



2007 – 2008 M&E report

INTRODUCTION

The Southern Africa Trust has delivered fully on 87% of its activity outputs, partially in 9% of the outputs, and not delivered on 3% of its output in its second year of operation. Delivery has been exceeded in two outputs. This is an improvement on last year where 100% of delivery was achieved on 82% of the outputs.

In the period under review April 2007 to March 2008 the organisation has grown from strength to strength. Some of the key organizational development strengths in the year are:

- Development of a capacity building and grants strategy to make explicit the work undertaken and lessons learnt in the first year
- Increased operational independence from the Development Bank of Southern Africa (DBSA) with the establishment of its own offices and the internalisation of all the functions except for final payments and payroll administration
- Development of its governance structure with the expansion of the Board
- Diversification of its funding base with one new major donor (CIDA), additional small grant funding received from five other donors (SDC, CIDA, Oxfam, ActionAid, TrustAfrica), future partnership offers from one additional donor (NZAID), and the launch of the Trust's first seasonal direct-from-public fundraising campaign
- The further development of its M&E systems including the development of a corporate management and unit monitoring and evaluation (M&E) dashboards and a Board governance dashboard
- The development and implementation of a matrix management system to strengthen the country knowledge base and liaison functions of the whole team and to improve the corporate capacity to manage the Trust's grants portfolio

Programmatically the strengths in this period have been:

- Focus on selected key thematic areas and the development of these areas through commissioning research and position papers
- Coordination of civil society policy input on regional poverty issues with support for national policy dialogue in all 14 Southern African Development Community (SADC) countries and successful efforts to establish platforms to improve coordination of business, NGOs, trade union, and faith based groups at the regional level
- Expansion and convening of the poverty-related policy development network across the region including every country and the identification and convening of 13 national government focal points on poverty reduction strategies
- Expansion of the Trust's primary networks to include the private sector, a focus in this years' networking

Institutionally the main weakness has been the slow development of the grants documentation system and capacity to maximize the impact of the work of several grant partners. A key question that has been raised and that will need to be unpacked in the coming year is whether the initiatives and capacity of the Trust are still aligned.

Programmatically the weakness has been the capacity of the organisation to at once retain its overall strategic focus while at the same time maintain a broad regional network and presence, particularly in respect of its grant partners, and also work at a national level with legislatures on their role in regional issues.

This report provides details of all the activities and outputs. Those outputs that have not been delivered or only partially delivered are highlighted in red. The report is structured around the Southern Africa Trust's key objectives. These record performance against outputs in the table. In addition, a narrative demonstrating the impact or outcome of the Trust's work is captured at the beginning of each of the strategic objectives. While it is not possible (and it has not been planned) to fully measure the impact of the Trust's work after only 24 months of operation, as the case studies in each section demonstrate, the Trust is already making a significant impact and beginning to deliver on its longer-term outcome indicators.

1. CAPACITY BUILDING

The Trust has defined building the capacity of the civil society sector as one of its five strategic thrusts. The aim is to strengthen the knowledge base, skills, credibility and networking capabilities of partners. A baseline study in 2006 found 70% of respondents did not have a good knowledge of regional process. In its first year the Trust's work focused on building the knowledge base about regional policy development processes within targeted partners and their networks. In the year under review, the Trust recognized it was not possible to sustainability build the capacity of the sector in the absence of an explicit capacity building strategy that provides integrated long-term institutional support to key civil society organizations (CSOs). The first step was to commission institutional assessments of key regional partners. These confirmed the need for a comprehensive programme of institutional support. This required internal capacity within the Trust to support the programme. Consequently, the Trust employed a capacity building coordinator within its Regional Poverty Observatory team. This person, together with the grants team is tasked with implementing the capacity building strategy including:

- Providing institutional, technical and financial support to key regional civil society apex organisations for sustained policy work at the regional level, including increased opportunities for public communications;
- Contributing towards increased organisational effectiveness among CSOs in the region through targeted governance and management development interventions and improved operational infrastructure;
- Increasing cooperation between CSOs working on similar thematic areas, particularly increase the linkages between community based organizations (CBOs) and national non-governmental organizations (NGOs) with a view to developing the capacity of both;
- Contributing to the development of an enabling environment that allows CSOs to develop and operate more effectively; and
- Pioneering a new way of engaging in capacity development of CSOs in the region and disseminating learning to other funding agencies.

In line with the strategy the Trust has redirected its grant-making for capacity building to focus on institutional partnerships that offer a more holistic approach to building capacity. One example of this new approach is the partnership with the SADC Council of Non-Governmental Organizations (SADC-CNGO). As part of this partnership the Trust has funded the development of a strategy and action-plan for the year, a policy advisor, an office and office infrastructure, financial and administrative consultants to assist with the financial management of the organization, leadership development and assistance with fund-raising. While all part of an institution wide capacity building intervention for SADC-CNGO members, as part of the Trust's risk management approach the support has still been experienced as project based support.

"We started well with the development of a strategic plan for SADC-CNGO but the breadth of programmatic support needed has not yet been forth-coming.... We are still hopeful." Ted Nandlolo, Malawi, SADC-CNGO Chair. *"We are looking for one year programme and human resource support that will enable us to sustain the work initiated,"* Abie Dithake, SADC-CNGO

In addition, the Trust has supported a focus on key regional poverty issues and a programme to improve links with the national membership. Collectively this support has enabled SADC-CNGO to increase its membership, diversify its funding base with the addition of a new donor and increase its credibility with policy makers across the region, including Heads of State.

"There have been a number of successes that SADC-CNGO has led. The development of civil society platforms in preparation for Poverty and Development Summit raised the visibility, profile and standing of SADC-CNGO. Organizationally there are still challenges and the test will be in the extent to which SADC-CNGO can sustain the momentum developed and reduce the dependence on the Trust." Brendan Pearce, Umhlaba Development Services.

Similar institutional partnerships have been developed with trade unions (SATUCC), faith-based organizations (EJN of FOCCISA) and business. The Trust has worked with SATUCC to assist it to develop a three year strategic plan. This was followed by the first meeting in four years of high level office bearers to consider the plan. The SADC Business Forum also received support to develop a multi-year strategic plan and the SADC Employers' Group to develop a position paper on the role of business in poverty reduction. This was the focus of national consultations in the Namibia, Tanzania, Zimbabwe, Malawi, Mauritius, and South Africa.

"The Southern Africa Trust has provided support at a crucial time for the strengthening of the private sector in the region. Through the relationship between the Trust and the SADC Employers' Group, it was possible for business to play an active role in the preparations for and at the SADC poverty and development conference. A coordinated business position was developed and presented. This signaled the start of a renewed engagement between business and SADC members, as well as the secretariat." Catherine Grant, Business Unity South Africa / SADC Employers' Group

As part of building up the information base for these meetings the Trust has funded the Association of SADC Chambers of Commerce and Industry (ASCCI) to undertake a business climate survey in the various member countries as part of creating baseline information on the business environment.

The Trust realizes that the strength of these regional associations is in part dependant on their capacity and in part on the capacity of their members. Therefore the Trust has continued to work on a country basis with individual organisations and national associations and on the ground. For example in line with the focus area on micro-finance the Trust has supported the Southern Africa Microfinance and Enterprise Capacity Enhancement Facility with a grant of \$150 000 over 12 months to examine the nature and significance of the microfinance sector in the SADC region and propose appropriate policy interventions. The work found that microfinance was a sustainable tool for poverty alleviation. Yet the use of the tool has not been adequately capitalized on with limited outreach and impact in the region. This problem is exacerbated by the constraining legislative environment. They have recommended the promotion of the instrument and establishment of an enabling environment. Regional collaboration is proposed to develop industry standards. This work has informed the Trust's policy position and has enabled it and its partners to lobby for a regional thematic focus on micro-finance.

