

In the past year to March 2009, media coverage in Mozambique was 9 times higher than in the previous year, with substantial first time coverage in Malawi. The Trust had media coverage for the first time in nine countries in the year to March 2009 alone.

Coverage increased by more than 330% year-on-year in South Africa in the 12 months to March 2009, compared to a 168% year-on-year increase the previous year. However, declines in year-on-year coverage were recorded in Madagascar and Zambia.

While there has been steady growth of media coverage originating in some countries in the region, increases in media coverage have not been sustained in all countries. However, these indicators do not reflect the geographical reach of media that may originate in one country but be distributed or broadcast across the region and beyond.

The Trust has finalised syndication agreements with media houses such as the Mail & Guardian newspaper to optimise publication in several countries of media articles about its work that may originate and appear in a single country.

While print media coverage has been sustained, radio coverage tripled in the 24 months to March 2009, compared to the first year of the Trust's operations. Compared to 2007/8, television coverage was almost four times higher and internet coverage was five times higher in the year to March 2009.

Establishing a regionally owned funder to support civil society voice in policy development to overcome poverty

"The Trust has worked hard to establish itself as a driver for policy change in the SADC region and it has developed good working relationships with the SADC secretariat, as evidenced in the international cooperating partners (ICP) meeting in 2009 where the SADC secretariat credited the Trust's engagement, and other regional bodies working on policy. For example Soul City is exploring a partnership with the Trust to help it navigate the policy framework to roll out its work across the region."

DFID & CIDA review, 2009

The final strategy focuses on creating a sustainable institution and grant making mechanism. The stated strategic output is:

"A regionally owned, sustainable, and coherent source of financing for southern African organizations engaged in policy processes to overcome poverty is established."

This will be achieved through three objectives, setting up a grant making mechanism, securing a diverse range of funding sources and setting up a strong organization with a board of trustees that oversees the work.

Since it was established in 2005, the Trust has successfully established itself. There are 11 Trustees (5 women and 6 men) drawn from 7 countries across the region. The staff complement is 21. The senior core management team comprises the executive director, the head of programmes, the head of operations, the finance manager, the grants manager, the communications manager, and the programme operations manager. The team is a regional team with staff drawn from Zambia, Mozambique, Malawi, Botswana, the DRC, Zimbabwe, and South Africa. There is also a good gender spread with 11 women (52%) on the team of 21. The table below provides an overview of the staff composition in the middle of each year.



Table 2: Team composition by gender and country of origin

	2007	2008	2009
Total number in team	13	20	21
% women	69%	55%	52%
% women in management	75%	50%	60%
Countries of origin	South Africa, Zimbabwe, Zambia, Malawi, Botswana, Uganda, Kenya, DRC, and Mozambique	South Africa, Zimbabwe, Zambia, Malawi, Botswana, Mozambique and DRC.	South Africa, Zimbabwe, Zambia, Mozambique, Malawi, Botswana and DRC.

Regionally owned grant making mechanism established

The Trust allocated 169 grants totalling \$10.3 million and provided support to 119 organizations in 14 countries as at March 2009. Grant making is one part of the Trust's efforts to achieve its strategic objectives. Grants are provided to organizations to pursue the four strategic outputs detailed above. The objective is to establish a regionally owned grant making mechanism. The graph below provides a picture of the grant allocations per strategy.

Figure 11: Grant allocations per strategic output area as at the end of March 2009

