness of POWA in relation to its mission and objectives (includes looking at staff, systems, strategy, leadership, etc), to assess the impact of POWA's work on the target group, and to assess the strategic positioning of the organisation in relation to the context within which it works.	POWA / NOVIB
National External Evaluation of the Black Sash	Umhlaba was contracted to conduct a review of the Black Sash in South Africa. The key interventions were to identify and engage project stakeholders, and project partners, and to assess the extent to which the Black Sash offices around the country met the principles of impact, efficiency, effectiveness, and relevance. A final report was produced and accepted by the Black Sash.	Black Sash
Evaluation of the North West and Kwazulu-Natal NGO Coalition Offices	Umhlaba was contracted to conduct a review of the North West and Kwazulu-Natal NGO Coalition Offices for Atlantic Philanthropies, the sixth largest Philanthropic Foundation in the world. The key interventions were to identify and engage project stakeholders, and project partners, and to assess the extent to which the offices supported met the principles of impact, efficiency, effectiveness, and relevance. A final report was produced and accepted by SANGOCO and Atlantic Philanthropies.	Atlantic Philanthropies
Evaluation of the Transkei Land Service Organisation	Umhlaba was contracted to conduct a review of the Transkei Land Service Organisation (TRALSO) for the Africa Groups of Sweden. The key interventions were to identify and engage project stakeholders, and project partners, and to assess the extent to which TRALSO met the principles of impact, efficiency, effectiveness, and relevance. A final report was produced and accepted by TRALSO.	TRALSO / Africa Groups of Sweden
Financial Review of InterFund	Umhlaba was contracted to implement a financial systems review of the South African grantmaker, the International Funding Consortium	Interfund

	(InterFund). The objective of the contract was to assess the efficacy and appropriateness of the financial systems within InterFund. A final report was produced and presented in workshop format to InterFund, who accepted the report.	
Best Practice Case Study of Business Development Services	Umhlaba was contracted by the Micro-Enterprise Alliance (MEA) to identify and document four case studies of Best Practice in the field of Business Development Services (BDS). Umhlaba presented the findings of the Project in regional seminars, and to an Enterprise Development conference in 2002	Micro-Enterprise Alliance
Review of the Joseph Rowntree Charitable Trust Programme in South Africa	Umhlaba was contracted to conduct a review of the Joseph Rowntree Charitable Trust Programme in South Africa. The key interventions were to identify and engage project stakeholders, and project partners, and to incorporate all interests and contributions in the design and collation of review outcomes, which will set the basis for further planning.	Joseph Rowntree Charitable Trust
Design of Emergent Agriculture Support Programme for Total SA	Umhlaba was contracted to formulate a strategy document for support to emergent farmers in South Africa for Total SA. The outcome was a strategy discussion document.	Total SA
Design of Masibambane Civil Society Strategy	Umhlaba was contracted to formulate civil society policy documents for the EU supported Masibambane Water and Sanitation Programme. The documents produced were a Discussion Document, a Civil Society Strategy Document, and a Civil Society Business Plan.	RDSN / DWAF
Output to Purpose Review of the SA San Institute for DFID	Umhlaba conducted an OPR of SASI in order to effect a redesign of the SAIS programme for the remainder of its grant cycle. The OPR produced detailed plans for SASI and DFID to proceed.	DFID
End of Term Evaluation of the Royal Netherlands Embassy Youth Programme	Umhlaba participated in an evaluation mission on the RNE's youth programme in South Africa. The key interventions were to identify and engage project stakeholders, and project partners, and to incorporate all interests and contributions in the design and collation of evaluation outcomes.	Royal Netherlands Embassy
End of Term Evaluation of AusAid's South Africa Gender and Violence Programme	Umhlaba participated in an evaluation mission on AusAid's Gender Violence Fund for South Africa. The key interventions were to identify and engage project stakeholders, and project partners, and to	Ausaid

	incorporate all interests and contributions in the design and collation of evaluation outcomes.	
Evaluation of Oxfam Belgium's South Africa programme	The main objective is to provide Oxfam Belgium with an assessment of its impact over the previous three years of the programme, its successes and weaknesses. The key interventions were to identify and engage project stakeholders, and project partners, and to incorporate all interests and contributions in the design and collation of evaluation outcomes.	Oxfam Belgium
End of Term Evaluation of the EU Conference, Workshop, and Cultural Initiative (CWCI) Fund's 3-year programme in South Africa	The main objective of the evaluation was to determine the impact and success of the project over a three year period, and to make recommendations for the future structure and orientation of the programme. The key interventions were to identify and engage project stakeholders, and project partners, and to incorporate all interests and contributions in the design and collation of evaluation outcomes. The outcome was an evaluation report and a three-year programme plan.	European Union
Evaluation for Bread for the World Project in Mauritius	Umhlaba was part of a team evaluating a programme and an NGO called "Mouvement pour l'Autosuffisance Alimentaire (MAA), which Bread for the World has been supporting for at least two funding periods. The main objective of the evaluation was to determine the impact and success of the project. The key interventions were to identify and engage project stakeholders, and project partners, and to incorporate all interests and contributions in the design and collation of evaluation outcomes. The outcome was an evaluation report.	Bread for the World
Social Services Review for the Igoli 2002 Process	The main objectives of the project were to identify existing social services in the 11 regions of the metro council; to identify gaps in the service; identifying best practice models and to make recommendations on how to fill the gaps that existed. The key interventions made were interviewing key stakeholders in the social service sector with regard to women, youth, disabled and aged. These were with government, parastatals, NGOs, and welfare organisations. An in-depth literature study and research into the different sectors outlined above and research into the best practice models. The project produced a Social	City of Johannesburg