In an effort to understand the dynamics of civil society organisations and respond effectively to their needs, the Trust held consultative dialogues in Angola, Madagascar, Mozambique, Tanzania and Zambia. Some of the key issues emerging from these dialogues are that civil society organisations are institutionally weak and lack sustainability plans; there is need to build social trust between civil society, governments and businesses; and networks should be established to maximize the impact of civil society work.

Another project with ASCCI was to develop a toolkit for small businesses to register their business, strengthen financial systems and contribute to job creation. The tool is being used in Namibia, Swaziland and DRC and is an important indicator of the effectiveness of the Trust's ability to build linkages with previously isolated parts of civil society.

An in yet another example the Trust worked with the NGO platform in Madagascar to expose the organisation to the regional sphere. Using the technical expertise in the Regional Poverty Observatory the team began discussions on the importance of the regional level. This sparked an interest and led to the Trust arranging a meeting between the Madagascar national NGO coalition and representatives of the national NGO coalition from Mauritius and SADC-CNGO, who were already working at a regional level. Based on the discussions at this meeting the Madagascar NGO Platform decided to join SADC-CNGO and to link up with other NGOs around a regional agenda to end poverty.

"Thanks to the Trust, Madagascar civil society is connected to the regional process. Contact with the Trust has also helped to improve our relationship with the government of Madagascar, since we understood that a cooperative approach is more fruitful than the contestation approach used before." Mahamoudou Ndriandahy, Executive Secretary, Madagascar National Civil Society Platform

The related challenge is ensuring that organizations whose capacity has been built work collaboratively. As part of building the networking capacity of the sector the Trust convened a research forum that brought together experts, research institutes and CSO practitioners to discuss the issues of trade, micro-finance, social protection and governance. This is the first time that there has been collaboration between all the different players, that peer reviews have been expanded beyond one issue, and the development of new knowledge on regional poverty issues has been done with the active participation of various sector-based regional CSO apex organizations together participating throughout the process from its beginning – along with representatives of the SADC secretariat.

The success of these collaborative efforts is enhanced if the decision makers are also committed to collaboration. To assist with this the Trust has had a parallel programme to work with the SADC secretariat and has provided a policy advisor, technical inputs through experts, support for convening local focal points and the broadening of the participants in the SADC process with the first meeting of national technical staff on poverty. This work has prepared the ground for more targeted interventions with SADC National Committees across the region, to improve collaboration between governments and non-state actors at a national level and to better inform national-regional policy linkages. The Trust also supported national governments, through SADC, to run their national consultations as part of the development of a regional poverty reduction framework.

"The role of the Southern Africa Trust by providing capacity building support to the SADC national committees is instrumental for achieving the objectives contained in the SADC treaty and for the regional integration agenda. SADC national committees are the pillars for the implementation of those objectives. Without national buy in and institutional capacity for implementing the many legal instruments to foster cooperation and integration, the building of a regional community will be delusional. The Trust definitely has a role to play." Jorge Cardoso, SADC National Committee, Angola

"The Trust's work has convinced SADC that multi-stakeholder approaches are useful and can be done in ways that are collaborative and not confrontational.....An important aspect of this capacity building is that it will lead to building sustainability in the region and reduce the region's dependence on northern CSOs while at the same time strengthening the voices of southern CSOs in shaping policy." DFID review 2008

Strategy	Strategic change objective	Activity	Outputs – Year 1 (End of March 2008)	Monitoring report
Strategy One: Capacity	SCO 1.1 Civil society's knowledge base will be enhanced through	Host CSO learning events	2 events hosted	Technical research meetings bringing together experts and CSO on priority issues held in Johannesburg in October 2007 and January 2008.

Strategy	Strategic change objective	Activity	Outputs – Year 1 (End of March 2008)	Monitoring report
Building Improve the capacity of civil society to engage in and influence public policies to overcome poverty and inequality	more focused and targeted action research, better communication, and linking and learning	Facilitate regular sharing of information electronically	Website premier source of policies to end poverty	54 068 page loads in the year, 9103 first time visitors and 7 512 returning visitors to the website. Launch of e-newsletter and regular updates of internal website
		Develop and maintain database of contacts	Maintain and expand the database to 2500 contacts	Database of over 3 000 contacts developed and maintained
		Retain and manage communications staff	Staff managed on performance contracts	Full complement of staff in place and managed on performance contracts
		Commission and update regional study of status of PRSP processes and learning as live web-based resource	Regional PRS map developed	Completed for 11 countries and available on the website.
	SCO 1.2 Advocacy and lobbying, policy analysis, action research, networking and organisational development skills will be developed amongst civil society organisations	Support policy analysis and organisational development by the grants facility	At least 25% of available grants allocated to capacity building interventions	40% of total grants allocated to capacity building interventions
		Support policy analysis and advocacy skills development through hosting skills/ information sharing events	2 regional event hosted	Only one event held, the Khanya-aicdd event sharing information and tools on action learning for targeted CSO participants. See annexure 1 for the report on the meeting.
		Undertake capacity needs assessment of partners and develop programmatic response	Capacity building needs of regional CSO apex and networking organisations determined and appropriate intervention implemented	Undertook capacity building assessment of SADC-CNGO and SATUCC and provided programmatic support to both.
		Support advocacy skills development through providing targeted training events and materials to partners	Partner base for capacity building on MDG work is expanded	One additional partner – Khanya aicdd was brought on board to conduct training and participatory community approaches to doing policy work in Mozambique, Zambia and Uganda.
	SCO 1.3 The credibility of civil society organisations' policy work will be improved through the promotion of professional, evidence-based policy work	Identification of research and policy gaps	Policy briefs on civil society and aid effectiveness, regional integration and poverty reduction, infrastructure and using evidence based research produced.	Developed two of the three planned briefs on aid effectiveness and infrastructure. While no brief was released on regional integration research on the topic was commissioned and is on-going.
		Support the improvement of quality of policy work through evidence-based research	At least 20% of grants allocated for evidence based work Partnership with 1 organisation to deliver training	20% of grants allocated to evidence based work Partnership with Umhlaba to deliver training
		Profile good examples of evidence-based policy work	At least 2 examples of evidence-based policy work profiled	Profiled research on migrant workers in the M&G and research on the impacts of migration

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				on minors by Save the Children profiled. – See annexure 4 & 5. In addition to the print media the debate on child migration was picked up on a local radio station and issues of migration were broadcast on DSTV Africa Magic.
	SCO 1.4 Meaningful and effective regional civil society partnerships will be facilitated through networking and vertical and horizontal integration so as to be an authentic and effective voice for the poor	Establish and convene networking, partnerships and communications reference group	Communications networks expanded and strategies deepened	Communications reference group set up with key business and media personalities. Engaged in the work
		Host conference on regional CSO participation in policy dialogue	Annual conference hosted in May	Hosted meeting of CSOs and Pan African Parliament focusing on the effective engagement of CSOs in Pan African Institutions. Meeting attended by around 80 people.
		Establish formal partnerships with networks and organisations	“In principle” agreement reached with SADC secretariat to collaborate on RISDP work	MOU in place and collaboration happening
			Cooperative relationship developed with SADC and essay competition launched	Essay competition launched last year. Competition on-going and cooperative relationship in place.
			Cooperative relationship developed with the Pan African Parliament (PAP)	Cooperative relationship with PAP operational demonstrated by CSO dialogue and request from PAP to have similar follow-up event in the next year PLUS request from PAP for support to establish CSO liaison unit for PAP and offer of physical office space to do this
		Cooperative relationship developed with the African Peer Review Mechanism (APRM) secretariat	As the African Peer Review Mechanism falls under Nepad the Trust rather focused on building its relationship with Nepad. A good relationship has been developed demonstrated by ongoing support to NEPAD to increase its engagement at national levels in southern Africa, including direct engagement with civil society organizations. Such national dialogue has happened in 3 countries already. Most recently, NEPAD invited the Trust to join its delegation to one of the national engagements in Malawi. The Trust is cooperating with the Flemish delegation in Pretoria on this initiative. However, it is important to note that APRM was not keen on us having a direct partnership with its secretariat on this, preferring that we focus at the national level.	

