

3. Review of the Trust's Performance Against Strategies/Output Areas





This section discusses the performance of the Trust in achieving its declared change objectives under each of the Trust’s five strategic output areas (highlighted in a text box for ease of reference). Performance is measured against the stated indicator, which is underlined in the text for ease of reference.

Capacity

The first strategy and output area focuses on building capacity with the expected outcome of:

Improved capacity within partner organisations to engage in and influence public policies to overcome poverty and inequality

To achieve this output the Trust identified five change objectives namely improving knowledge of thematic issues and processes relevant to regional policy work, increasing engagement in regional policy processes, informing policy positions with evidence developed through engagement with members, increasing coalitions and alliances in the region, and improving the organizational health of regional civil society apex organizations.

A combination of grants, technical assistance, research, networking, and brokering new relationships is used to improve capacity.

Projects to boost the capacity of the sector comprise the largest portion of the Trust’s grants portfolio. A total of 51 grants totalling \$3,791,160 have been issued to improve capacity. This includes current and closed projects. In the currently live portfolio, capacity building grants account for 38% of the portfolio (\$1,975,700). Sometimes this involves support for more than one project to the same partner. Of the partners supported 14 (27%) are headed by women and 8 (16%) grants approved have an explicit gender component.

List of past grant partners supported to improve capacity

Bench Marks Foundation, Groundwork Trust , African Forum for Debt and Development , Centre for Applied Social Sciences, Civil Society Trade Network of Zambia, Connect Africa, Economic Justice Network of FOCISSA, Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN), Human Rights Trust of Southern Africa, Institute for Democracy in South Africa, Women in Law in Southern Africa Research & Documentation Centre, African Forum for Debt and Development, Business Unity South Africa, Civil Society Trade Network of Zambia, Dennis Hurley Peace Institute - Justice & Peace Department, Emerging Market Focus, Gender and Media in Southern Africa, Gender Links, Institute for Democracy in South Africa, Khanya - African Institute for Community Driven, Mthente Research and Consulting, South Africa REFLECT Network, Southern African Regional Poverty Network (SARPN), SADC-CNGO (Umhlaba Development Services), Umhlaba Development Services, Women’s Land and Water Rights in Southern Africa

List of current grant partners supported to improve capacity

Association of SADC Chambers of Commerce and Industry, Biowatch South Africa, Centre Congolais pur la Promotion de la Nature, Diocese of Kigoma, Ecocity, Economic Justice Network of FOCISSA, International Community of Women Living with HIV/AIDS, Plate - Forme Nationale des Organisation de la Scoiete Civile de Madagascar, Rhodes University - Institute of Social & Economic Development, SATUCC, Southern African Institute for Economic Research, University of Cape Town - Graduate Business School, University of Johannesburg – CICLESL, Council of NGOs in Malawi, SADC Secretariat, SADC-CNGO, SAPSN, The Alliance for Justice & Peace in Southern Africa, Caritas Swaziland, Mauritius Alliance of Women, Organie de Developpement du Diocese de Toamasian





An example of the policy briefs regularly produced by the Trust



*The Trust's new quarterly magazine called **ChangeMudança**. It focuses on making regional integration work for the poor*

Outside its grants portfolio the Trust's support for improving capability of civil society organizations is carried out by its Regional Poverty Observatory (RPO) unit. Here a team of 5 people constitute a "situation room" that provides strategic advice, troubleshooting, technical assistance, and networking support to partners. In addition, the RPO unit is a learning hub which collects existing work and commissions the development of new knowledge products for use by the Trust's partners. The performance of the Trust in achieving this strategic output is detailed below under each of the change objectives.

Improved knowledge and understanding

The first change objective focuses on improving the knowledge and understanding of regional policy processes and schedules amongst partner CSOs. When the Trust was launched it commissioned a baseline study to assess existing knowledge levels amongst its partners and potential partners as a means to evaluate future performance. This found that knowledge of SADC regional processes and other related policy processes amongst CSOs was one of their weakest knowledge areas. At the time only 6% of organizations demonstrated good knowledge and 30% demonstrated some knowledge. Community development and media organizations were amongst the weakest. In its three years of operation the Trust has addressed this through raising awareness of regional issues in the media, through networks and workshops, providing information on SADC and its processes through the RPO, linking CSOs into SADC processes at a country and regional level and providing direct training to organizations. For example, in a partnership with Umhlaba Development Services, Oxfam GB, and the SADC Council of Non-Governmental Organizations, the Trust offered training in advocacy to regional civil society networks. The Trust is also in the process of developing a strategic leadership development programme for civil society organizations in the region.

Through its RPO unit the Trust developed a range of tools to help partners and stakeholders better understand the scale and intensity of poverty, the various poverty reduction strategies (PRS) and poverty indicators, and finally how policy development works in SADC. The Trust has developed a computer based tool that maps and compares the practices and learning that emerged from the development of Poverty Reduction Strategy Papers (PRSPs) in the countries of the region, especially in regard to civil society participation. This can be viewed on the Trust website. It is also in the process of producing a tool that provides detailed information on each of the civil society actors relevant in SADC which will be made available on the website as an online civil society navigation tool.