	Service sector report identifying services, gaps and recommendations for effective social service delivery.	
Review of EcoCity Project as a Best Practice Example for Local Government Public-Private Partnerships	Umhlabla was contracted to review the experience of the Midrand EcoCity Project as an example of a successful PPP at local government level. The outcomes provided input to the restructuring of the Johannesburg Metro government.	Midrand Ecocity
Social Evaluation of the British Department For International Development (DFID) Project with the Northern Province Department of Agriculture and Environment.	The main objective was to develop the framework for a Social Plan for the Dept of Agriculture and Environment in the Northern Province. The key interventions were interviewing key stakeholders involved in the process and studying existing documentation. The outcome was a report with recommendations on a <i>Social Plan Framework</i>	DFID
Development Impact Study of Land Bank Step Up Micro-Loan Product	The main objective of the evaluation was to investigate the development impact of the <i>Land Bank Step Up</i> micro-finance product on clients of the Land Bank. The key interventions were the design of an assessment framework, conducting the research and assessments and producing a final report. The outcomes were the development impact assessment framework, the final research report and the review and redesign of the <i>Step-Up Project</i> .	Land Bank
A Feasibility Study Into Farm Based Development for the Land and Agricultural Bank of South Africa	The main objective of the study was to investigate the possibility of the <i>Land Bank</i> introducing indicators for measuring the beneficial impact of farm based development projects. The key interventions were the design of a research plan, conducting research into farm conditions, development priorities and projects and designing a monitoring framework. The outcomes were the final report and recommendations to the <i>Land Bank</i> , a monitoring framework and the launch of the Social Discount Product project.	Land Bank
National Land Committee Land Price Study	The main objectives of the assessment was to investigate the influences on land prices in South Africa and the impact of land reform on land prices. The key interventions were the design of a research plan; conducting the research; presenting the outcomes to a reference	National Land Committee

	group/conference and producing a final report. The outcomes were the final research report; the presentation to NLC Research Seminar and the issues were taken up by NLC in future advocacy.	
Strategic Review of SA NGO Coalition's Pro-Poor and Apartheid Budget Campaigns	The main objective was to review the impact and efficacy of the <i>SANGOCO Pro-Poor and Apartheid Debt</i> campaigns. The key interventions included the design of a review framework, conducting the review and presenting the outcomes. The most important outcomes of the review were the production of the final report and recommendations and the review and refocusing of the programmes and campaigns.	SA - NGO Coalition
Non-Profit Partnership Development Efficiency Study	The main objective of the study was to investigate and analyse the efficiencies and benefits contributed by NGOs in development delivery. The key interventions included the design of a research agenda, conducting research on analytical framework, selecting and analysing five case studies and the presentation of the outcomes. The most important outcomes were the final research report; the presentation of the study to the <i>National Tax Conference</i> and the issues identified are to be taken up in future NPP advocacy.	Non Profit Partnership
Management Review of Midrand Eco-City Project	The main objective of the project was to review, design and implement management systems for the <i>Midrand Eco-City Project</i> . The key interventions were to review the existing systems and design project and organisational management systems. The outcome was the project and organisational management manuals.	Midrand Ecocity

CUSTOMER / CLIENT SATISFACTION SURVEY

PROJECT	DESCRIPTION	CLIENT
To conduct a confidential Staff Satisfaction Survey	Umhlaba conducted a staff satisfaction survey of all Staff at the Matthew Goniwe School of Leadership and Governance. This included preparation of the evaluation tool in consultation with the School. The	Mathew Goniwe School of Leadership and Governance

	implementation was Web Based that ensured confidentiality of participants. The analysis of the survey was presented in graphic format including a detailed report with strategic suggestions as to how best to approach the findings.	
To conduct a confidential Staff Satisfaction Survey	Umhlaba conducted a Web Based, confidential survey on all staff of the Southern African Trust. The analysis of the survey was presented to SAT staff and management team. The outcomes also included strategic suggestions on how to approach the findings and suggestions on implementation.	Southern African Trust (SAT) Current
STRATEGY, PLANNING AND PROJECT DESIGN		
PROJECT	DESCRIPTION	CLIENT
Research into the effect that Red Tape has on the KZN economy.	Umhlaba was awarded the contract to conduct detailed research into the effect that Red Tape has on the KZN economy. An in depth analysis was first undertaken into the effectiveness of the implementation of previous studies in selected municipalities. The scope of this assignment is to undertake a much more comprehensive study of the effects of Red Tape on the entire economy of the KZN province.	Department of Economic Development and Tourism-KZN and the Ethekwini Metro
Richmond Special Development Initiative	The Richmond Special Development Initiative was awarded to a consortium of companies. Umhlaba provides Project Management Support to the Programme. Key activities include the Training and Capacity Building for Municipal Councillors, Ward Committees, Municipal staff, Community Based Co-operatives and Small Medium Micro Enterprise businesses in 12 Municipalities in Kwa Zulu Natal.	Department of Economic Development and Tourism-KZN
Development of a Human Resource Development Strategy	Umhlaba was contracted to do a review of existing policies and procedures relating to Human Resource needs of the Metro Council. The project required a detailed review of all departments within the council. The HR procedures were then revised, developed and re-written in accordance with appropriate legislation and organised labour	Ekhureleni Metro Council Current