Full Portfolio



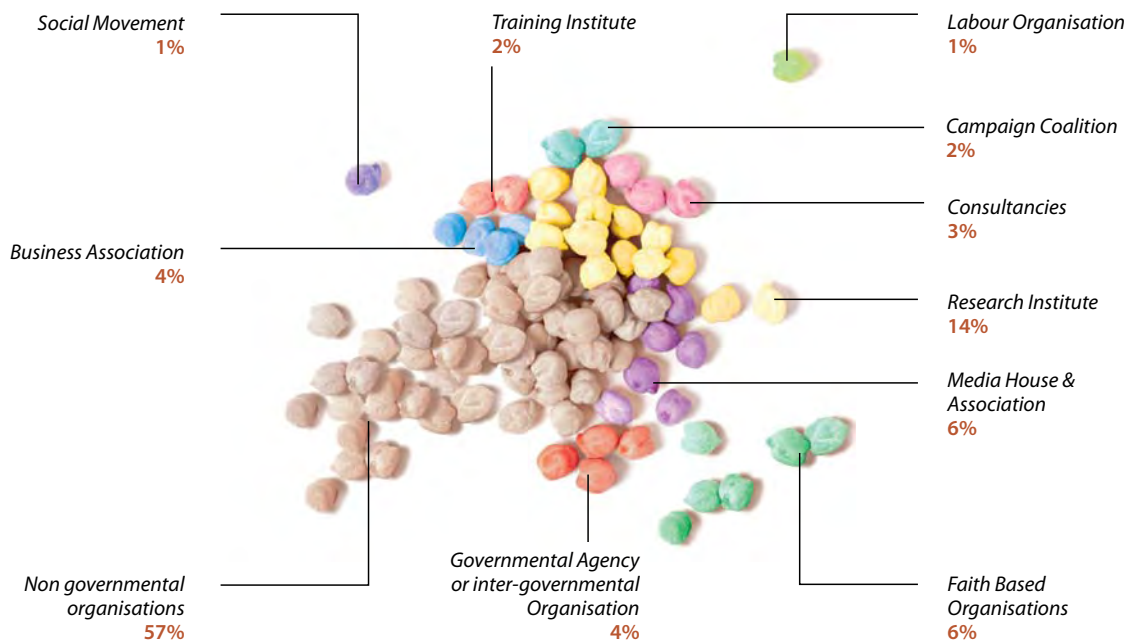
Live grants



The Trust has used its grant making facility to promote innovation in the sector with almost one third of the budget allocated to extending tested methods to new locations; adapting existing processes, technology or research to new applications; developing new ways of doing things; and research into new areas that can change the way we think or act.

Most of the grant partners are non-governmental organizations (57%), followed by research organizations (14%), media houses and faith based organizations (6% each), business associations (4%) and inter-governmental organizations (4%). The graph below provides an overview of the grant partners.

Figure 12:
Proportion of grant allocations to different types of organizations



Twenty percent (20%) of the grant allocated have an explicit gender component, with 16% allocated to gender mainstreaming and 4% to gender equity. 15% of grants have been awarded to women's organizations or those focused on the needs of poor women.

The increase in the number of unsolicited grant applications received is testimony to the growing recognition in the region of the Southern Africa Trust as a grant maker.

Figure 13:
Increase in number of unsolicited proposals received





The Trust's home page: southernafricatrust.org

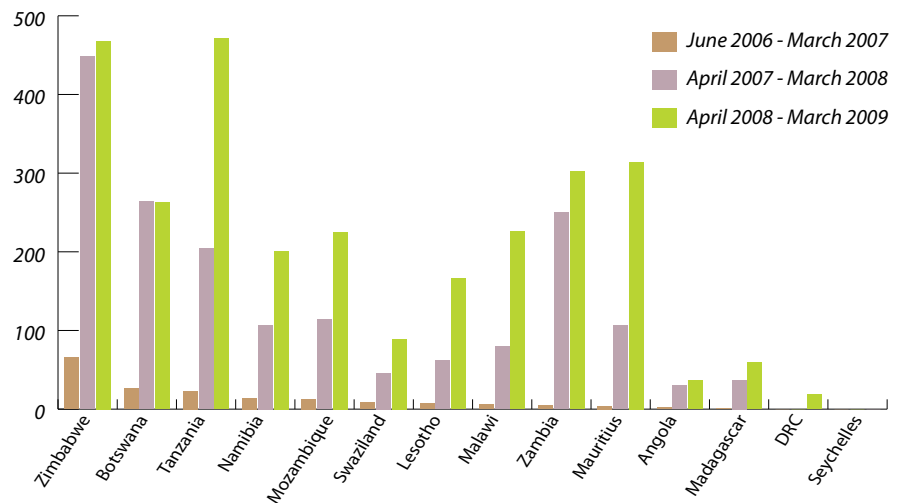


ChangeMakers, the Trust's regular electronic newsletter that highlights activities of the Trust and its partner organisations

In addition, systems have been set up to facilitate the management of grants that have been allocated, including a monitoring system which is seen as a model for other organizations. The monitoring system disaggregates data based on organization type, programme area, thematic focus area, strategic output area, innovation, gender focus, country base, and countries of implementation. Project reports received provide invaluable information and the Trust has produced its first "state of the sector" learning report using information from grant partner reports to complement its baseline study data.

Finally, the increased interest in the Trust website is also a demonstration of the increased recognition and value added by the Trust. This is reflected in the graph below.