Much of the improved knowledge of regional institutions and processes can be attributed to the SADC International Consultative Conference and Summit on Poverty and Development, hereafter referred to as the Poverty and Development Conference. The process undertaken by the Trust towards this milestone in the Trust's work is detailed on page 53. In addition, the Trust played an important role in preparing civil society to engage in the 2006 SADC summit in Maseru, the 2007 SADC summit in Lusaka, and the 2008 SADC Summit in Johannesburg, and is supporting organizations prepare for the 2009 summit in Kinshasa.

The Trust has also worked with CSO platforms at a national level to build their understanding of regional policy processes and their thematic knowledge base. The Madagascar case study below is one example of how the Trust works in many different ways to create capacity to influence the regional policy agenda.





Case Study 1:

Madagascar civil society platform becomes a player in the SADC region

For a long time, Madagascar seemed to be on the margins of southern African regional engagement. In a broad but consistent effort to include Madagascan voices in the regional agenda, the Trust partnered with CSOs in Madagascar. This partnership focused on improving their understanding and participation in regional policy processes and also their knowledge of key thematic issues relating to the link between regional integration and poverty. As a result of this partnership, the Trust facilitated the national platform of CSOs membership of SADC-CNGO, thereby including them in regional debates and opportunities for engagement. This followed their participation in Trust events and a Trust-facilitated visit by SADC-CNGO to Madagascar. The Trust then enabled leaders from Madagascar to participate in two regional learning events: the first a consultation in Maputo of all national poverty directorates and the second a regional comparative learning event for national poverty observatories or similar structures from 5 countries, also held in Maputo. The Madagascar civil society platform was also one of the national civil society networks to participate in the Trust's project of national CSO consultations by the New Partnership for Africa's Development (NEPAD) in 8 southern

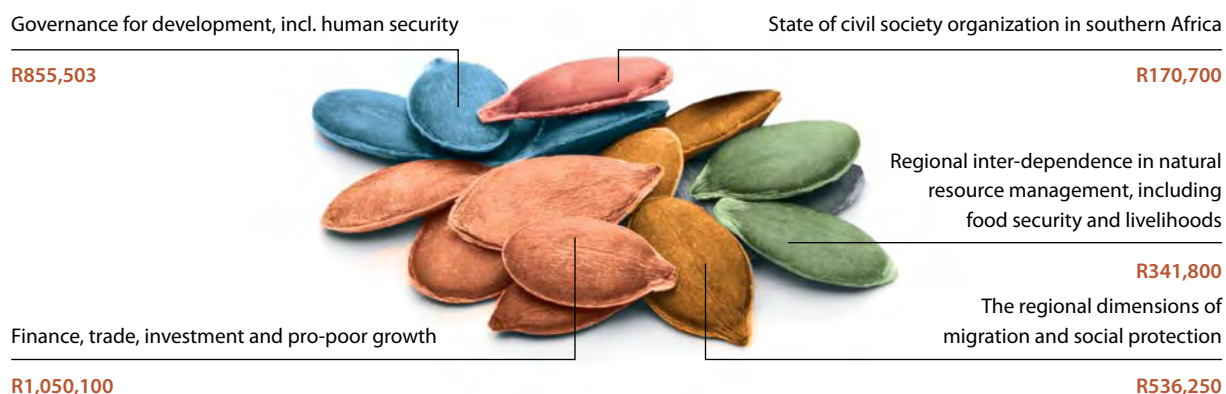
African countries and a regional concluding assessment. These created deepened awareness and civil society participation in NEPAD's capacity building initiative and helped to craft a way forward for addressing the outcomes of African Peer Review Mechanism (APRM) national reviews. It created a platform for national stakeholders to engage with NEPAD. The Trust therefore now supports the national civil society platform in Madagascar to strengthen its organisation and functions, so that this progress can be sustained. Finally, the Madagascar civil society platform participated in the SADC Summit preparatory meetings at national and regional levels, as well as the Poverty and Development Conference itself – all with the Trust's support. In the run-up to the conference the Trust financed the Madagascan national consultation on poverty making it possible for "the voices of the inhabitants of the 22 regions of Madagascar to be heard, along with those of other southern African countries, by SADC Heads of State at the conference in Mauritius," according to Mahamoudou Ndiandahy from the national platform.

"Working with the Trust raised the profile of PFNOSCM," explains Ndiandahy, and enabled it "to take political responsibility at the southern Africa level".

The Trust has also played a role enhancing the sector's knowledge of specific issues through the research it has commissioned and the dialogues it hosted. The Trust has focused on building understanding and knowledge in five thematic areas, namely finance, trade and investment; governance for development; migration and social protection; natural resource management, food security, and livelihoods; and finally the state of civil society.

The graph below provides a summary of the grants provided for research and is one indicator of the new knowledge created in these five areas.

*Figure 4:
The Trust's research portfolio by thematic area (grants only)*



The Trust engaged at least 978 partners in regional policymaking processes

In addition the Trust has spent a further R3.6 million on directly commissioned research. This research has been initiated following the identification of knowledge gaps and includes work in all thematic areas.