	agreements.	
Facilitation, Management and Support for the national Youth	The YDN required that Umhlaba play a strategic role in the Facilitation and Management Support at their national conference. The out comes of this was to develop Youth Strategies and responses to issues relating to youth in South Africa broadly.	Youth Developing Network (YDN)
Management Support and Project Design	Umhlaba was contracted to assist the Civil Society NGO Coalition from the Southern African Development Community –in their preparation to respond to issues that affected the SADC. This entailed individual, preparatory visit to all the participating countries, Civil Society Coalitions structures. This inturn culminated in a conference in Mauritius of all coalition structures aimed at concretising their responses to the Head of State meeting in Mauritius as well.	Southern African Development Community – Civil Society-NGO Coalition Ongoing
Project Design	Umhlaba was awarded the contract to undertake an evaluation of all Area Based Plans, this is to lead to the development of a Comprehensive Rural Development Programme for the department. The project is undertaken with the support from the Austrian Development Agency	Department of Rural Development and Land Reform
HIV/AIDS mitigation planning in the DFID CMTP programme	Umhlaba was awarded a contract to facilitate HIV/AIDS strategy and mainstreaming within eight municipalities participating in the DFID Consolidated Municipal Transformation Programme (CMTP). The project involves situational analyses, stakeholder consolation and institutional formation, and strategy development.	Department for International Development (UK) (DFID) and the Department of Provincial and Local Government South Africa (DPLG)
South Africa Decentralisation Strategy for the Austrian Development Agency	Umhlaba was contracted to design a South Africa Decentralisation Strategy for the Austrian Development Agency. The project involved the development of a situational analysis, consultation with key stakeholders and the drafting of a multi year strategy for the Austrian Development Agency.	Austrian Development Agency
Design of Southern Africa Land Programme for the Austrian Development Agency	Umhlaba was contracted to design a Southern Africa Land Programme for the Austrian Development Agency. As part of this project country studies of land reform in Namibia, Mozambique and Zimbabwe were	Austrian Development Agency (ADA)

	conducted, and impact reviews of land sector NGOs funded by ADA were undertaken. From this a regional land review was produced for discussion with the ADA. Programme formulation is developed based on these discussions.	
Formulation of Phase 2 of the Alliance 2015 Yelula Namibia project	Umhlaba was contracted to developed the project plan and application to the European Union for Phase 2 of the Alliance 2015 Yelula HIV/AIDS programme in Namibia for the period 2006-2008.	Alliance 2015
Facilitation and design of a joint CARE South Africa/ CARE Austria integrated water services project	Umhlaba facilitated and designed a joint CARE South Africa/ CARE Austria integrated water services project promoting multiple use systems for water that reduce poverty and advance human rights in rural South Africa. Umhlaba facilitated two design sessions with project partners and drafted the implementation logic of the proposal. Formulated the first draft of the Project application to the EC and provided advisory services to CARE SA and CARE Austria in the final drafting of the application.	CARE South Africa
Design of a Farmworker Housing Policy for the National Department of Housing	Umhlaba was awarded a tender to design a Farmworker Housing Policy for the national Department of Housing. The project involved a situational analysis and stakeholder review; the development of draft programme proposals; liaison and discussion with department and rural housing task team and stakeholder consultation on these proposals; development of final programme document and implementation framework.	National Department of Housing
Alfred Nzo District of the Eastern Cape. Formulation of a Municipal Communication Project.	Umhlaba was contracted to formulate a Municipal Communication Project in Alfred Nzo District of the Eastern Cape. Following a situational analysis and stakeholder consultation process, and in close consultation with the Eastern Cape Premier's Office and Department of Housing, Local Government and Traditional Affairs in the province, undertook formulation of a municipal communication project with Alfred Nzo District.	Austrian Development Agency
Eastern Cape Municipal Youth HIV/AIDS Strategy Development	Umhlaba was contracted by UNICEF to assist three municipalities in the Eastern Cape (Buffalo City; Mhlontlo; and Umzimvubu) to develop HIV/AIDS mitigation strategies for youth.	UNICEF
Johannesburg Mayoral	Umhlaba was contracted by the City of Johannesburg to formulate a	City of Johannesburg