Strategy	Strategic change objective	Activity	Outputs – Year 1 (End of March 2008)	Monitoring report
			Collaborative relationship established with 3 key regional CSOs	Collaborative relationship with SADC-CNGO forged in the last year strengthened and new collaborative relationships built with the Association of SADC chambers of Commerce, the SADC Business forum, SATUCC and Trust Africa.

2. POLICY DIALOGUE

"The NGO participation at the Poverty and Development Conference was excellent. It was the first time that NGOs were part of the whole process and SADC-CNGO was there. We saw real commitment from SADC to engage with NGOs. They accepted our proposal for a poverty observatory." Ted Nandolo, Malawi, SADC-CNGO Chairperson

One of the objectives of the capacity building work is to strengthen policy dialogue between CSOs, the private sector and the State. This also needs to include broadening the pool of organisations that participate in policy dialogue to include those often excluded from the mainstream.

The Trust has played a role supporting nationally based work to strengthen national dialogue processes such as the grant provided to establish the Studies in Poverty and Inequality Institute (SPII) in South Africa. In his 2005 budget speech Minister Manual stated that commentators had suggested that social policy would be assisted by the adoption of a poverty measure. The task has been taken up by National Treasury and Statistics South Africa amidst growing concerns that too much of the focus has been on income poverty and not on a more holistic approach to deprivation. The Trust has provided a grant of \$90 741 over 12 months to establish the Studies in Poverty and Inequality Institute (SPII) to develop consensus on the appropriate measures and tools for measuring poverty to ensure the optimal allocation of public resources for poverty reduction. SPII has used its networks with government to build broad support for the need for a diverse set of measures of poverty and is in the process of developing qualitative and quantitative tools to do this. In addition it has begun a process to facilitate co-operation between stakeholders to develop a mechanism that has been proposed to make enable this.

The Trust has also supported regional dialogue processes. One example of this was its support for the first structured consultative dialogue between the Pan African Parliament (PAP) and African civil society organizations held at the margins of the May 2007 PAP session. The meeting was able to place key continental debates on the PAP agenda.

"I take this opportunity to express our deep gratitude to the Southern Africa Trust for the technical and financial resources for this event. It is both an honour and great pleasure for the Pan African Parliament to meet civil society. I am particularly happy that most of you were able to attend the opening of our Seventh Ordinary Session. It is my hope that you will continue to interact with the Pan African Parliament." Gertrude Mongella, President of the Pan African Parliament

As part of a regional intervention the Trust recognized that one of the weaknesses with civil society is the lack of coordination between sectors. It therefore supported the creation of the first broad-based regional platform of CSOs that has enabled faith based organisations, trade unions and NGOs to work together. This vehicle has not only enabled these partners to implement their policy mandates in collaboration with partners but it has also facilitated a convergence of ideas and the development of a collective advocacy platform which resulted in the development and adoption of a joint programme of action amongst the three apex networks of civil society. The value of such a joint civil society platform was seen clearly in civil society preparations for the SADC poverty and development conference that the Trust supported.

"The Trust has managed through its interventions not only to facilitate dialogue among CSOs (faith based groups, trade unions, NGOs, parliamentarians, researchers, and business associations), but also between CSOs and governments. This achievement should not be under-estimated and the Trust has gained trust and credibility and established relationships and networks." DFID review, 2008

Much of the ongoing policy work of the Trust was integrated into preparing civil society for and influencing the policy discussions at the poverty and development conference. This included developing policy briefs based on evidence based research work commissioned. In the year under review two briefs were issued, one on

aid effectiveness and one on infrastructure. The infrastructure brief has been taken up by SADC secretariat to inform its SADC Energy Pool Plan, its renewable energy plan, a Corridor Implementation Framework focused on road and rail networks, its water infrastructure programme and plans for broadband networks.

The highlight of the Trust's programmatic efforts to do policy work that results in real policy development outcomes, was the adoption of the SADC declaration on poverty eradication and sustainable development and the support for the Regional Poverty Reduction Framework. The Trust gave extensive technical and financial support to a wide range of partners in all SADC countries to ensure that the SADC poverty and development conference, which considered the framework, was successful.

"The conference noted the draft Regional Poverty Reduction Framework as presented. The RPRF elaborates and translates the RISDP priority intervention area on poverty eradication into an implementation framework as a way of fine-tuning the regional agenda for poverty eradication and providing a bridge to align national poverty reduction strategies to regional interventions." SADC Council of Ministers Communiqué

This would not have been possible without the technical and financial support of the Trust which worked with all stakeholders – especially government, civil society, and business – to make the vision of a regional poverty reduction strategy a reality.

"The SADC Secretariat appreciates the technical input and sponsorships of the research work that produced the background material for these documents. The Secretariat appreciates and acknowledges the contribution of the regional and extra-regional researchers whose work produced the background material. The role of the UN Economic Commission for Africa (UN-ECA), UNDP and the Southern Africa Trust is acknowledged." SADC secretariat.

The Trust, in fact, also gave substantive technical input to the areas of work supported by both UNECA and UNDP towards the conference outcomes.

"I would like to express my gratitude to you and your team for the important contribution the Southern Africa Trust made towards the SADC International Conference on Poverty and Development. The technical and financial support given to the secretariat and member states by the Trust was instrumental in the success of the preparations leading to the conference and the conference itself. As you are aware, the summit conference adopted a declaration on poverty eradication and sustainable development which was a much needed instrument to strengthen the work on poverty eradication in SADC. This mandate certainly gives new impetus to the region in the fight against poverty." Tomáz Salomão, Executive Secretary of SADC

Strategy	Strategic change objective	Activity	Outputs – Year 1 (End of March 2008)	Monitoring report
Strategy Two: Policy Dialogue Increase dialogue between civil society organisation,	SCO 2.1 Governments will acknowledge the positive role of civil society organisations in developing policies and strategies to overcome poverty through better forms of credible and	Undertake roadshow to key government officials and multi-laterals	At least four visits to influential government officials	Linked to country visits the Trust team and its local partners met with government officials in Angola, Tanzania, Madagascar and Mozambique. The Trust has established good working relations with high-level government officials in Angola, Madagascar, Mozambique and Mauritius. These engagements have already resulted in a request from Angola and Madagascar for direct support to improve government-civil society engagement on