*Figure 5:
The Trust's research spending (non-grants)*

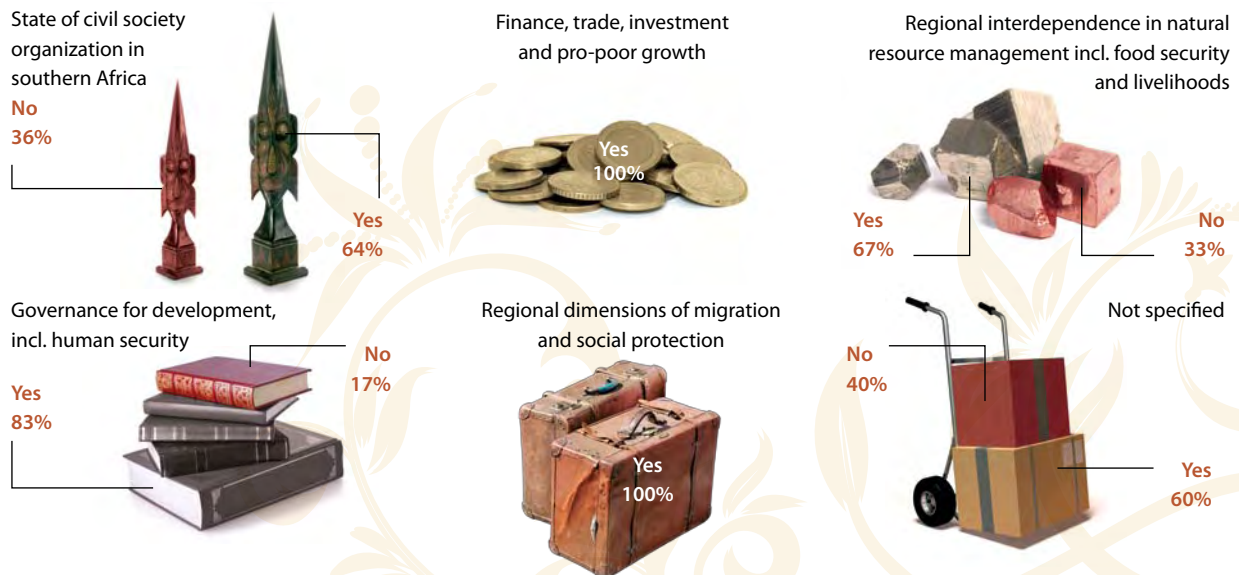


Increased engagement in regional policymaking

The second focus area is supporting organizations to engage in regional policymaking processes with a stated indicator in the logical framework of partner CSOs demonstrate increased engagement with regional policy processes.

The baseline study found that just 12% of those surveyed had participated in a meeting or regional policy process. Today, thanks to the work of the Trust, most of its partners have included dialogue on regional policy in their work. In December 2008, 43% of partners reported that they were networked into SADC policy dialogue processes. The graph below provides a graphic picture of how many grant partners, in each of the five thematic areas, are networked with SADC and participating in regional processes. The information is extracted from partner grant reports as at December 2008. Some partners work across several issues and cannot be neatly categorised into the five thematic areas. These partners are captured in the last bar. Two thematic areas in which the Trust has been particularly successful in facilitating partners' engagement with SADC processes are finance, trade, and investment; and migration and social policy areas. In both instances 100% of partners are engaged in regional policy processes.

*Figure 6a:
Partner organizations participating in regional policy making processes:
Grantees networking with SADC by thematic area*





*Figure 6b:
Partner organizations participating in regional policy making processes:
Number of civil society organizations participating in regional policy development*



The SADC poverty and development conference newly exposed several CSOs to regional processes. The preparatory work in 14 SADC countries involved a total of 978 partner organizations. Of these 120 partners participated in the SADC poverty and development conference in Mauritius as representatives of their countries or sectors.

When it was established, the Trust had a limited database in several countries and only 125 organizations participated in the baseline survey. Of these just 15 had been active participants in a regional policy process. The massive increase in participation is depicted in the second chart in figure 5 above.

In addition, partners were supported to participate in SADC Summits. This is discussed in more detail starting on page 53, dealing with the evaluation of the Trust's performance in achieving its second strategic output.

The case study below of the Trust's work with the SADC Employers' Group (SEG) provides a good example of how the Trust facilitates increased engagement in regional policymaking by its grantees and partners. The Trust observed that business was not adequately engaging in SADC policy development. It mapped the various stakeholders and began discussions with each. Through discussion, they identified a need for a meeting with the regional business associations and used the grant facility to provide funding for an AGM. This provided the platform to engage members of the SADC Business Forum (SBF), the SADC Employers' Group (SEG), and the Association of SADC Chambers of Commerce and Industry (ASCCI) to focus on a strategy to strengthen their regional capability for participation in SADC policymaking. The SEG has subsequently stepped into a leadership role by hosting SBF meetings and assisting it to develop appropriate organizational development and policy engagement strategies.



Case Study 2: Business engages in SADC poverty debates

Business Unity South Africa (BUSA) hosts the secretariat of the SADC Employers' Group (SEG). The Trust provided a grant to the SADC Employers' Group (SEG) through its BUSA secretariat. This covered some of the costs of the annual general meeting of the SADC Employers' Group. At this meeting a work plan for 2008 was agreed, including engagement by business in the regional poverty debate. As Mazwe Majola, previously from the SEG/BUSA, explains, "the Trust came in to bring us together . . . They strengthened the structure . . . They linked us with SADC." The business stakeholders were briefed about the poverty and development conference and encouraged to engage. Again Majola highlights the significance: "It was the first time that business was invited to come on board and engage with SADC. You saw civil society and government but not business in the past." Majola explains the impact of this; "We are no longer passive participants." The Trust then further supported the SEG to develop a regional business position statement on poverty and development in the region, through national consultation with business associations in several countries in the region. This shift has seen the SADC employers group engage in other key debates such as the dialogue around informal cross border trade (ICBT). In the private sector declaration on poverty made at the poverty and development conference ICBT was recognised when business resolved that: "Greater efforts be undertaken to understand the role of informal cross border trade and identify specific initiatives to strengthen the linkages with formal business."