HIV/AIDS Fund Design	framework for a Mayoral HIV/AIDS Fund under the auspices of the Executive Mayor.	
Facilitation of strategic planning and formulation of a programme strategy for the Karoo Centre for Human Rights (KCHR)	Umhlaba facilitated a strategic planning session with the KCHR and formulated programme proposal for an accredited rural paralegal practitioners training programme. Provided direct assistance to the organisation with the preparation of funding applications	Karoo Centre for Human Rights
Development of the Limpopo Provincial Crime Prevention Strategy	Umhlaba was responsible for the development of the Provincial Crime Prevention Strategy for Limpopo Province in South Africa. The client was the Department of Safety, Security and Liaison in the province. The project involved the research, co-ordination and facilitation of a broad-based consultative process required for the development of a policy that is both proactive and responsive to the contextual demands.	Limpopo Department of Safety, Security and Liaison
Formulation of decentralised municipal support project in Blouberg Local Municipality in Limpopo province	Following a situational analysis and stakeholder consultation process, and in close consultation with the Limpopo Premier's Office and Department of Housing and Local Government in the province, undertook formulation of a decentralised municipal support project for Blouberg local municipality.	Austrian Development Agency
Gun Free South Africa Project Formulation for HorizonT3000	Umhlaba conducted a project formulation exercise for an Austrian Donor, HorizonT3000 for the Gun Free South Africa national project.	HorizonT 3000
Planning Facilitation of the Presidential Emergency Plan for Aids Relief (PEPFAR)	Umhlaba facilitated the inter-US agency planning for the PEPFAR process for the US Government agencies in South Africa.	USAID
Project Formulation of three Social Development Projects for the Flanders Government	Umhlaba conducted three project formulation exercises for the Flanders Government in South Africa. The Projects were designed for a three-year period, and are to be implemented in Kwazulu-Natal, Free State, and Limpopo provinces.	Flanders Government
Facilitating a National Civil Society Design Consultation Process for the European Union's MIP Strategy for 2003-	Umhlaba was contracted to facilitate consultations with civil society representatives across South Africa to assist in the review and design process for the European Union's country strategy for its Multi-Indicative Programme for 2003-2006. The recommendations emerging from the	EU / Interfund

2006	process have been incorporated in the draft MIP logframe for this period.	
Restitution Verification and Post-Settlement 3 Year Action Plans	Umhlaba was contracted to draft three-year action plans for the Verification and Post-Settlement phases of Restitution. The process involved extensive consultation, and facilitated workshops with the Land Claims Commission. The outcomes were two detailed Action Plans upon which Belgium Government support will be based.	Belgium Government / Land Claims Commission
Project Formulation of three Social Development Projects for the Flanders Government	Umhlaba conducted three project formulation exercises for the Flanders Government in South Africa. The Projects were designed for a three-year period, and are to be implemented in Kwazulu-Natal (Local Government Capacity and Support), Free State (Department of Welfare Domestic Violence Project), and Limpopo (Water and Sanitation Project) provinces.	Flanders Government
Project Formulation of the National Paralegal Institute Project (2003-2005)	Umhlaba facilitated a three-year project formulation process for HorizonT3000, an Austrian development donor. The project involved facilitation of a strategic planning process, and the formulation of the project according to the integrated framework approach ("logframe").	HorizonT 3000
Planning Facilitation of USAID Education Strategy 2004-2005	Umhlaba facilitated the planning process for the SO2 (Education) of the USAID Mission in South Africa for 2004-2005. The process entailed undertaking a preliminary planning process, consultation with partners and stakeholders, and finalising a Revised Strategy and Activity Plan.	USAID
Planning Facilitation for C.S. Mott Foundation Strategic Plan for 2003-2007	Umhlaba facilitated the development of a five-year strategic plan for the South African programme of the Charles Stewart Mott Foundation, and international grant-maker. The outcomes were a revised strategy and implementation plan for the period 2003-2007.	C.S. Mott Foundation
Planning Facilitation of USAID HIV/AIDS Strategy 2004-2010	Umhlaba facilitated the planning process for the SO3 (Health) of the USAID Mission in South Africa for 2004-2010. The process entailed undertaking a preliminary planning process, consultation with partners, customers and donors, and finalising a Strategic Plan for submission to USAID-Washington.	USAID
Developing Masibambane Project Civil Society	Umhlaba was contracted in 2001 and 2002 to develop a national position paper on the involvement and strengthening of civil society for	DWAF / RDSN / EU

Position Paper and Strategy for DWAF	the Masibambane Programme of the Department of Water Affairs and Forestry. The project involved identifying all relevant interests and positions, and to manage a process of drafting a practical position which DWAF could take forward in its implementation of the programme. Following the adoption of the position paper, Umhlaba has been contracted to formulate a Strategic Document, and national Business Plan for civil society's involvement in Masibambane.	
Project Formulation of five Social development Projects for the Flanders Government	Umhlaba conducted five project formulation exercises for the Flanders Government in South Africa. The Projects were designed for a three-year period, and are to be implemented in Kwazulu-Natal and Limpopo province.	Flanders Government
Design of Belgium Government Support for the SA Government TB/HIV Programme (2002-2006)	Umhlaba participated in a project formulation mission to plan the Belgian Government's support to a national TB/HIV Pilot programme over a five-year period. The outcome was a detailed project formulation document, incorporating a strategic plan with partner input.	Belgian Government
Formulation of a Marketing and Advocacy Strategy for the Youth Development Network	Umhlaba was commissioned by the Youth Development Network (YDN) to develop a marketing and advocacy strategy for the period 2003-2006. The process involved consultation with stakeholders and members to define key objectives, strategies, activities and budgets for the strategy.	Youth Development Network
Design of USAID Civil Society Strengthening Programme (CSSP)	Umhlaba assisted USAID in designing a five-year Civil Society Strengthening Programme intended to support the role and growth of capacity of the civil society sector in South Africa. The process involved extensive consultation, and resulted in a specific programme strategy adopted by USAID.	USAID
Strategic Planning Facilitation for Organisations	Umhlaba has conducted numerous strategic planning sessions for donor and NGO clients.	SANGOCO