Figure 14: Year-on-year increase in website visitors from southern African countries (excluding South Africa)



The number of countries from which visitors accessed the Trust's website more than doubled over the 24 months to March 2009.

Compared to the Trust's first year of operation, the number of visitors was more than 10 times (1,025%) higher in its second year of operation and more than 15 times (1,522%) higher in its third year of operation. In addition, the regional spread of visitors improved with significantly increased profiles in most countries.

The table below provides an overview of the top content visited on the website:

Table 3: Top content visits on the Trust's website

	June 2006 – March 2007	April 2007 – March 2008	April 2008 – March 2009
Homepage	1750	15238	17694
Meet the team	277	2980	3231
Calls for proposals	268	1895	2947
Contact details	196	1701	1783
Programme partners	133	1149	1756
Background	165	1267	1187

Increased and coordinated funds from a diverse range of funding sources

Part of the grant making facility's value lies in its ability to sustain itself, through securing increased and coordinated funds from a diverse range of funding sources. In addition to its founding relationship with the British government's Department for International Development (DFID), the Trust has established a funding relationship with the Canadian International Development Agency (CIDA). Both provide substantial multi-year funding to the Trust. This funding is provided collaboratively through a delegated cooperation agreement between CIDA and DFID that harmonises the flow of funds to the Trust. In addition, the Trust has a small project with Swiss Development Cooperation (SDC) focusing on the development of the Trust's capacity building strategy. In addition, the Trust was engaged by the Flemish representation in southern Africa to partner a smaller policy dialogue initiative that is currently being considered for approval. The Trust was also invited by New Zealand Aid (NZAID) to be one of five partners in its new New Zealand – Africa Learning Initiative (NZALI) which is still under development. In 2008 the Trust also received small financing for joint projects from the South African based mobile telecommunications corporate MTN, the Open Society Initiative for Southern Africa (OSISA), Oxfam GB, Action Aid International, and TrustAfrica.

Over and above this, emerging partnership links are being developed with the South African government's Renaissance Fund, the Development Bank of Southern Africa's (DBSA) Development Fund, the Swedish International Development Assistance (SIDA), the Bill and Melinda Gates Foundation, Danish International Development Aid (DANIDA), United States Aid (USAID), Oxfam Novib, and Trocaire - although none of these donors have committed significant long term funding to the Trust as yet. However, the Trust established a donor forum to pursue dialogue and partnerships with donors in a coherent and harmonised way. The first meeting was a success with calls from donors and potential donors for more regular meetings.

The focus on funding has not been limited to securing resources for the Trust. Research into the changing patterns of aid flows to civil society organizations in southern Africa has been published and further research commissioned. A dialogue event about this was held with all the major bilateral donors and private donor foundations active in southern Africa, in Gaborone in May 2007. This work is part of a broader advocacy initiative by the Trust to sustain and grow the resources flowing to the sector in general.

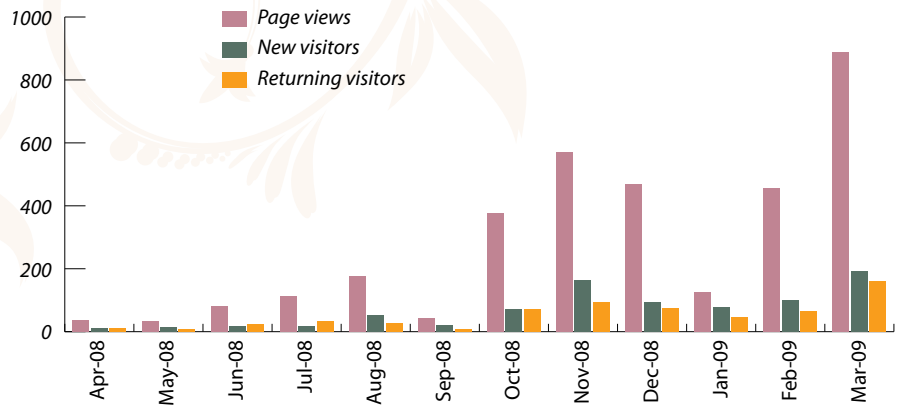
Finally, the Trust has launched a local fund-raising campaign called change4ever. Since its launch in September 2007 change4ever has become well known as the Southern Africa Trust's awareness raising, public participation, and direct-from-public fundraising brand that seeks lasting solutions to the root causes of poverty rather than simply managing the symptoms. At the formative stage of the campaign, close to ZAR100,000 was raised with most of the funds disbursed to organizations that are working on projects to end hunger and improved social protection of migrant children in southern Africa.