In another example, through direct engagement with the SADC secretariat and the South African Department of Foreign Affairs, the Trust facilitated the active engagement of CSOs in the declaration of the SADC free trade area. The SADC Council of Non-Governmental Organizations (SADC-CNGO), the Southern African Trade Union Coordinating Council (SATUCC), the Economic Justice Network (EJN) of the Fellowship of Christian Councils in Southern Africa (FOCCISA), and the SADC Business Forum (SBF) all presented their positions to the heads of state in a SADC summit on the free trade area and were invited to the official reception, providing an opportunity to engage informally and network with policy makers at the highest level. This comprehensive involvement is the result of a lobbying effort initiated in 2006 when CSOs were invited to a reception with decision makers. This was repeated in 2008 when it was expanded as detailed above. With consistent effort by the Trust and partner CSOs, this type of stakeholder inclusion at the highest level in official SADC processes is set to become the norm, building an inclusive platform for policy dialogue amongst business, civic groups, and governments at a regional level.

The work has not been limited to facilitating engagement in SADC processes. To support CSO engagement with the Pan African Parliament, the NEPAD secretariat and the African Peer Review Mechanisms - all operating out of Midrand, South Africa - the Trust set up the Midrand civil society support facility for engagement with Pan African institutions based in Midrand. It has a staff member who is responsible for facilitating linkages and practical engagement between CSOs and these regional bodies, and for keeping CSOs updated about what is happening in the regional bodies.

Policy positions informed by evidence developed through engagement with members

The third change objective is to ensure that partner CSOs generate policy positions informed by evidence developed through engagement with their members. The Trust supports organizations with grants to do evidence based research and advocacy work. Within the total grant portfolio 18% of the budget is focused on the development of evidence based advocacy positions by CSOs, either directly or by providing raw experience that is linked into higher level analytical work. Twenty or 60% of these grants focus on issues that particularly impact on women and children. A list of these grants is detailed below.



Table 1: List of grants focused on the impacts on women and children

Organization	Research	Gender dimension
Save the Children	Child migration (regionally and locally)	The project was looking at highlighting the phenomenon and vulnerability of children crossing borders (from South Africa, Mozambique and Zimbabwe) whilst documenting the experiences of the children and highlighting the different problems that the girl child will incur in comparison to the boy child.
Africa Wildlife Foundation	Fisheries Protocol - food security issues at communal level across shared water resources	Both projects are targeting fishermen/fisherwomen. A small number of the women do the actual fishing but the majority of traders are women and the project has a strong food security and livelihood component and how the sector impacts directly on women especially female headed households.
Africa Wildlife Foundation	ZiMoZA - benefits sharing of natural resources	
Amka Kazinga	Growing rice in Tanzania using the upland method	The project is looking at introducing upland rice production as a technique used for growing rice in dry lands and the concept is being replicated from Uganda by a community in Tanzania. The project is targeting women farmers and will help address livelihood challenges and food insecurity in the community
Caritas Swaziland	Community gardens using the keyhole garden techniques	Household vegetable gardens are primarily an activity run by women, and the keyhole/ pothole project is a labour and water saving technique easily suited to women's multitasking roles.
Central Region Milk Producers' Association of Malawi (CREMPA)	Cross breeding cows for increased milk production in Malawi	The project is targeted at female-headed households as primary beneficiaries. The benefits are income generation through sale of milk and less dependence on fertilizer for cropping due to the availability of manure. Thereby assisting women with milk (for nutrition) and income for the household
Cruzeiro do Sul – Instituto de Investigação para o desenvolvimento	Looking at market access for agricultural products by bringing together local farmer organizations with governments and business	The project was focusing on farmer participation (focusing on smallholder communal farmers) on market access, as women make up the majority of smallholder farmers, their participation was inevitable.

Grahamstown Area Distress Relief Association Advice & Community Work (GADRA)	Gardening by visually impaired people	The project is targeting the visually impaired in the local community including women who are also visually impaired.
Organe de Developement du Diocese de Toamasina	Supporting small holder communal farmers in accessing markets for their produce	This is a project that is aimed at addressing climate change adaptation strategies through technical support to farmers for practices that increase nutrient levels of the soil and improve soil fertility as a way of increasing production and product quality, as well as access to markets. The gender dimension is the focus on food security as a by-product of farmer support and an explicit strategy to target female farmers.
Progressive Communal Farmers' Association - community seed multiplication and pass on	Seed multiplication as a source of securing inputs	This project is a development model for training on seed production to support marginal farmers in drought prone areas to gain autonomy in viable seed use and seed banking. As most of the intermediaries are men and most farmers are women this project helps empower women as well as broaden participation through passing on of seed.
Sedikong sa Lerato	Promotion of the Moringa plant as a source of supplementary nutrients for communities in Limpopo	The project is addressing food security through reducing high levels of malnutrition and poor diet diversity by growing moringa trees and processing the leaves as powder for selling and consumption. This will ease the food security burden on women who are the primary caregivers and in some instances family heads.
Mauritius Alliance of Women	Skills development of women in food preservation techniques	The project is primarily targeted at women and will provide training to set up gardens, grow fruits and vegetables. The Alliance will then support these women to add value through preserving (through sun drying, crystallising and freezing) and packaging their produce and assessing markets.
Machobane Agricultural Development Foundation	Innovative use of compost technology in small scale farming	This will enhance the work of rural farmers. Given that women are more active in smallholder farming in rural areas, it will directly benefit them, increasing yields and reducing costs.
Makandi Tea and Coffee Estate	New forms of mushroom production and market access for producers	The project is working with community groups (whose membership is mainly women) to grow, dry and sell mushrooms for consumption and selling as a means of increasing household income and the financial independence of the women farmers.
Tiger Kloof Educational Institution	Training in new farming methods for small farmers	This project will enhance household incomes and reduce the time spent on productive activities, releasing women, who are the bulk of smallholder farmers, to do other things.