RESEARCH AND POLICY DEVELOPMENT		
PROJECT	DESCRIPTION	CLIENT
Conduct Research into ILO Projects	Umhlaba was contracted to conduct a Base Line Study into all the ILO awareness campaign projects.	International Labour Organisation (ILO)
Conduct a parallel research activities for the SETA	Umhlaba was contracted to establish the training profile of the Labour Recruitment Industry using the SAQA registry of National Qualification Framework (NQF) qualifications and unit standards guidelines. The purpose was to understand the skills and qualifications across the economy. This is to enable the SETA to plan appropriate training interventions in future	Services - SETA
Research and Facilitation on CJC Strategy	Umhlaba was contracted to undertake a detailed research into strategy documents with the view of facilitating a staff workshop on the key documents. The outcome should be a Strategy Document for the CJC	Central Johannesburg College (CJC)
Policy Research and Development	Umhlaba was contracted to provide Technical Assistance to the Department of Labour. The purpose of this was to design policies, systems and structures aimed at enhancing skills development systems and learning for occupational competence as part of a Review of the National Qualifications Framework design and development of the QCTO.	Department of Labour and the GTZ
Policy and Strategy Development	Umhlaba was appointed to finalise the 2006/2007 provincial and sector planning documents to formulate and finalise provincial and sector plans for NW EPWP for the years 2007/2008 and years 2009/2010 ..	North West Government – Expanded Public Works Programme (NW- EPWP)
Research into the Transport SETA its needs, constraints to delivery and proposals to remedy this	Detailed overview of the skills needs of the Transport Industry sub-sectors. Including an analysis of the skills constraints faced by the industry. Umhlaba was to propose interventions to counter thie constraints that the industry faces.	The Transport SETA
Developing a Child Rights Framework for Land Reform Implementers	Umhlaba was appointed to conduct research into and develop a framework on children's rights issues within the context of land reform for the Gender Unit of the Department of Land Affairs.	Dept. of Land Affairs In final stages

BIOTA 11 Academic Research	To undertake the research and development scheme titled ; “Integrating Innovations, Policy Interventions, stakeholders into governance patterns for Biodiversity Conservation”	Philipps University of Marburg. December 2007 – March 2010 Current
Research and Policy Development into Foster Care Protocols.	Umhlabas’ task was to conduct detailed research into the area of foster care in the country. The research served as a basis for the development of a comprehensive, Foster Care Protocol Framework. The Department of Social Development plans to implement the Protocol Framework on a National Basis	National Department Of Social Development.
Research into the effect of Low Interest Loans on the Developing Media	To undertake a national research project into the effect of Low Interest Loans and its impact in promoting diversity and the development of emerging media organisations in South Africa.	Media Diversity and Development Agency.
Development of Human Procedures	Developing a policies and procedures manual, incorporating, job descriptions, performance management plans etc.	Tshwarang.
Policy Development Training	Development of customised training on Policy Development to meet the specific needs of the organisation	Ithembalabantu Community Resource Centre 0507
Gender Mainstreaming in the Public Service	Umhlaba conducted a study to assess the extent to which gender mainstreaming was being implemented in government departments. Two provincial departments per province and 6 national departments were selected as the sample.	Public Service Commission and GTZ
Audit of Home Based Community Caregivers	Umhlaba conducted a national audit to identify caregivers that are involved in home community based care. This was part of the Social Development Expanded Public Works Programme that was addressing the need to train caregivers so that caregiving could be seen as a viable job opportunity.	National Department of Social Development
Johannesburg Inner City Infrastructure Survey	Umhlaba conducted an inner city infrastructural survey for GIS mapping for Kagiso Urban Management, in turn contracted by the City of Johannesburg.	KUM
Formulation of Good Practice Papers for Centre for Public Service Innovation	Umhlaba was contracted by the CPSI in 2004 to compile two papers on good practice in safety and security institutions with regard to community crime prevention initiatives	CPSI

Review of the Housing Programme for Farm Workers	Umhlaba was contracted to undertake a situational analysis of government housing policy towards specific categories of rural beneficiaries, focussing on farm workers. This involved a general review of different Departmental programmes for farm workers, and emphasised the elements of difficulties of access.	National Department of Housing
Formulation of Good Practice Papers on Community Crime Prevention and Sector Policing	Umhlaba was contracted by the CPSI in 2004 to compile two papers on good practice in safety and security institutions with regard to community crime prevention initiatives.	Centre for Public Service Innovation
Impact Assessment of the NPO Act	Umhlaba was awarded the contract to conduct a national assessment of the NPO Act of 1997 for the Department of Social Development. The project involved an assessment of how government departments and civil society have been impacted upon by the Act, as well as how they support it. Over seven hundred interviews were conducted by Umhlaba during this study.	Department of Social Development
A Socio-Economic Profile of North West Province for the Are Ageng Forum	Umhlaba was contracted by Are Ageng to conduct a socio-economic profile of the North West. This was to assist the Forum to develop appropriate action plans to support development and address poverty in the province. Umhlaba also provided planning support to the Forum.	Are Ageng
Review of Community Crime Prevention initiatives	Umhlaba was contracted to conduct a national review of community crime prevention initiatives, in order to provide input to policy revision and training programmes for SAPS and community safety agencies. Umhlaba was awarded three linked contracts from the Public Service Commission, German Technical Cooperation, and the City of Johannesburg.	Public Service Commission GTZ City of Johannesburg
Social Services Situational Analysis	Umhlaba was contracted by the City of Johannesburg to conduct a social services situational analysis across the 11 regions of the City, in order that a policy implementation framework could be developed and implemented.	City of Johannesburg
Social Services Framework	Umhlaba was contracted to develop a Social Services Framework that would guide the way social services should be implemented across the	City of Johannesburg