Strategy	Strategic change objective	Activity	Outputs – Year 1 (End of March 2008)	Monitoring report
the state, and the private sector for better policies and strategies to overcome poverty	legitimate engagement			national and regional poverty-related issues.
		Profile good examples of government promotion of CSO engagement in policy development from the region	Ten champions of CSO engagement identified among government and at least 2 profiled	Numerous champions of CSO engagement identified and two profiled namely the Minister of Planning and Development in Mozambique and Honourable Madan Murlidhar Dullooo, the Minister of Foreign Affairs, International Trade and Regional Co-operation of Mauritius where the government has expressed strong commitment to building the capacity of CSOs. The Trust, in all its popularization work towards the poverty and development conference, promoted the approach taken by the Mauritius government.
		Identify and developing working relationships with “champions” of CSO engagement amongst government officials	Cooperative relationship developed with 2 senior government officials with regional influence	Developed good relationships with several officials in Mozambique, Dr Albina Assis Africano (Angola), executive secretary of SADC Dr Tomaz Salomao, Dr Vusi Gumede (SA – became a trustee), Ms Sheilabai Bappoo (Minister of social security in Mauritius) all of whom have been leaders in CSO relations.
	SCO 2.2 Social trust and cohesion will be developed amongst key private business forums and individuals through engagement in multi-stakeholder policy dialogue on poverty	Establish and maintain a network of key business contacts	Nascent network established in 70% of SADC countries	Worked with the association of SADC Chamber of Commerce and Industry to support it to set up chapters in 14 countries.
	Identify, develop and profile champions of business participation in multi-stakeholder policy dialogue amongst business leaders	At least 10 champions identified and Cooperative relationship developed with 6 business champions with regional influence	Identified numerous champions in the private sector and developed cooperative relations with 7 champions namely Xolani Mbanga: Allan Gray, Patrice Motsepe: ARM, Mazwe Majola Business Unity South Africa, Jerry Vilakazi Business Unity South Africa, Dudu Ndlovu: Government and Corporate Relations Manager Coca Cola S.A, Miguel Pestana: Vice-President of Unilever External Global Affairs, Louise Duys: Corporate Social Responsibility Manager Unilever South Africa	

Strategy	Strategic change objective	Activity	Outputs – Year 1 (End of March 2008)	Monitoring report
		Identify key corporate donors and initiate joint projects	Identify key corporate donors and initiate joint project	Forging links with the private sector has been slow. The Trust approved an initiative to develop a regional Corporate Social Responsibility Barometer as a first step. It has also worked with ABSA (Riah Phiyega of ABSA has become a trustee) and established links with Coca Cola's Africa CSR programme, although in both cases projects are still to be developed.
		Convene business dialogue events on regional poverty, integration and the role of business	2 Business events held	Facilitated meeting of SADC Business Forum to develop a strategy for the Forum and a second meeting convened by SADC employers group focusing on the role of business in poverty reduction. This resulted in a policy position.
	SCO 2.3 The impact of civil society policy work will be increased by identifying strategic entry points in policy development processes and facilitating CSO participation	Leverage opportunities for CSO participation in official structures	Person situated in SADC to facilitate CSO participation	Seconded senior policy advisor to SADC from July 2007 for a period of 12 months
		Developing CSO partnerships	At least three declarations of intent signed with CSOs	Declarations of intent signed with two regional NGOs that have since closed their doors – SARPN and CAGE and also with the Association of SADC chambers.
		Establish and convene RPO technical reference group	Reference group of key continental CSOs established	RPO technical reference group of 5 members' set-up with one physical meeting and several teleconferences and email exchanges held in the year. This team has contributed to the rigor and intellectual base of the work of the Trust.
		Convene multi-stakeholder policy dialogue events	Host SADC conference on poverty	Conference held in April 2–8 but all preparatory work undertaken in the year under review

3. EVIDENCE BASED ADVOCACY

"The Southern Africa Trust has increased the number of strategically targeted grants to help CSOs develop their research capacity with a view to allowing them to build these scarce skills. Although the quality of this research is not yet of a consistently high standard it represents an important shift and will certainly build the basis for increasing CSO confidence in engaging their governments in the relevant future forums. In fact the Swedish Development Corporation noted that the quality and competence of the CSO engagements has shown marked improvement (since the Trust's interventions) even though they had a way to go in building their skills and capacity" DFID review 2008

The work around evidence based research has had two strands, the first focusing on the grassroots through grant support to 22 organisations to undertake research and broadening the base of participation of marginalised groups and the second focused on targeted actions towards defined policy goals.

In the first category one example is the grant to the Foundation for Community Development (FDC) in Mozambique in support of the G20, a national coalition of civil society organizations focused on poverty reduction that represents civil society's voice in the national Poverty Observatory. The Poverty Observatory is a standing national platform for dialogue, planning, and monitoring of poverty reduction strategies and development policy in Mozambique. With the support of the Trust this national model, conceptualised in Mozambique has become a regional model for broad based consultation and policy development. With the Trust's support to the G20, CSOs in 79 districts (out of 128) representing 62% of the area were consulted on poverty reduction strategies. Workshops were run in 10 provinces and 2 national consultative dialogues were held – one to discuss methodology and one to discuss content as part of the process. In total over 4 000 representatives participated in the process, the broadest based CSO process to date in any country. The Trust's support also ensured that the outcomes of this process were integrated into the regional civil society content preparations for the poverty and development conference. The model was also documented to inform the model that could be adopted for the establishment of the proposed SADC Regional Poverty Observatory.

Another example is the sector based work of the Trust for Community Outreach and Education (TCOE) which was given a two year grant from the Trust of \$275 000 to strengthen the capacity and voice of small-scale agricultural organisations in SADC to promote policies that enhance food security. The funded activities include hosting regional capacity building workshops on food security and a tribunal on the issue. One example of this is a workshop convened with SADC representatives, small farmers in the region and those from Latin America to share ideas. *"The Trust has enabled us to work at different levels. Given the crisis in SA with no tradition of small farmer organisation the grant allows us to gain experience as South Africans from the region and also provide a base to organize at a regional level,"* explains Mercia Andrews of TCOE. *"It is all about shifting thinking and building capacity to help one of the most marginalised groups, small farmers, sharpen their interventions and effect change."*

Yet another example of broadening the base, also in the agricultural sector, is the work with Cruzeiro do Sul. Here a grant of \$50 000 was given to conduct research in Malawi, Mozambique and Zambia to better understand the factors that determine the role of small agricultural producer organizations in poverty reduction. The assumption of the team is that these organizations have a critical role to play. The research will then be used to lobby decision makers at the national and regional level to change their practices and policies to unlock efforts to reduce poverty, with a focus on agricultural production and access to markets for small producers so that regional food security is increased. Organizations engaged in the research will be invited to participate in the lobbying efforts as part of both broadening access to policy processes and also of creating platforms for the voices of the poor to be heard.

In the second category the Trust has focused on other selected thematic areas – e.g. informal cross border trade – and provided technical expertise and information and analysis to inform each of the respective stakeholders in the policy dialogue process as a basis for enriching and making the debate more robust. Within the region the intra-regional trade agenda is being moved forward but risks not having an immediate and direct benefit for the poor, so the Trust focused on informal

cross-border trade as one aspect of trade that has direct bearing on the poor, especially women. The Trust commissioned research through the Southern African Research and Documentation Centre (SARDC). The researchers went directly to several border posts and interviewed informal traders. This work was supplemented by the Trust by integrating research on the regional craft industry through SkillsShare, which received a grant from the Trust to develop this work. Further value was added through convening dialogue meetings on the research with researchers and civil society organizations. This resulted in the work being taken up into policy papers and recommendations and placed on the agenda for the SADC poverty and development conference.

