



Annexure:

Southern Africa Trust Logical
Framework, 2008



Purpose Statement	Objectively Verifiable Indicators	Means of Verification	Period
To enhance the capacity of the civil society sector to pursue pro-poor change in the region.	1. Mechanisms for public participation in poverty-focused policy development processes (planning, monitoring, and implementation) established in SADC and at least 4 member states	Record of establishment of mechanisms Reports of functioning of mechanisms	By end of project
	2. Regional policy statements (declarations, frameworks, strategies, or protocols, etc.) on poverty reduction informed by the active participation of partner civil society organizations through evidence based work, are adopted	Policy statements Record of civil society engagement in development of policy statements Record of evidence-based research reports the informed civil society engagement	By end of project
	3. Increased reporting of civil society engagement in poverty-focused policy processes in country reports	Country reports of poverty-focused policy development	By end of project

Outputs	Objectively Verifiable Indicators	Means of Verification	Period
1 Improved capacity within partner organizations to engage in and influence public policies to overcome poverty and inequality	1.1. Improved knowledge and understanding of regional policy processes and schedules by CSOs linked to the Trust by end of project.	Baseline survey comparison Interviews with partners	2009 (3 year interim evaluation) and 2011 end of project (assessment)
	1.2. Partner CSOs demonstrate increased engagement with regional policy processes	Baseline survey comparison	2009 (3 year interim evaluation) and 2011 end of project (assessment)
	1.3. Partner CSOs generate policy positions informed by evidence developed through engagement with their members	Grants portfolio records Records of civil society policy dialogue events	2009 (3 year interim evaluation) and 2011 end of project (assessment)
	1.4. Increased number of new alliances and coalitions developed on poverty-related policy issues	Reports from the Trust's regional poverty observatory Grant reports	2009 (3 year interim evaluation) and 2011 end of project (assessment)
	1.5. Sustained (no slippage) improvement in the organizational health of regional civil society apex organizations reflected by staff turnover, audits, board meetings, donor commitments and ED performance review over the grant period.	Grant reports	2009 (3 year interim evaluation) and 2011 end of project (assessment)

Outputs	Objectively Verifiable Indicators	Means of Verification	Period
2 Increased dialogue between civil society organizations, the state, and the private sector for better policies and strategies to overcome poverty	2.1. New opportunities for civil society participation in poverty related policy development created	Statements from policy makers Policy dialogue reports from the Trust's Regional Poverty Observatory Comparison against baseline survey indicators	2009 (3 year interim evaluation) and 2011 end of project (assessment)
	2.2. A significant increase in the number of business representatives engaged in regional poverty-focused policy development processes with other stakeholders	Policy dialogue reports from the Trust's Regional Poverty Observatory Comparison against baseline survey indicators Interviews with partners	2009 (3 year interim evaluation) and 2011 end of project (assessment)
	2.3. A marked increase in the number of partner CSOs participating in regional policy processes	Comparison against baseline survey indicators Record of meetings Grant reports	2009 (3 year interim evaluation) and 2011 end of project (assessment)
3 Policy objectives identified by poor and marginalised constituencies reflected in the regional policy	3.1. Formal inclusion of civil society voice on poverty-focused policy issues during key regional policy development discussions is increased	Programmes of regional policy development events Record of key regional policy dialogue events Interviews with partner organizations	2009 (3 year interim evaluation) and 2011 end of project (assessment)
	3.2. Regional policy statements influenced by civil society to directly address poverty-related issues	SADC policy statements Records of civil society planning and implementation of advocacy	2009 (3 year interim evaluation) and 2011 end of project (assessment)
	3.3. An inclusive regional civil society platform established and joint poverty-focused policy engagement undertaken on the basis of research generated through their work	Record of establishment of regional civil society platform Records of working sessions of regional civil society platform	2009 (3 year interim evaluation) and 2011 end of project (assessment)