	City.	
NPO Tax Legislation Net Benefit Analysis	Umhlaba was contracted by the US Agency for International Development to research the net benefit accruing to NPOs as a result of the promulgation of the tax reform laws of 2000. The project involved a national quantitative study resulting in the compilation of a national database on NPOs registered with the Department of Social Development.	USAID

MANAGEMENT, INSTITUTIONAL SUPPORT AND ORGANISATIONAL DEVELOPMENT

PROJECT	DESCRIPTION	CLIENT & STATUS
Lesotho Training and Development Needs Analysis Programme	Umhlaba was contracted to undertake a Training and Development Needs Analysis Assessment of Local Government districts in Lesotho.	A.R.S. Progetti – Belgium on behalf of the Government of Lesotho.
Evaluation and Project Support of the Refugee-Rights Cluster	Umhlaba provided Strategic M&E support to Atlantic Philanthropie's partners in the Refugee Rights and Immigration Cluster. This work will also look at the Xenophobic attacks that happened in South Africa recently. Umhlaba will comment on the effectiveness and appropriateness of the strategies used by the cluster and make recommendations.	Atlantic Philanthropy. This is a Twenty -Four month programme ending December 2009. Value app.R610k
Capacity Building Training for community based organisations in the Limpopo Province	Umhlaba was contracted by World Vision South Africa to develop and facilitate targeted and appropriated training material, on Financial Management, how to write an Organisation Constitution, Strategic Planning, and assistance in the registration of NGOs' for rural communities in the Limpopo province.	World Vision - South Africa
Training Materials Development.	Umhlaba was contracted by National Treasury – Technical Assistance Unit to develop training materials and the facilitation thereof to officials from the provincial government of Mphumalanga. The programme was, in support of their, Capacity Building Programmes in all government	National Treasury –Technical Assistance Unit

	departments.	
Development of Human Resource Development Strategy	Research into the Human Resource needs of the organisation and the development of an appropriate HR strategies and develop a policy and procedures manual	Tshwarang
SADC -Civil Society NGO	Project Management and facilitating civil society response to Heads of State meeting Mauritius	SADC 0507
Monitoring, Reporting and Learning Project	This is the first phase of a capacity building project to assess the needs of partner organisations of Diakonia and NCA. The Capacity Index that was developed by Umhlaba is being used as the main tool in these assessments.	Diakonia and Norwegian Church Aid
Management Support to the Gauteng Provincial Structure of Black Sash	Umhlaba was contracted to provide interim executive management services to the Gauteng Provincial office of the Black Sash.	Black Sash 2004-5
Management Support to Set Up a Pro-Active Research Unit in the Independent Complaints Directorate	Umhlaba was contracted by the ICD and Open Society to assist the ICD in designing and establishing a pro-active research unit in its national structure. Activities included business planning, securing resources from Treasury, and recruiting and inducting appropriate personnel.	Open Society / ICD 2004-5
Policy and Procedure Manual	Assisting a new grant making organisation to develop policies and procedures In developing this manual all the laws that impact on organisations operating in South Africa had to be taken into account. In addition, the practices of local NGO's and development organisations were used as a basis from which to work, with a number of policies drawn from this sector and adapted to suit the organisation.	Southern African Trust
Adopting an Organisational Development Approach to gender	G@W was established to work with organisations to review why gender mainstreaming was not working and to adopt an organisational development approach to gender. Umhlaba worked with CSVr Gender Unit for a period of 18months to assist them in reviewing how they approach work around gender.	Gender at work / CSVr
Management Services for the Local Government and Water Sector Education and Training Authority (LGWSETA)	Umhlaba was contracted to provide management support to the LGWSETA in 2003. An Umhlaba director, Adv. Pearce, is assisting the SETA to establish a sustainable basis for the functioning of a three-year plan and to develop management structures appropriate for the overall	Local Government and Water Sector -SETA 2003