In addition to the research the Trust has facilitated an advocacy process. One example of this process is a meeting of CSO in Mauritius at which experts presented their research to civil society leaders as part of building their knowledge base and equipping them to engage in the debates. The same experts also made a presentation to a meeting of SADC member states. While no final thematic policy positions were crafted in the subsequent dialogues between SADC and CSOs the issues of micro-finance and cross border trade were identified and placed on the regional policy agenda. This commitment was reflected in the SADC Heads of State declaration at the Poverty and Development Conference.

"We resolve ... to promote micro-finance and to develop small and medium enterprises with particular emphasis on gender ... to accelerate regional integration including intra-regional trade liberalization, cross border investment and value addition by improving the business and investment climate." SADC Heads of State declaration on poverty and development

Strategy	Strategic change objective	Activity	Outputs – Year 1 (End of March 2008)	Monitoring report
Strategy Three: Evidence-Based Advocacy Influence the policy agenda in favour of evidence-based policy development goals identified by poor and marginalised constituencies	SCO 3.1 Legitimate and credible forms of representation of the voices of the poor will be facilitated	Support policy analysis and organisational development through the grants facility	At least 20% of available grants allocated to advocacy interventions	20% of all grants allocated to evidence based advocacy.
		Work with SADC to identify opportunities for CSO engagement	Entry points for CSO engagement with SADC identified	The appointment of the policy advisor provides a first entry point. This has been strengthened by a technical meeting of officials and CSO on poverty, an initial meeting of Heads of State with CSO and the Poverty and Development Conference.
			Interaction between SADC government trade negotiators and CSO trade activists strengthened	The Trust provided support for selected trade activist to meet with EU negotiators in Gaborone in March 2007.
	SCO 3.2 Participatory democracy will be deepened through facilitating targeted actions towards defined policy development goals	Support policy analysis and organisational development by the grants facility	At least 20% of available grants allocated to advocacy interventions	20% of all grants allocated to evidence based advocacy.
		Work with multi-lateral bodies to advocate for CSO interface	The case for a CSO interface with NEPAD/APRM/PAP secretariats is made to key role-players	The Trust has successfully lobbied for a CSO interface within the various regional bodies securing the first meeting of PAP and CSOs and various dialogues in NEPAD on the issue.

Strategy	Strategic change objective	Activity	Outputs – Year 1 (End of March 2008)	Monitoring report
	SCO 3.3 Diverse and innovative forms of civil society organisation that are often excluded from the mainstream will be engaged in popular-based research and policy dialogue	Support policy analysis and organisational development by the grants facility	At least 20% of available grants allocated to advocacy interventions	20% of all grants allocated to evidence based advocacy.
		Provide forums for dialogue between different types of CSOs	1 event facilitated	Created CSO platform involving NGOs, Faith based and trade union which held two meetings in the year. Both meetings were also attended by business representatives and the SADC parliamentary forum attended the first meeting.

4. CREATING AN ENABLING ENVIRONMENT

The final leg of the policy process is creating an enabling and receptive environment. The Trust has advanced this through creating opportunities for organisations to engage in policy processes of which the most significant country process has been that created by G20 as outlined earlier. It has then worked to profile the best practices through its drivers of change award. The purpose of the award is to identify, recognize, and profile innovative models for policy development and implementation on poverty so that existing good practices in the region are raised up to be followed by others. The award especially looks for examples of cooperation between governments, civil society organizations, and business.

Since the launch of the awards in 2006, eight drivers of change from Mozambique, South Africa, Zambia and Zimbabwe have been recognized for making a lasting difference in the lives of people living in poverty through innovative practices. In 2007, a special Drivers of Change award went jointly to the Ministry of Planning and Development of the Mozambique government and the Group of 20 for their outstanding and creative partnership to overcome poverty in Mozambique. The result of this publicity and the advocacy work that preceded it has been the adoption of the idea of a poverty observatory at a regional level with SADC's agreement to set up a regional poverty observatory.

"We further resolve to work towards the establishment of a regional poverty observatory to monitor progress made in the implementation in the regional main priority areas of poverty eradication (food security, climate change, energy, economic development, infrastructure and human capabilities)." SADC Heads of State and Government declaration on poverty eradication and sustainable development.

In the business category, Allan Gray was recognised as a driver of change for his vision for corporate social responsibility expressed in establishing the Orbis Foundation which receives 7% of all profits from his successful private bank, given to develop talented young people through training, education, and professional mentorship over an extended period of their primary, secondary, and tertiary education. The African Wildlife Foundation (AWF) was honoured as the winner in the civil society category for linking fishing communities along the Zambezi river in Zimbabwe, Mozambique and Zambia, with each other and with their local governments to ensure the practical implementation of the SADC protocol on the management of water resources, thereby improving fishery resources as a source of sustainable livelihoods for the communities and supporting voices of the poor to be heard in government policy development processes.

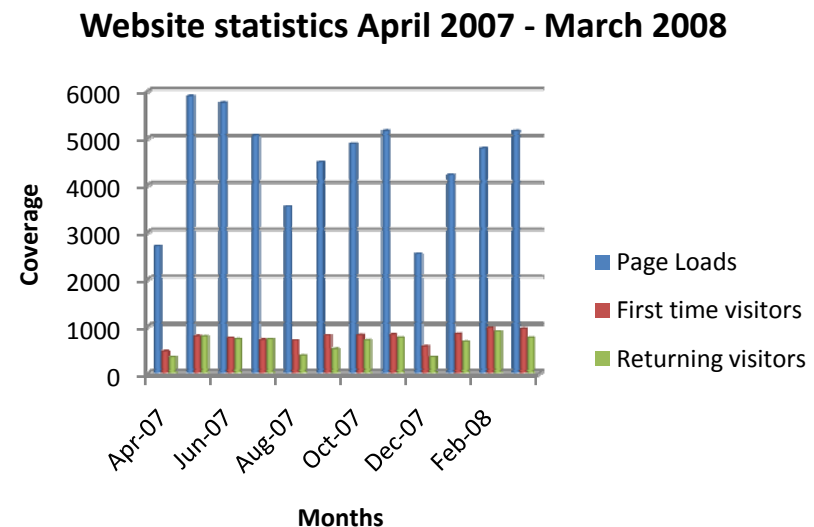
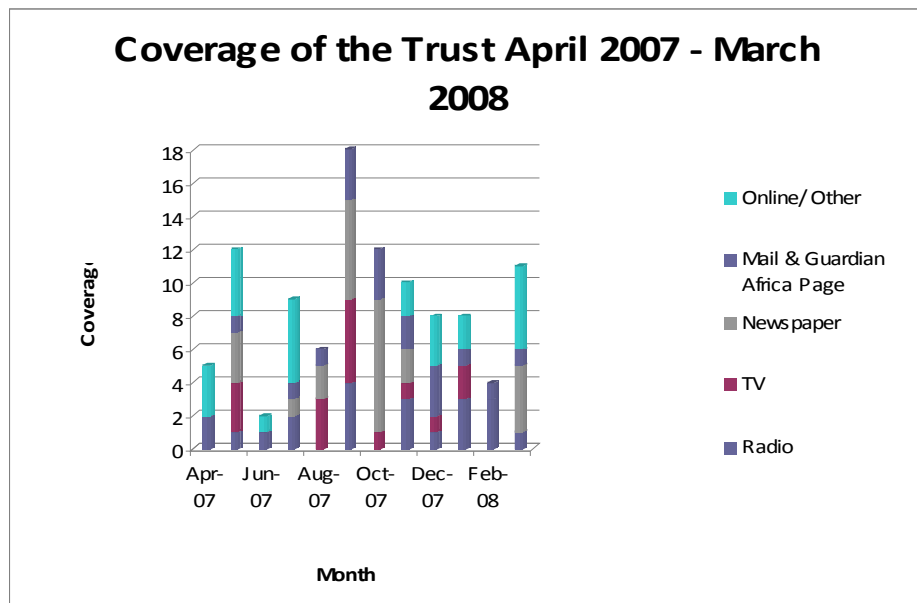
The awards are only one mechanism for raising the profile of the work of CSOs. The Trust has an extensive media programme including partnerships with the Mail and Guardian newspaper, the Media Institute of Southern Africa (MISA), the Southern Africa Broadcasters Association (SABA), the Southern African Research and Documentation Centre (SARDC) which produces the publication SADC Today, Inter-Press Service (IPS), and Pamuzinda Productions which produces television documentaries for broadcast throughout Africa. Collectively these publications and broadcast programmes reached an estimated audience of 8 million people. These partnerships have enabled the Trust to highlight key issues. For example, a focus on social protection and child migration. The Trust gave a small grant to Save the Children to focus on child migration issues and document the lessons for regional dissemination. As part of adding value to the grant the Trust facilitated a feature in the Mail and Guardian newspaper. Lucy Hillier from Save the Children says of the feature: *"It definitely had an impact, although without a bigger media campaign this is not sustained, but it does have a ripple effect, especially in South Africa."* At least one national radio station picked up on the issue and ran an hour-long chat show about it, and other journalists requested the report. The work of the one pilot site supported by Save the Children with Trust funding is now being rolled out to other areas and is gaining momentum along with increased interest in the issue. This is just another example of the value added by the Trust.