Outputs	Objectively Verifiable Indicators	Means of Verification	Period
4 Innovative approaches to build an enabling environment for civil society organizations to play a more effective role in policy development will be developed and disseminated	4.1 New poverty-focused regional and national policy development processes and mechanisms will be created that include structured participation by civil society organizations	Record of establishment of new policy processes Record of establishment of new regional and national mechanisms Interviews with partners	2009 (3 year interim evaluation) and 2011 end of project (assessment)
	4.2. Increased public profile of innovative practices, models, and individual policymakers and development practitioners	Database of innovative practices Mass media coverage of "drivers of change"	2009 (3 year interim evaluation) and 2011 end of project (assessment)
	4.3. New multi-country comparative learning generated about the legislative and operating environment for civil society organizations in southern Africa	Reports and other new knowledge products published Records of policy discussions about the legislative environment for civil society organizations Reports of reviews of legislative environment	2009 (3 year interim evaluation) and 2011 end of project (assessment)
	4.4. Increased and sustained cross-border mass media coverage of poverty-related issues related to the work of partner organizations and thematic issues that are addressed by the Trust	Press clippings Monthly media coverage reports Record of partnerships with media agencies Interviews with partners	2009 (3 year interim evaluation) and 2011 end of project (assessment)
5 A regionally-owned, sustainable and coherent source of financing for southern African organizations engaged in policy processes to overcome poverty is established.	5.1. Grant making mechanism established and grants disbursed according to annual forecast schedule	Budget Grant management tool Grant reports Interviews with partners	2007, but annual assessment
	5.2. Increased and coordinated funds from a diverse range of funding sources	Funding agreements Financial reports Donor (individual and institutional) register Audit reports Risk assessments Interviews with donors	2009 (3 year interim evaluation) and 2011 end of project (assessment)
	5.3. Independent trustees from southern Africa ensure that organizational policies and procedures are in place and adhered to	M&E Reports Board and committee minutes Strategy reports Governance and management dashboard Interviews with trustees	2006, but annual assessment





The Trustees



Vusi Gumede - Trustee

Dr Gumede worked in the South African Presidency as an advisor, economist, and analyst for 8 years. He has published in international and South African journals, contributed chapters in books, authored working papers and policy briefs, and writes his own blog www.thoughtleader.co.za/vusigumede. Dr Gumede lectured in South Africa at the University of the Witwatersrand's Graduate School of Public and Development Management, was hosted by the Institute for African Development at Cornell University in the United States as a Distinguished Africanist Scholar and Yale University recently welcomed him as a 2009 Yale World Fellow whilst the United Nations Development Programme in South Africa has appointed him as a Research and Editorial Advisor



Denis Kadima - Chairperson

Mr Kadima is currently the Executive Director of the Electoral Institute of Southern Africa (EISA). Originating from the Democratic Republic of Congo and having worked in the development sphere from South Africa, Namibia and Lesotho, Denis has a depth of regional and continental experience in governance issues



Joseph Komakoma – Trustee

Fr Komakoma is a Catholic priest and is the Secretary General of the Zambia Bishops' Conference. He worked for many years in the popular promotion of economic justice, peace, and development as a civil society leader in Zambia and the southern African region. He is a highly regarded public commentator in Zambia



Perks Ligoya – Trustee

Dr Ligoya is the Governor of the Reserve Bank of Malawi. He previously served as economic advisor to the Minister of Finance in Malawi. Dr Ligoya is a macroeconomist who has worked for the IMF and the budget and finance committee of the Malawian parliament. He championed the cause of poverty reduction in Malawi through the civil society organisations which he led and advised, and is a Past-President of the Economics Association of Malawi.



Reginald Matchaba-Hove – Trustee

Dr Matchaba-Hove previously chaired the Open Society Initiative for Southern Africa (OSISA) and the Zimbabwe Election Support Network (ZESN). He is a medical practitioner and teacher of public health at the University of Botswana. He previously taught at the University of Zimbabwe. He has been involved in the establishment and leadership of many human rights and development initiatives and is a prominent civil society leader in Zimbabwe and the southern African region.



Alice Mogwe – Trustee

Ms Mogwe is the founder director of Ditshwanelo, the Botswana Centre for Human Rights. With a legal background, she served as a consultant to several international development agencies including UNICEF and has been active in the field of gender and development for many years. Amongst the foremost civil society leaders in Botswana, she is a recipient of several international awards recognising her work as a woman leader and promoter of human rights.



Paula Monjane – Trustee

Ms Monjane is the executive director of the Civil Society Learning and Capacity Building Centre in Mozambique. She was previously the director of knowledge management at the Foundation for Community Development (FDC) in Mozambique, where she was the acting executive director for two years. Paula has broad experience in poverty reduction strategies, particularly in relation to health, HIV/AIDS and civil society capacity building. She has published numerous reports and publications and holds a Master of Arts degree in Development Studies from the Institute of Social Studies in The Hague, Netherlands.



Shirley Moulder – Trustee

Ms Moulder serves as a non-executive director of a number of social development organisations in southern Africa, having been involved in human rights and development work for more than thirty years. Based in South Africa, her professional experience includes engagement with governments, the private sector and international aid agencies as well as serving on a number of commissions for the Anglican Church in Southern Africa and the global Anglican Communion



Lucy Muyoyeta – Trustee

Ms Muyoyeta is ActionAid International's country representative for Zambia. Previously the executive director of the Open Society Initiative for Southern Africa (OSISA), she has over 20 years' experience in social development, particularly in women's rights, capacity building of civil society, and campaigning on issues affecting the poor. She is also the coordinator of international relations for the Zambia Association of University Women, has served as a non-executive director of several influential civil society organisations in the region, and received a Life Membership award from the Law and Development Association of Zambia. She holds a Masters of Arts degree in Rural Social Development from the University of Reading in Britain