	management of the SETA and its programmes.	
Management Services for the Metal, Engineering and Related Services Sector Education and Training Authority (MERSETA)	Umhlaba provided management support to the Metal, Engineering and Related Services Sector Education and Training Authority (MERSETA) from 2001-3. An Umhlaba director, Adv. Pearce, played the CEO role for the MERSETA during this period. The major objective of this project was to establish a sustainable basis for the functioning of a three-year plan and to develop special educational projects for MERSETA.	MERSETA 2001-3
Strategic Assistance to the Senior Management at the Land and Agricultural Bank of South Africa	This project involved the provision of ongoing full-time support service to the CEO, and acting CEO of the Land Bank, and co-ordinating project areas on behalf of senior management. Through this support programmes dealing with employment equity, skills development and product development were formulated and implemented.	Land Bank 1999-2001
Organisational policies and systems development for organisations	Umhlaba has assisted many organisations to improve organisational policies and systems. These Services include: Human Resource Policies; Salary Structures; Board Training and systems; Membership Policies; Grievance Procedures, Standard Operating Procedures, etc.	Sample Clients: Aids Consortium; SANGOCO; EJNF; Are Ageng; EIS Africa; Freedom of Expression Institute; Midrand Ecocity Project; SA Catholic Bishops Conference; Gun Free South Africa; AREPP; RHRU
Financial Management and Administration Assistance to organisations	Umhlaba has assisted many organisations to improve financial management and administration. These Services include: Financial management, bookkeeping, auditing, training, payroll, financial interventions and reports, systems implementations.	Sample Clients: SA NGO Coalition; Centre for Applied Legal Studies; National Progressive Primary Health Care Network; Non-Profit Partnership; NISAA Women's Institute; National Community Radio Forum; Community Law and Rural Development Centre; Interfund

Training Programme to Build Capacity to Manage Attrition in SSAJ Institutions in Malawi	Umhlaba developed the training manual and also provided an orientation to the co-facilitator from Malawi. The training was jointly conducted with Umhlaba as lead facilitator and focused on building the capacity of the Human Resource Managers in Managing Attrition in the Workplace.	DFID and the Malawi Safety, Security and Access to Justice Institutions.
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PROGRAMME AND FUND/GRANT MANAGEMENT

PROJECT	DESCRIPTION	CLIENT & STATUS
Programme Management of the AusAid Gender Violence Fund	Umhlaba currently manages the Gender Violence fund of the Australian Aid Agency (AusAid). This involves appraisal of proposals, monitoring of grantee progress, consolidation of reports, and capacity building with grantees.	AusAid
Management of the Land Restitution Trust Validation Campaign	As a result of the success of the previous contract, Umhlaba has been contracted to manage the Land Restitution Validation Campaign on behalf of government. This project involves the administration, management and financial management of the <i>Validation Campaign and Review</i> .	Belgium Government / Land Claims Commission
Management of the Land Restitution Trust	The Project involved the management and administration of the Trust, and its budget - which exceeded R22 million in the period 1997 – 2000. This demanded a high degree of accountability and control on behalf of government and donors to the Trust. The administration of the Trust involved, regular and timely financial reporting, the development of systems for income and expenditure for the Trust, management of accounts, maintenance of records, liaison with Trust stakeholders, and overseeing the Trust audit.	Belgium Government / Department of Land Affairs

PROJECT MANAGEMENT		
PROJECT	DESCRIPTION	CLIENT
Operational Assistant to Land Claims Commission on Land Verification Project	Umhlaba was awarded the tender for provision of project management assistance to the Land Claims Commission on the Belgian Government supported land verification project. The project involves coordination between regional land claims commissioners, overseeing of service providers, and overall project monitoring.	Department of Land Affairs 0507
Social Economic Development Cluster Project Manager for the Alexander Renewal Project	Umhlaba was contracted for a three-year period as social economic development cluster Project Manager for the Alex Renewal Project (ARP). The social-economic development cluster comprises the areas of Health, Welfare, Education, Sports, Recreation, Arts, Culture and Heritage, Local Government Capacitation and Local Economic Development. The major objective of the contract was to coordinate the projects in the cluster (about 50 projects) and oversee the effective provision and enhancement of social services to Alex residents as part of the overall ARP. The Project Manager also coordinated the implementation of the Youth and HIV/AIDS Strategy of the ARP.	Gauteng Provincial Government
Project Coordinator for the Hillbrow Centre of Excellence Health Precinct	Umhlaba was contracted to facilitate the business planning phase of the Hillbrow Centre of Excellence Health Precinct Project, undertaken by the Reproductive Health Research Unit of the Wits Health Consortium and the City of Johannesburg. The objective of the Project was to facilitate project formulation into a business plan for the Project implementation phase.	Reproductive Health Research Unit
Management of the Land Restitution Trust Validation Campaign	As a result of the success of the previous contract, Umhlaba has been contracted to manage the Land Restitution Validation Campaign on behalf of government. This project involves the administration, management and financial management of the <i>Validation Campaign and Review</i> .	Belgium Government / Land Claims Commission
Management of the Land	The Project involved the management and administration of the Trust,	Belgium Government /