The aim of this media work is to publicize the work of CSOs and also the approaches they take. Last year one of the projects that was profiled was the Food, Agriculture, and Natural Resources Policy Analysis Network's (FANRPAN) Household Vulnerability Index (HVI). This led to a ground swell of interest in the tool. SADC and its members states have expressed interest in using the tool because it will help them target food security and other social assistance from an informed base. In

addition, in South Africa the Department of Social Development has taken up the FANRPAN tool as a model to use in its strategy of targeting households for social assistance.

Finally, the Trust has also focused on raising its own profile. In the last year the media base has increased significantly as the graph alongside shows. This together with its networks and direct lobbying work has given the Trust a reputation as a credible, independent, intermediary resource organization. In addition, because of the Southern Africa Trust's identify as a southern African grant-maker with significant financial resources at its disposal, it adds weight to its partners' efforts.

"I congratulate the Southern Africa Trust for the work it has done to make NGOs more visible and recognised in the SADC region. Thanks to the dedication and lobbying efforts of the team, the Trust has boosted regional policy dialogue between governments, the business sector, NGOs and civil society in general. I am sure the Trust will continue to benefit from the support of all stakeholders to pursue their mission and respond effectively to the needs in the sector." Manda Boolell, Chairperson, Mauritius Council of Social Service



Strategy	Strategic change objective	Activity	Outputs – Year 1 (End of March 2008)	Monitoring report
Strategy Four: Creating an Enabling Environment Promote innovative practices and processes to build an enabling environment for civil society institutions to play a more effective role in developing policies to end poverty	SCO 4.1 Opportunities will be created for popular organisations to engage in and influence the policy agenda by promoting new processes for policy engagement	Retain and manage policy analyst/ regional poverty observatory coordinator	Staff managed on performance contracts	Full staffing complement in place and managed using performance based contracts
		Retain and manage regional integration advisor	Staff managed on performance contracts	Regional advisors allocated to SADC secretariat and SADC-CNGO and managed on performance contracts
		Develop operational strategy to establish regional poverty observatory	RPO operational	The RPO is operational and has used the year to drive an agenda around poverty in the run up to the poverty and development conference. It has also focused on building capacity.
	SCO 4.2 Drivers of change will be profiled by identifying outstanding examples of people, attitudes, practices, processes, and policies that open new possibilities and models for policy engagement in the national and regional policy spheres	Identify partners, develop proposals and establish annual regional drivers of change awards	Innovative practices and models for developing poverty reduction policies are profiled through the Drivers of Change award	The Drivers of change award is now in its third year and is functioning well. Between 2006 and 2007, eight good practice models were identified.
		Develop and maintain a drivers of change award webpage	Webpage designed and launched	The drivers of change award has its own webpage which attracted 9 592 viewers in the year.
	SCO 4.3 A legislative environment that promotes civil society participation in public policy development will be supported	Engage with SADC parliamentary forum, Pan African Parliament and national legislatures on CSO participation and access	Spaces for CSO input identified and communicated to partners	The Trust has engaged at a regional level to identify spaces for engagement in SADC culminating in the Poverty and Development Conference. Engagement in PAP centred on a review of the framework and procedures for civil society participation and popularized it with regional civil society organisations to inform them about how they could use the approved PAP procedures to engage with the PAP's portfolio committees. Engagements at the national level have been limited. The Trust has been talking to MACOSS in Mauritius who have just completed a review of national regulatory framework for civil society and agreed, in principle, to use the outcomes of that review to do a regional comparative study of national CSO regulatory frameworks – this will then be used for policy development and advocacy work at a

Strategy	Strategic change objective	Activity	Outputs – Year 1 (End of March 2008)	Monitoring report
				regional and national level.
		Develop new tools to facilitate CSO participation (e.g. a comparative assessment of legislation)	None	No deliverable planned
	SCO 4.4 Sustained social dialogue on key poverty issues will be promoted through the mass media	Partnerships with regional publications secured to profile social dialogue	Partnership agreed with 3 regional publications for a regular feature determined by the Trust	The Trust expanded its media partnerships to include partnerships with SADRC, IPS and Pamzinda Productions.
		Partnership with regional media houses secured to profile social dialogue	Strategic partnership agreed with 2 regional media house	At a strategic level partnerships were formalized with MISA and negotiations are at an advanced stage with SABA
			Regional perspectives on key policy development issues raised in the media	Media publicity on the work of the Trust and its partners and the profiling of key strategic issues received a boost in the last year with extensive internet, radio, TV and print listings. See annexure 6 for a full list of all the media clips

5. GRANT-MAKING

To fund its grants the Trust is reliant on donor funding, initially from DFID, but now also from one new major donor (CIDA), additional small grant funding received from five other donors (SDC, CIDA, Oxfam, ActionAid, TrustAfrica), and the offer of a future partnership from one additional donor (NZAID) that is now being finalized. In addition it has already launched its direct public fund raising drive. 2007 was spent working on and piloting the direct-from-public fundraising strategy for roll out in 2008. This included an initial pilot end-of-year seasonal public campaign. The need to create awareness of the Trust and brand recognition was highlighted in the pilot. In the pilot phase the profile of the organisation increased with its dedicated fund-raising website, adverts and e-newsletter. This has generated a lot of interest from researchers in the field of philanthropy and led to partnerships being established with the University of Cape Town Graduate School of Business Centre for Leadership and Public Values on their philanthropy work, the Charities Aid Foundation of Southern Africa (CAFSA) and advice being sought on fundraising from the Foundation for Human Rights.