Crisis in Zimbabwe Coalition South Africa	Regional migration and its impact on livelihoods and poverty: case studies from Zimbabwe and South Africa	The project focused on migrants moving from Zimbabwe to South Africa and advocated around the problems that the migrants were facing especially those from the marginalised communities. As part of the observation and learning through the project, it was evident that women tend to be most affected by the political instability and are most prone to poverty especially women who are also heads of the family.
Institute for Democracy in South Africa (IDASA)	Better budgets for child poverty alleviation and child rights in SADC	The project focused on the implementation of the goals and activities of the Imali Ye Mwana Network which is concerned with the regional approach to changing budgets for better child poverty alleviation and child rights taking into consideration the needs of children and reducing the care burden on women.
Gender Aids Forum	Critical elements to save women's lives	The project was aimed at establishing a cross learning process between women's rights organizations, HIV and AIDS organizations and policy makers to develop a strategy that addresses issues on women and HIV/AIDS.
Gender and Media Southern Africa Network	Promoting a policy response to the burden of unpaid care work in the context of AIDS	The project was looking at the burden that falls on unpaid caregivers with a focus on HIV/AIDS in most instances these are women and the girl child.
Thusano Lefatsheng Trust	Domesticating the wild Morama bean for added food security	The project is looking at adopting the Morama as an alternative source of food. This will provide increased food security, the primary concern of women in the community. It will also empower a range of small holder farmers to enter a new market.

In addition to grants, the Trust provides technical support and guidance to organizations through its RPO unit. Here the Trust's innovation has been in engaging research groups to link up more directly with communities, interest groups, and practitioners as well as to link research to policy outcomes. This has occurred in the fields of social protection, food security, informal cross border trade, microfinance and aid flows.

The recent DFID and CIDA 2009 review of the Trust's performance concluded that, "With support from the Trust more organizations are producing evidence based advocacy and others are using the research sponsored by the Trust to inform their policy."



The case study below is one example of how the Trust has supported partners to develop evidence based research informed by their members and beneficiaries.



Case Study 3:

Support to partners to listen to the experiences of the poor on food security

In an era of unprecedented rising food prices, the issue of food security has become a matter of life and death, particularly for the poor and vulnerable. The prices of food grains, edible oil and livestock products have increased by 130% since 2002. At the same time yields have declined. It is feared that in some countries the decline in yield could reach up to 50% because of food production, donor aid flows and government budget allocations to agriculture. Both internal and external policy weaknesses are driving the current food crisis in SADC. Recognising the importance of the issue for the poor, and especially for women and children, the Trust has focused on strengthening evidence based research and policy advocacy around food security. This is just one example of the multi-pronged way in which the Trust works to link the experiences of the poor around critical issues of survival to broader advocacy aimed at informing policy processes.

The Trust used its grant making facility to support organisations working on the issue and approved 19 grants to projects that focus on food security. The Trust for Community Outreach and Education (TCOE) is one of these grant partners. It is involved in building associations of rural and landless poor, accessing land for livelihoods and food sovereignty. The Trust supports a new project with TCOE that aims to build and strengthen the capacity and voice of small scale agricultural organisations in order to promote policies that enhance the food sovereignty of the southern African region through research and advocacy on food sovereignty. This is being achieved by building a regional network for policy dialogue amongst small scale farmers, trade unions, peasant organizations, women's groups and farmer support organizations. Workshops, public information and dialogue sessions, and campaigns by these partners is building awareness about the root causes of hunger so that policy responses can be informed by the real experiences of people living in poverty.

TCOE is making a difference at village level, where local associations are being formed, leadership capacity developed and conditions created for local community initiatives to engage directly with municipalities, in the Eastern Cape province of South Africa, for example. The involvement of TCOE in regional engagement regarding food security has been catalyzed by their partnership with the Trust. Prior to this partnership, the organization primarily focused on South Africa. The executive director of TCOE, Mercia Andrews says that "the Trust gave us funds to put our feet on the ground in the Southern African region." TCOE is now partnering with organizations in Malawi, Namibia and Zimbabwe. TCOE is increasingly focused on policy engagement with SADC and according to Andrews, is benefiting from access to information and regional engagement platforms provided by the Trust. She commented on the effectiveness of the Trust in linking in partner networks thereby growing the regional networks further.