Restitution Trust	and its budget - which exceeded R22 million in the period 1997 – 2000. This demanded a high degree of accountability and control on behalf of government and donors to the Trust. The administration of the Trust involved, regular and timely financial reporting, the development of systems for income and expenditure for the Trust, management of accounts, maintenance of records, liaison with Trust stakeholders, and overseeing the Trust audit.	Department of Land Affairs
Project Management of the Paralegal Training Project for HorizonT3000	Umhlaba provided grant project management for HorizonT3000 support to the Paralegal Training Project. The services included monitoring and evaluation, capacity building, and project oversight and reporting.	HorizonT3000
Project Management of Phase 1 of the Alexandra Tourism Development Project	<i>Umhlaba</i> acted in a project management capacity for the initial planning phases of the Alexandra Tourism Development Project. The short-term objectives of this project were to set the basis for the implementation of the Project in the medium-term. This was successfully done, and the Project has moved into subsequent phases under the management of the <i>Heritage Agency</i> .	Heritage Agency
Project Management of a National Rural NGO Capacity Building Programme	The main objectives were to design and manage a Department of Land Affairs capacity building project for the sixteen organisations of the Rural Development Services Network in conjunction with the National Land Committee. The key interventions included the design of a project plan; facilitating affiliate participation in project; designing training and activities for 200 staff of affiliate organisations; managing budgets; narrative reporting and project reviews. The outcomes have included the successful completion of training courses; increased skills proficiency and programmes and systems designed for community support.	Rural Development Services Network / Department of Land Affairs
Cradle of Humankind World Heritage Site Public Participation Management	<i>Umhlaba</i> , as part of the <i>Heritage Agency</i> consortium, was responsible for coordinating and implementing the public participation component of the Cradle Of Humankind World Heritage Site master-planning phase. The objectives were to ensure that all interests of role-players were identified and incorporated into the project design. The key interventions included the drafting of a public consultation plan; identifying role-players and facilitating stakeholder consultations; coordinating public liaison with	Gauteng Department of Agriculture, Conservation, Environment, and Land (DACEL)

	technical implementation agents and liaison with and reporting to <i>DACEL</i> . The most important outcomes included the participation of role-players in Project; a stakeholder database; public awareness and media products and the effective technical planning public consultation exercises.	
Management of the Design Process of a Social Discount Product for the Land and Agricultural Bank of South Africa.	The main objectives of the project were to design and roll out a product for the Land Bank to provide incentives for its 25 000 clients to implement development projects with farm workers and dependents on their farms. The key interventions were the drafting of a product framework; facilitating client and stakeholder consultations; designing <i>Social Discount Product and Roll-Out Systems</i> ; training and capacity building of <i>Land Bank</i> branch staff and budgeting and costing of product. The most important outcomes were the product design and documentation; IT and Administrative Systems; Trained Land Bank Branch staff; Pilot projects identified and initiated and the Product pilot has been successfully launched.	Land and Agricultural Bank of South Africa
SKILLS DEVELOPMENT AND TRAINING		
PROJECT	DESCRIPTION	CLIENT
Training of Malawi Civil Service in HIV/AIDS mitigation	Umhlaba was contracted to provide training to 50 Malawi civil service managers in HIV/AIDS mitigation. The training covered orientation, human resource strategies, and planning mitigation strategies.	DFID Malawi
Logical Framework Approach (LogFrame) Training for the National Development Agency, and Interfund	Umhlaba has conducted training sessions for the programme staff of the National Development Agency, and the International Fundraising Consortium (Interfund), in the Logical Framework Approach (“Logframe”) to Project Cycle Management.	National Development Agency / Interfund
Proposal and Report Writing Training for the Women’s Leadership Network	Umhlaba conducted training for 30 selected representatives of the Women’s Leadership Training Programme on proposal and report writing. The outcomes of the training were improved reporting on activities.	WLTP

Financial Management Training for Non-financial Managers for Interfund/European Union Project Partners	Umhlaba was awarded the tender to provide Finance Management training for non-financial managers as part of Interfund's skills development programme. This programme forms part of the Interfund's EU funded capacity building workshop, aimed at enhancing the organisational capacity of partner organisations.	Interfund
Needs Assessment Survey of the Training Needs of Affiliates of the Aids Consortium	This involved conducting a needs assessment of capacity building needs of a sample selection of affiliates of the Aids Consortium in Johannesburg. The outcome was a report to assist in planning the capacity building programme interventions of the Consortium in its membership Support Programme.	Aids Consortium
Training for Land Bank Personnel on the Land Redistribution and Agricultural Development (LRAD) Grant	The objectives of this project was to design, develop and present a training course on the LRAD Grant to selected Land Bank branch staff through five regionally based training sessions. The most important outcome of the project was to enable the staff to administer the LRAD Grant.	Land Bank

EVENT MANAGEMENT

PROJECT	DESCRIPTION	CLIENT
Conference Against Racism Reportback Forum	Umhlaba convened a national Conference Against Racism reportback in July 2003 for the World Conference Against Racism (WCAR) Secretariat. The event consisted of a gala dinner, and conference proceedings for 120 participants in Johannesburg.	Anti-Discrimination Forum
USAID Health Partners Meeting	Umhlaba convened and assisted with the facilitation of the USAID Health Programme partners meeting at Emerald City in Gauteng in 2003. The meeting took place over three days and involved 100 participants.	USAID
European Union (EU) Civil Society Consultation Workshops	Umhlaba conducted three national consultative workshops involving civil society and donor participants for the European Union in 2002. The total number of participants was 120.	Interfund / EU

Belgian Government- Department of Health National TB/HIV Consultation Workshop	Umhlaba convened a national consultative workshop for the Belgian Government and National Department of Health in early 2002. The workshop involved senior Department managers and selected donor participants. The number of participants were 80.	Belgium Government
Land and Agrarian Reform Conference	Umhlaba facilitated and coordinated a national <i>Land and Agrarian Reform Conference</i> involving 260 participants in 2000. The Conference involved officials from the Ministry of Land and Agriculture, and the departments of Agriculture, Land, and Water Affairs, as well as academics, donors and civil society.	NLC/PLAAS