These are just two issue specific partnerships with other philanthropists. The Trust has also strengthened its generic partnerships with other grant making organizations such as its partnership with Africa Grantmakers Affinity Group (AGAG), the US-based network of private grant-making foundations, and with TrustAfrica, the continental indigenous grant-making organisation.

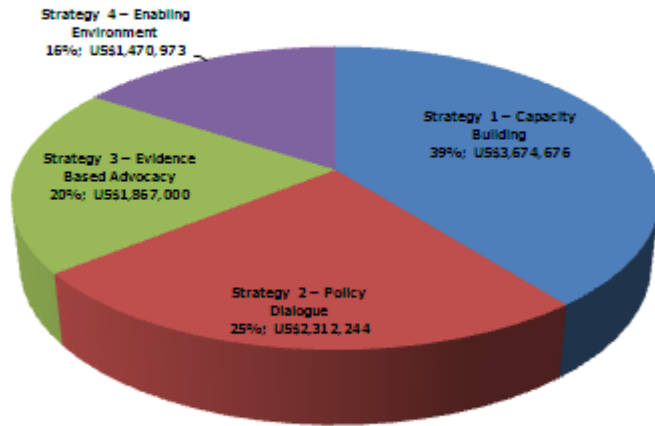
Grant making is an instrument used by the Trust to further its other objectives. This year the Trust developed and adopted a grant making strategy. This strategy provides a framework for focusing on strategic areas. Priority has been given to applications that correspond with either a thematic focus or a constituency focus or both and that target the countries identified as being of strategic significance by the Trust. The strategy will be used to reduce the total number of grants and prioritise more strategic longer term partnerships.

Within the strategy the Trust makes its commitment to supporting innovation explicit and accepts that this means it will be taking a higher risk than some other donors. To mitigate against this programmatic risk the Trust has developed a range of institutional screening processes which enable it to reduce its administrative risk. This includes pre-approval visits and institutional assessments, site visits to projects, regular reporting and regular profiling of the project's work. These administrative processes have enabled the Trust to increase its support for programme innovation, defined as creating new value for customers (internal or external) and the organization through (a) adopting a new tool or way of doing things in a new setting where it becomes new again; (b) adapting an existing innovation into a new application broadening its application, (c) inventing, which strictly means combining existing information in new ways and (d) discovering new information (This could be new findings in a research project that alter the way we think or do things). Innovative projects account for 27% of the Trust's total grant portfolio. Some examples of innovation supported by the Trust are the University of Johannesburg's study on social protection portability mechanisms for migrant workers in southern Africa, the HVI tool developed by FANRPAN, the Studies in Poverty and Inequality Institute's work on poverty measures and Save the Children's documentation of child migration issues in the region.

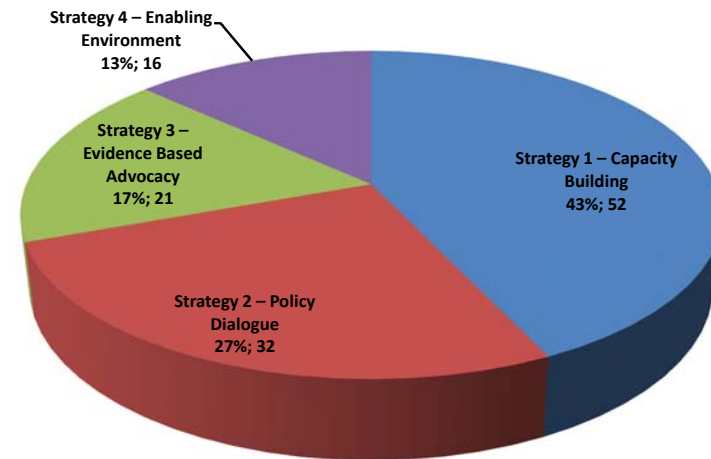
Since its inception the Trust has supported 122 partner projects. The Trust made 51 new grants to 36 grant partners in the 2007/8 year. Fifty-five grants have been concluded and closed, amounting to 45% of the live grants in the period. The total value of grants allocated since the inception of the Trust is US\$ 9,507,406.

The graphs below break down the grants by strategy, country in which the work is focused and type of grant partner.

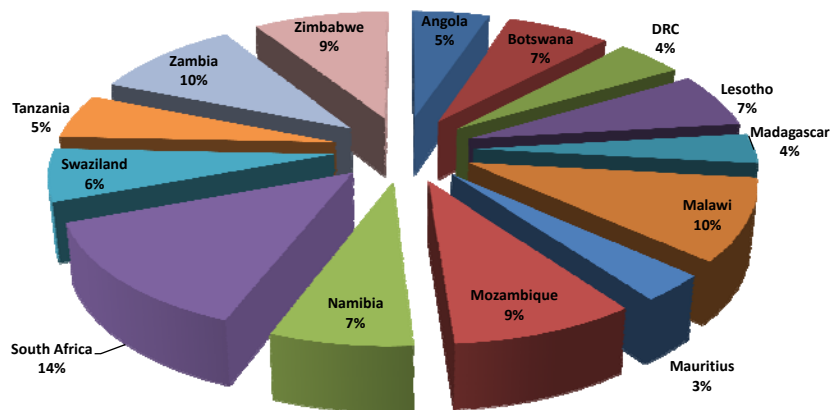
Allocations per Strategy
February 2008



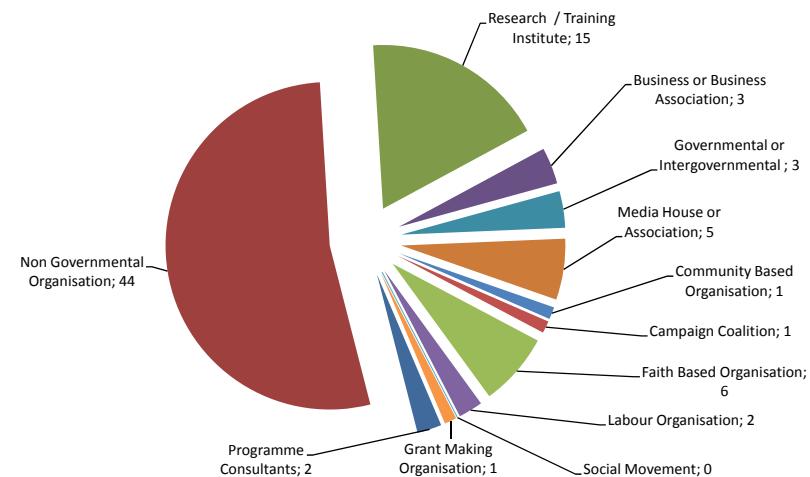
Number of Projects per Strategy
February 2008



Country Focus of Projects February 2008



Types of Grant Partners



Strategy	Strategic change objective	Activity	Outputs – Year 1 (End of March 2008)	Monitoring report
Strategy Five: Grant-Making Provide a regionally-owned, sustainable and coherent source of financing	SCO 5.1 Grants will be provided to strategically targeted organisations with a regionally significant impact through solicited and unsolicited processes	Retain and manage grants manager	Effective facility established	The unit is established and functioning well. The first grants manager left to take up a prestigious offer with Graca Machel and a new grants manager was appointed without any loss of function.
		Develop electronic grants management and tracking system	Electronic grants system monitored and reviewed to identify changes needed and make the changes	<i>While the draft system has been developed, glitches and fine-tuning of the system has yet to be completed before it can be fully implemented.</i>