The change4ever campaign has stimulated public participation on how to address poverty. Through the question: If you could change one thing forever, what would it be? People share ideas about what they would like to see change in their personal lives, country, the region and the world. The graph below provides an overview of the number of visitors to the change4ever site and demonstrates its growing popularity.





Figure 15: Increase in change4ever campaign website hits



The campaign has had an important role raising awareness about intelligent social giving and the root causes of poverty. The use of campaign ambassadors has been a very successful strategy to do this.



**Case Study 19:
Change4ever Campaign gets high recognition**

9 February 2009 was a defining moment for the change4ever campaign, when South Africa's Deputy President, Ms Baleka Mbete, referenced the change4ever campaign during her response to the President's State of the Nation Address. Speaking to a packed parliament, the Deputy President said: "The Southern Africa Trust, an NGO that promotes regional policy dialogue on poverty issues, has posted a question on its website, which is: If you could change one thing forever, what would it be? Lorna Maseko, SABC television producer and presenter, gave an answer that speaks to the core of the philosophy of the kind of a nation that we have been working so hard to build." She said: "If I could change one thing forever, I would start with me and then the community around me. So many times we want to change the world and it just takes a look around - people in our immediate surroundings need the help that we could offer without having to travel miles away".

"Many South Africans – across race, religion, regions, gender and class – share and practice this attitude."

She went on to suggest that negative critics, "Should listen to the words of Lira (a change4ever campaign ambassador) – our songbird – in her response to the change4ever question:

"If I could change one thing forever I would change the way that we as South Africans see ourselves and our country. We never celebrate the great things about ourselves. We are so easily willing to put emphasis on the negative. Have you looked around and realised what great people we are? We thrive under difficult situations, we are forgiving and innovative. I say we start celebrating who we are!"



“The Trust is, by far, the very best, the most committed and the most professional organization I’ve ever had the privilege to spend time with.”

Sheelagh Antrobus, fundraising consultant, the Maverick Group

Independent trustees from southern Africa overseeing the organization

The Trust has a committed board of Trustees, with a range of competencies, which ensure that the organizational policies and procedures are in place and adhered to. The 11 Trustees are drawn from South Africa, Zambia, Mozambique, Malawi, DRC, Botswana and Zimbabwe and include people who work in the civil society, private and government sectors.

In its initial setup period, the Trust not only developed its strategic direction but also focused on setting up the policies (see the box alongside for a list of the policy statements that the Trust has already developed) and systems to ensure a robust and sustainable institutional structure.

Now the Trustees have turned their attention to fulfilling their strategic direction and management oversight role. This oversight is supported by a comprehensive monitoring and evaluation system. Impact is monitored using a baseline survey which was conducted in the first year. The data will be re-assessed every three years when the survey is repeated. In addition, an external monitoring and evaluation consultant assists the organization to measure its performance and impact using an internal annual review. Outputs are monitored quarterly and annually using the Trust’s logical framework document and key initiatives schedule. Finally, management dashboards provide a useful check and reminder to management and the board of trustees at every meeting.

“I think you need to know that in all my years of working with the NPO sector, the Trust is, by far, the very best, the most committed and the most professional organization I’ve ever had the privilege to spend time with. You are streets ahead of more established organizations.” Sheelagh Antrobus, a fundraising consultant, wrote to the Trust on completion of an assignment.

Along with setting up the institutional systems and capacity the Trust has also worked hard to establish its profile in the region. In addition to a regional consultation with major civil society organizations to inform the Trust’s strategic direction at the start of the Trust’s operations, over the past three years the Trust organised and held national consultations with civil society organizations and government representatives in all SADC countries except Swaziland, Zimbabwe, and the Seychelles. The purpose of these consultations have been to introduce stakeholders to the work of the Trust and solicit their views on what the Trust is doing, what it should be doing and how it should be doing it – in short, how they think the Trust should support them.

This work is bearing fruit and the Trust is recognised as a regionally owned, professional funder in the region as reflected in the increase in unsolicited grants, the increased number of visitors to the Trust website and the strategic partnerships forged.

The Trust’s Policy statements:

Code of Ethics, Code of Conduct, Financial Management Policy, Procurement Policy, Grants Policy, Governance Policy, Human Resource Management & Remuneration Policy, IT Policy, Language Policy, Investment Policy, Subsistence, Travelling & Entertainment Policy, and an Ethical Fundraising and Accountability Policy.