Tackling the issue from a different perspective the Trust supported the Pietermaritzburg Agency for Christian Social Awareness (PACSA) in the KwaZulu-Natal province of South Africa, for example, and others do research on the increasing cost of a basic the food basket for a poor family, compared to the diminishing value of its income (see page 75), as a way to monitor food price increases and the impact of this on the poor and then do policy advocacy work about the problem.

In another partnership the Trust supported the Food, Agriculture, and Natural Resources Policy Analysis Network (FANRPAN) to develop its household vulnerability index. This project has shown that in all countries in southern Africa, HIV/AIDS has accelerated rural impoverishment and the breakdown of extended family relations that have long been the foundation of traditional safety-nets. It has also resulted in traceable indicators for monitoring the effectiveness of the mitigation policies and responses in HIV and AIDS and providing food assistance to the most vulnerable. A project with Cruzeiro do Sol, a Mozambican network of specialists, also focused on mitigating the impacts of HIV and AIDS as well as on how markets contribute to poverty reduction and the impacts of policies on performance of farmer organizations.

Consistent with its focus on regional policy development processes the Trust has also linked different partners into policy processes. One such example is how the Trust linked CISANET, the trade union federation in Malawi, up with FANRPAN and its work on regional policy development. This strengthened both organizations' work.

In addition to its grants, the Trust has linked grantees with others working on the issue and directly facilitated convergence of civil society voices on food security. Firstly, the Trust commissioned a policy paper on the future of food security in the region which documents the prevailing debates on the food security crisis. Secondly, it convened a policy dialogue with its partners to map out an engagement strategy. Thirdly, the Trust has used the knowledge generated by its partners to prepare a policy brief on food security. Fourthly, the Trust hosted a policy dialogue event with partners as part of the preparatory work for the SADC 2008 Summit in South Africa. This document sparked media interest and has helped profile the issue. Mercia Andrews from the TCOE identified an important outcome of this dialogue as the ability of regional producers to analyse, identify regional patterns and respond to the global food crisis by acknowledging that “this isn’t our crisis, it’s not supernatural, but rather a crisis of greed and wrong priorities”.

Some organisations, such as the International Consortium of Future Energies informed the Trust that they were able to generate policy positions based on findings of the policy discussion paper. The Consortium used the findings as a basis for their submission on food security to the Western Cape Provincial Government in South Africa in November 2008.

Using its media partnerships the Trust has profiled the work of its partners along with the debates as a way of raising awareness about the issue amongst decision makers. Coverage was secured on MNet’s Africa Magic channel and the SABC’s Channel Africa, and in the Mail and Guardian newspaper – all of which have a regional footprint, as well as on community based radio stations such as Bush Radio.

Finally, as part of strengthening the food security work in civil society included issuing a closed call for proposals on food security issues to strengthen the sector’s work on the issue, link up organisations working around the issue and link experiences of the poor with policy processes. As part of assessing applications the Trust convened a group of experts to assist it with the appraisal process.

In another example, the Trust was approached by the Formative Process Research on Integration in Southern Africa (FOPRISA) to support it to develop better evidence-based policy development approaches. FOPRISA is a collaborative research process in which several Southern African policy research institutes and universities, the Chr. Michelsen Institute of Norway and SADC Secretariat are participating. It commenced on 01 May 2005.

A partnership between the Trust and FOPRISA has been established. In the words of Prof Mayuyuka Kaunda who coordinates FOPRISA, “One of the successes of FOPRISA has been its ‘on-demand policy studies’ at the request of the SADC secretariat which provide useful information to inform decision making. However, the network faced challenges making its thematic research relevant.” The translation of research into policy relevant proposals relies on research processes being informed and guided by the desire to address genuine and real world problems. This can only be assured if there is both substantive access to policymakers’ interests and sustained interaction and dialogue with stakeholders. A key challenge for FOPRISA was their limited access to SADC along with their ability to sustain the impact of their research work through engagement with a broader range of stakeholders outside the SADC secretariat.

“We believe that the Trust has some comparative advantage in the areas of access, interactions and communications” says Kaunda. The partnership targets translating research into policy relevant proposals, informed by the experiences of the poor and marginalised along with communicating the research findings with a wider SADC audience.

This partnership has opened up a body of research in key thematic areas which would not normally have been accessible to CSOs. It enables stakeholders, across the region, to develop a more informed and coherent voice in key thematic areas relating to poverty and regional integration.

Increased number of alliance and coalitions

The fourth change objective deals with ensuring that an increased number of new alliances and coalitions are developed on poverty related policy issues.

Networking and building alliances has been one of the strengths of the Southern Africa Trust. Most grant partners have expanded their networks since partnering with the Trust. Forty-six percent of grant partners report that they have developed new networks and coalitions since receiving a grant from the Trust as at December 2008. This is reflected in the graph below.

*Figure 7:
Grant recipients that have developed new networks and alliances
by type of organization*



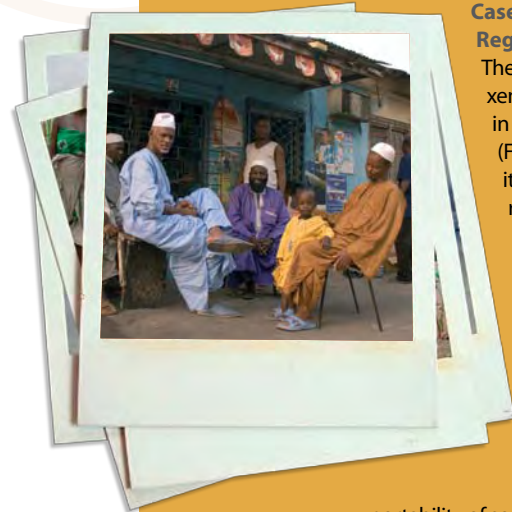
Some of these new alliances and coalitions link non-governmental organizations (NGOs) with other NGOs, or business with other business formations, while others link different types of organizations or sectors to address common issues. An example would be linking a community based organization, with a representative umbrella association, as well as a research institute or specialist NGO.