Strategy	Strategic change objective	Activity	Outputs – Year 1 (End of March 2008)	Monitoring report
for southern African organisations engaged in policy processes to overcome poverty		Process at least 1 open calls annually	At least 55% of the annual grants budget allocated to open calls <i>In the course of the year this output was revised in line with the strategic steer to reduce to 42.5% of the annual grants budget allocated to open calls</i>	50% of annual grants budget allocated in open calls. This is below the original indicator of 55% but within the revised target range.
		Process closed grant applications	A maximum of 30% of the annual grants budget allocated to closed calls. <i>In the course of the year this output was revised to increase to a maximum of 42.5% of the annual grants budget</i>	36% allocated in closed calls. This is above the original indicator of 30% but within the revised target range.
		Process unsolicited applications	A maximum of 10% of the annual grants budget allocated to unsolicited proposals	12% of the annual grants budget allocated to unsolicited proposals, which is 2% more than the target indicator. Overall, the target indicator of a maximum of 15% for grant allocations to proposals other than solicited proposals has been achieved.
		Process discretionary grants	A maximum of 5% of the annual budget allocated to discretionary grants	3% of the grants allocated in discretionary grants
		Convene grants appraisal and approval committees	At least one Committee meeting to present applications for decision making	Two meetings of the committee have been held.
		Internal tool developed for analysing and working with reports and grant information	Procedure manual developed Monitoring and reporting tool developed	The tools have all be revised but have not been consolidated into a manual M&E tools all developed
		Monitor all grants and take corrective action as appropriate	Site visits to 10% of recipients	The Trust has exceed this deliverable with 29% visited.

Strategy	Strategic change objective	Activity	Outputs – Year 1 (End of March 2008)	Monitoring report
		Implementation of grant-making strategies has begun	Grant-making strategies are approved by the board of trustees Calls for proposals issued in line with sector strategies	Grants strategy developed and approved The closed call in the year was for drivers of regional integration as per the sector strategy from the RPO
		Strategic partnerships	Three to five strategic partners identified and supported by the trust	The Trust has identified three strategic apex organisations to partner with SADC secretariat, SADC-CNGO (identified last year) and EJM and SATUCC as well as a country based programme G20. With business partners the Trust has forged strategic relations with SADC Business Forum, the Association of SADC Chambers of Commerce and Industry, and SADC Employers' Group.
		Retain and manage grants staff	Stable and competent staff complement	The grants team has been stable and has grown in the year under review.
	SCO 5.2 Funding to support credible and innovative organisations and processes engaged in policy processes to overcome poverty will be sourced and channelled strategically	Retain and manager executive assistant fundraising and reporting	Stable and competent staff complement	Sadly the Trust lost its fundraising assistant. In the short term the functions have been absorbed by others while the Trust reviews its structure and staffing alignment against its new strategic plan.
		Manage grant agreement and strategic relationship with DFID	Relationship consolidated	The partnership with DFID has strengthened with more regular contact and communication
		Develop and implement fundraising strategy	Fundraising strategy formulated and approved	The fund-raising strategy has been finalized and is attached as annexure 6.
		Develop partnerships with potential new donors	Strategic grant relationships are formalised with 2 donors	The trust has formalized its relationship with CIDA. It is also in dialogue with the Africa Capacity Building Foundation (ACBF) around a major proposal under consideration by ACBF. In addition, a commitment of a strategic partnership has already been given by NZAID in regard to a new learning initiative. The Trust is also finalizing discussions with DFID about the possibility of taking on a new strategic grant relationship in regard to a regional health programme.

Strategy	Strategic change objective	Activity	Outputs – Year 1 (End of March 2008)	Monitoring report
		Develop appropriate systems for grant reporting with donors	External evaluation of Trusts' relationships with grant recipients Membership of at least 2 grant-makers networks and exchanges	Scheduled for 2008 Synegos Community Grant Making forum partnership initiated and partnership with Africa Grant Makers Affinity Group, a group of US based foundations, brokered.
		Develop appropriate systems for grant reporting with donors	Systems are developed and agreed with donors for grant financial reporting	Systems developed and operating for both donors
	SCO 5.3 A southern African regional mechanism will be provided for coherent absorption of funding from international donor agencies, private corporates, and governments to civil society organisations for policy work to overcome poverty	Board meetings	Board established, inducted and functioning	The Board has been strengthened with the addition of four new members. The Trust has provided training to Board members in the last year and has two functioning sub-committees in addition to regular board meetings.
		Trust and its work publicised	Trust annual report, project portfolio, policy briefs and other reports produced in line with strategy	The Trust has produced two policy briefs, attached as annexures 7 & 8, an e-newsletter and is in the processing of finalizing its annual report.
		Corporate marketing materials produced	Corporate stationery and gifts produced	Corporate stationery has been produced along with diaries and key rings. In addition, branded pens were developed for the drivers of change awards.
			Commission at least 10 articles, convene 2 media briefings, release 10 media statements and publish 18 articles	The Trust has exceeded these targets as reflected in the media report attached as annexure 5.
		Undertake strategic planning	Strategy in place and understood by all staff	The Trusts has a clear strategy, an organizational steer, a matrix structure and a detailed M&E system. All strategic planning and reviews are based on these documents which are living documents for all staff.
		Retain and manage executive director	Staff managed on performance contracts	The ED is managed on a performance contract by the Board.
		Retain and manage finance, systems, and office manager	Staff managed on performance contracts	Staff in place and managed on performance contracts
		Retain and manage finance officer	Staff managed on performance contracts	Staff in place and managed on performance contracts
		Retain and manage administrative assistants	Staff managed on performance	Staff in place and managed on performance

Strategy	Strategic change objective	Activity	Outputs – Year 1 (End of March 2008)	Monitoring report
			contracts	contracts
		Retain and manage personal assistant	Staff managed on performance contracts	Staff in place and managed on performance contracts
		Manage partnership agreement and relationship with DBSA	Partnership operating effectively and efficiently	The relationship with DBSA remains a good one even with the greater autonomy of the Trust
		Source, run, and maintain new offices	Offices functional	New offices were sourced and are occupied and fully functional
		Manage bank account	Trust in sound financial situation	The Trust has its own bank account and manages part of the funding through this and part through the DBSA.
		Retain and manage organisational development consultants	Organisational policies and procedures in place	All required policies and procedures in developed and approved
		Develop investment policy	Trust in sound financial situation	Investment policy developed and approved.
		Conduct financial audit	Trust in sound financial situation and recognised for good financial management by donors with 2 audits per annum completed	Last annual audit unqualified. Interim audit for current year completed without any major concerns raised by auditors.
		Conduct compliance audit	Trust recognised for good management by donors	While no compliance audit has been conducted other reviews have focused on the issue. No management or compliance concerns raised by donors or national statutory agencies.
		Conduct risk management audit	Trust recognised for good management by donors	Annual risk review conducted with DFID
		Conduct organisational performance evaluation / impact assessment	M&E plan in place, all staff inducted and using the plan, reports produced regularly	M&E system in place. On a monthly basis the management dashboards provide key monitoring information, on a quarterly basis the work plan is used and annually the M&E report covering both workplan and impact outcomes. Also the Board conducts a review of its work.

The following annexes are available from the Trust on request as reference samples to this M&E report:

- Annex 1: Capacity Building Strategy
- Annex 2: Grant-making Strategy
- Annex 3: Management Dashboard
- Annex 4: M&G article on migrant workers
- Annex 5: M&G article on child migration
- Annex 6: Media coverage list
- Annex 7: List of grants and partners