Riah Phiyega – Trustee

Ms Phiyega was group executive for public affairs of ABSA bank in South Africa. She is an established business woman with senior management experience and brings both grassroots and global dialogue experience to the Trust. She has a strong background in corporate governance and corporate social responsibility, particularly through her association with the ABSA Foundation



Prakash Ratilal – Trustee

Dr Ratilal has played an active role in facilitating relations between the civil society, government, business, and banking communities and advises governments and civil society organisations on development strategies. He is a former Governor of Mozambique's Reserve Bank and was an acting Minister of Finance in the Mozambique government. He was also a member of the UN Panel of Eminent Persons for Relations with Civil Society

The Management team



Neville Gabriel – Executive Director

Neville coordinated human rights and public policy advocacy work for the Southern African Catholic Bishops' Conference, before joining Oxfam as an advisor. He was a founding trustee of the Southern Africa Trust. He has been involved in building civil society campaigns such as Jubilee 2000 and the Global Call to Action Against Poverty, and serves as a non-executive director of several civil society organisations including the African Forum for Debt and Development and the Goedgedacht Forum for Social Reflection. He is also a member of the steering committee of the African Grantmakers' Network



Themba Mhlongo – Head of Programmes

Themba is a highly regarded specialist on regional co-operation and integration in southern Africa. He was the chief director of the SADC Secretariat responsible for strategic planning, gender, and policy harmonization, a department that he established and through which he drove a number of key SADC developments. He was instrumental in producing SADC's Regional Indicative Strategic Development Plan (RISDP). He was previously the chief director for industry and technology strategy in the South African department of trade and industry and the manager of economic research at the Industrial Development Corporation (IDC) of South Africa



Petronilla Ndebele – Head of Operations

A well known television personality in Zimbabwe, Petronilla has strong regional senior management experience in communications, having worked for seven years as the media, public affairs and publications manager and acting head of corporate communications of the SADC secretariat. In 1999, she received an award for excellence in business and economic reporting from the Federation of African Media Women Zimbabwe (FAMWZ). She holds a Master of Arts degree in International Communications and Development, from City University in the United Kingdom.



Lusungu Kanchenche – Programme Operations Manager

Originating from Malawi, Lusungu has more than sixteen years' working experience in development in the British government's Department for International Development (DFID), most recently as programme manager of DFID's Southern Africa's regional portfolio and earlier for DFID's Central Africa division. She previously lectured in office arts at the University of Malawi and worked in office management and administration in the Office of the President and Cabinet of Malawi. Lusungu holds a Master of Business Administration degree from the University of Pretoria



Ashley Green-Thompson – Grants Manager

Ashley was the director of the South African Network of Trauma Service Providers, where he started working as the network's grants manager. He was previously the programme manager of the South African National NGO Coalition (SANGOCO) and director of the Justice and Peace Department of the Southern African Catholic Bishops' Conference. Ashley holds a Bachelor of Arts degree from the university of the Witwatersrand and is currently completing a Masters degree in management at the same university's school of public and development management.



Busisiwe Chaane – Communications and Partnerships Manager

Busi joined the Trust from the Association for Lifelong Learning. She has wide ranging experience in journalism and corporate communications, having been the Director for Corporate Communication at the Gauteng provincial Department of Agriculture in South Africa, and as the manager for media liaison and publications at the South African Telecommunications Regulatory Authority (SATRA). Busi previously worked in several roles at the South African Broadcasting Corporation (SABC) in Johannesburg, including as a television and radio producer, senior news editor, and head of factual programming. She holds a Master of Arts degree in international journalism from the City University in Britain.



Emert Nkhatu – Finance Manager

Emert has extensive experience in financial management and accounting. He joined the Trust from South Africa's National Consumer Tribunal, where he worked as the corporate services administrator responsible for the management of finances, human resources, and corporate governance. Prior to that, he was the finance manager for the Treatment Action Campaign. Emert also worked as the registrar (manager) and accounts administrator at the Commission for Conciliation, Mediation and Arbitration (CCMA). During his career, he has been recognized for Best Managed Function: Finance when he was at the CCMA and received a Top Performance Award for financial administration at Eskom. He completed his Bachelor of Commerce degree at the University of Cape Town in 2000.



Karin Matthee – Office Manager

Karin is highly experienced in corporate and government administrative procedures and business administration, having worked for the South African Department of Trade and Industry and several investment and business houses. She holds a Masters degree in Business Administration (MBA) from UNISA's business school.

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**Southern
AfricaTrust**
Influencing Policies To End Poverty

Tel: +27 11 318 1012

Fax: +27 11 318 0814

email: info@southernafricatrust.org

www.southernafricatrust.org

www.change4ever.org

I TRUST 3101/05 052-116-NPO PBO No. 930020783