Alliances of CSOs have been initiated and supported at the country level, for example, through work done by the Trust in DRC, Angola and Malawi. Thematic alliances have also been initiated by the Trust across countries on, for example, food security, micro-finance, human security and informal cross border trade. At a regional level a coalition of apex organizations comprising the SADC Council of NGOs (SADC-CNGO), the Economic Justice Network (EJN) of the Fellowship of Christian Councils in Southern Africa (FOCCISA), and the Southern African Trade Union Coordinating Council (SATUCC), meets regularly, thanks to the support of the Trust for the consolidation of this regional apex platform.



The case study below provides an example of how the Trust is able to mobilise its partners and facilitate alliances across countries and sectors around a specific issue.

**Case Study 4:
Regional civil society unites against xenophobia**



The Trust played a catalytic role in setting up a regional civil society alliance in response to xenophobic violence in South Africa. In a matter of weeks from the time the violence erupted in May 2008, the Trust, in partnership with the Foundation for Community Development (FDC) in Mozambique and the Open Society Initiative for Southern Africa (OSISA), mobilised its partners and other relevant stakeholders and facilitated a regional forum for CSOs to reflect on and act to stop the xenophobic attacks against foreign nationals in South Africa. Over 100 people from Mozambique, South Africa, Botswana, Zambia and Zimbabwe attended the meeting which called on SADC to map out integrated and complementary actions to address the issues that sparked the violence. According to Graça Machel, a key mover in the alliance, "migration in southern Africa is a fact of our lives ... we have to live with migration". The challenge is to better manage it. "This includes solving the problem in Zimbabwe which has added a new dimension to the scale of intra-regional migration," according to Machel. It also involves addressing structural issues like the absence of a regional mechanism for regional portability of social benefits for migrant workers. A steering committee was set up at the end of the meeting, with support from the Trust. The Trust has strengthened the alliance by funding research into the

portability of social benefits. This work aims to secure the rights of a worker to access benefits where they are working and transfer those benefits to where they are from, when they return to their home country at the end of their work tenure, as has been negotiated in the EU. In addition, the Trust facilitated the development of positions on migration policy reform in South Africa, by participating civil society organisations.

The Trust also undertook several public cultural initiatives that involve young people in speaking against xenophobia, such as the Free to Be concert held by the Trust at the University of the Witwatersrand at the time of the 2008 SADC summit in Johannesburg, in partnership with the Southern African Development Community (SADC) and the mobile telecommunications company, MTN. Inspired by the possibilities created by the forum MTN partnered with the Trust to bring together a SADC youth orchestra through the cultural promotion organisation Music Is a Great Investment (MIAGI). To build on this work, the Trust is now in the final stages of establishing a new southern Africa regional youth exchange programmes in partnership with AFS International.

Improving the organizational health of regional civil society apex organizations

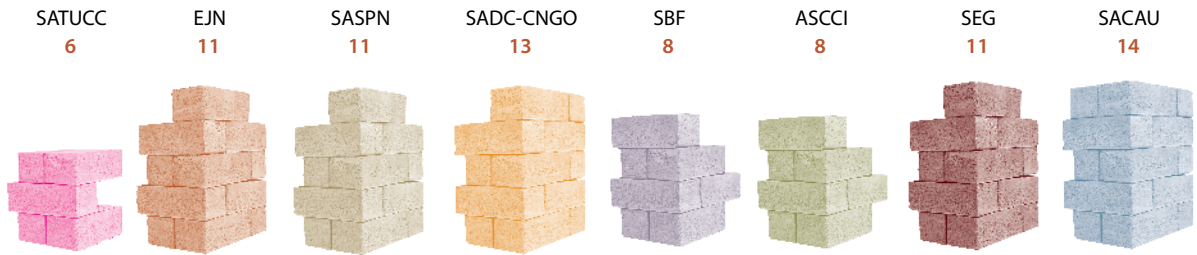
The final change objective related to capacity development is to build the organizational capacity and health of regional civil society apex organizations. The target is a sustained improvement in the organizational health of regional civil society apex organizations, reflected by staff turnover, audits, board meetings, donor commitments and director's performance review of the grant period.

When the Trust was launched most of the regional civil society apex organizations had inadequate capacity, were not well supported by donors and had a limited regional programme and profile. The Trust's strategy has been to strengthen these organizations through a partnership approach. The Trust partners with the five apex organizations, and together they identify what support and help is needed. The five are: the SADC Council of Non-Governmental Organizations (SADC-CNGO), the Economic Justice Network (EJN) of the Fellowship of Christian Councils in Southern Africa (FOCCISA), the Southern African Trade Union Coordinating Council (SATUCC), the Southern African People's Solidarity Network (SAPSN), and the regional business associations including the SADC Business Forum (SBF) of which the Southern Africa Confederation of Agricultural Unions (SACAU) is a member, the SADC Employers Group (SEG), and the Association of SADC Chambers of Commerce and Industry (ASCCI). Support has spanned the development of a strategy, increasing the knowledge and skills base of organizations, creating opportunities for engagement with decision makers, fostering networks and collaboration amongst stakeholders, and institutional support to set up systems and processes.



The graph below provides an overview of the number of national members of each of the regional apex organizations. It is followed by a summary of the partnership between the Trust and each of the bodies.

*Figure 8:
Number of national members of regional civil society apex organizations*



The Trust worked with SADC-CNGO, helping it to strengthen its position in relation to official SADC policy making processes. This has been achieved through an institutional strengthening programme that has seen SADC-CNGO move from being a cash-strapped skeleton entity to one that is funded and staffed.

The Trust has worked with EJM to build their knowledge base of regional processes, to strengthen their links with national council of churches and to link them with other regional networks.

It has also worked with SATUCC, an organization that lacked resources to engage its members, supporting it to develop its strategic plan, engage its national trade union members, and improve its governance.

The Trust has worked with the various SADC business apex organizations. It has supported the SADC Employers’ Group, through partnering with its secretariat based at Business Unity South Africa (BUSA) as discussed earlier. It has worked directly with the SADC Business Forum to strengthen its strategy and networks, to convene its regional members, and to develop and implement its strategic plan.

Finally, the Trust is supporting the Southern Africa Peoples’ Solidarity Network (SAPSN). An initial grant was to assist the network to mobilise participation for its regional Peoples’ Summit, as well as to develop its strategic plan. This is being followed by a grant targeting capacity development of the SAPSN secretariat and increased engagement of its members with broader civil society groups in the region.

In all of this work the Trust has been trying to find the balance between proactively undertaking initiatives itself, initiating process by being a catalyst, and facilitating development by being a broker. Malcolm Damon of EJM acknowledged that “there is the fear [that the Trust will take over]”. However, the Trust seems to be managing this balancing act as Damon confirms . . . “but the Trust is not taking over”.

The case study below of SADC-CNGO demonstrates how the Trust has worked with its partners and applied all of the five strategic change objectives under its capacity building strategy, in these partnerships.



Case Study 5:

The Trust builds regional civil society apex organisations

The Trust partnered with the different regional civil society apex organisations to strengthen their institutional base and the effectiveness of their policy influencing work.

SADC-CNGO was identified as one of the key strategic partners amongst the regional civil society apex organisations. SADC-CNGO is recognised by the SADC secretariat as the interface between NGOs across the region and SADC. When the Trust partnered with SADC-CNGO, the organisation was in financial difficulty, had no office of its own and was operating with just a skeleton staff of two personnel including the general secretary.

“We are extremely appreciative of the support that the Trust has provided to us, and continues to do. We are where we are because of the Trust believed in us at a time when we had no other consideration, and as a result, enabled us to grow and others followed. The support that (the Trust has given) has indeed been very helpful and registered very tangible results.” Abie Dithlake, SADC-CNGO CEO.

As a partner, the Trust did not only provide a traditional grant. Instead, it worked with SADC-CNGO and appointed a consultant to assist them develop their strategy and action-plan on the basis of an initial needs assessment. Based on this, the Trust then provided a combination of institutional and programme resources. At an institutional level the intervention was multi pronged. It included directly providing an office and office infrastructure to SADC-CNGO in Gaborone, external financial and administrative support to assist with the financial management and reporting of the organisation, technical support for strategy and programme development and implementation, organising and hosting of SADC-CNGO meetings including its executive committee meetings, strengthening linkages with new national members, governance and leadership development support, supporting stakeholder engagement and management including national facilitating national engagement with members in all SADC countries, and finally assistance with fundraising. One result of all this support has been a grant of EUR900,000 from Austrian Development Assistance (ADA) to SADC-CNGO. Through this support, SADC-CNGO has now been able to increase its staffing from 2 to 5 people and is implementing programmes systematically.

At a programmatic level the Trust worked with SADC-CNGO and its members in the different countries to build the regional poverty agenda and develop their perspectives on national poverty observatories and the proposed SADC regional poverty observatory, especially in the preparatory process for the SADC poverty and development conference. At a regional level this has included funding a policy advisor at SADC-CNGO, strategic and technical support around key regional poverty issues directly through technical input and indirectly through commissioned research and a programme to both improve links with and expand the national membership. For example, the Madagascar national civil society platform has joined SADC-CNGO as a result of this support.

The Trust also supported SADC-CNGO to become stronger by formalising its linkages with partners in the faith based, trade union, and business sectors.

As a result, Brendan Pearce, the head of Umhlaba Development Services whom the Trust contracted to support SADC-CNGO, comments that “there have been a number of successes that SADC-CNGO has led”. “The development of civil society platforms in preparation for the SADC poverty and development summit raised the visibility, profile and standing of SADC-CNGO,” he says.

This comprehensive strategy has resulted in an improvement in the credibility of the sector in the eyes of policy makers. “SADC CNGO is likely to make more impact now as there is renewed confidence by the members and more focus in their programme work. The support the Southern Africa Trust has given them has put them on a path to sustainability,” says Moreblessings Chidaushe, the Southern Africa regional programme advisor at Norwegian Church Aid.

