

Knowing Civil Society Organisations

LEARNING FROM CIVIL SOCIETY ORGANISATIONS DOING REGIONAL POLICY
WORK IN SOUTHERN AFRICA AND STATUS BASED ON THE SOUTHERN AFRICA
TRUST'S PARTNERSHIPS WITH CIVIL SOCIETY ORGANISATIONS



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Acronyms

AIDS	-	Acquired Immune Deficiency Syndrome
AU	-	African Union
AREAP	-	Africa Regional Empowerment and Accountability Programme
CCPAU	-	Centre for Citizen's Participation on the African Union
CEO	-	Chief Executive Officer
COMESA	-	Common Market for East and Southern Africa
CSF	-	Civil Society Foundation
CSO	-	Civil Society Organisation
DFID	-	Department for International Development
ESAFF	-	East and Southern Africa Farmer's Federation
HIV	-	Human Immune Virus
ICBTA	-	Informal Cross Border Trader's Association
KCDF	-	Kenya Community Development Foundation
KCS	-	Knowing Civil Society
LGBTI	-	Lesbian, Gay, Bisexual, Transgender and Intersex
M&E	-	Monitoring and Evaluation
MDGs	-	Millennium Development Goals
MEJN	-	Malawi Economic Justice Network
NGO	-	Non-Governmental Organisation
PAP	-	Pan African Parliament
PET	-	Public Expenditure Tracking
RAP	-	Regional Agricultural Policy
SACBTA	-	Southern Africa Cross Border Trader's Association
SADC	-	Southern Africa Development Community
SADC-CNGO	-	SADC Council of Non-Governmental Organisations
SAFL	-	Southern Africa Food Lab
SALO	-	Southern Africa Liaison Office

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SDGs	-	Sustainable Development Goals
SWAMMIWA	-	Swaziland Migrant Mineworkers Association
TB	-	Tuberculosis
TFTA	-	Tripartite Free Trade Area
UNDP	-	United Nations Development Programme
UNNGOF	-	Uganda National NGO Forum
YALI	-	Young African Leaders Initiative
ZIMCODD	-	Zimbabwe Coalition on Debt and Development

1. Introduction and Background

Since its inception in 2005, the Southern Africa Trust (the Trust) has developed, implemented and consistently refined a comprehensive grant making strategy and funding programme. This approach has seen the establishment of a large and diverse grants portfolio that engages with a diverse range of organisations across the southern Africa region and beyond, based on the real development context and needs. Over the years, the Trust has adapted and rationalised its grants portfolio to ensure that it feeds directly into innovative and effective interventions in defined thematic areas. The Trust has developed its role as a catalyzing agent that produces sustainable change that can last beyond its direct intervention, guidance and leadership.

A major focus of the regional grant-making programme is on policy advocacy and the use of a series of strategies to influence the formulation and development of public policy at national and regional level. Through its portfolio of grant partners, the Trust leverages multiple networked targeted actions directed at changing policies, positions or programmes on pro-poor concerns in the region. Specifically this grant funded policy advocacy seeks to:

- Establish new pro-poor policies;
- Improve on existing policies; and
- Where necessary challenge and change pieces of legislation that impact negatively on particular individuals or groups.

The Trust has continued to focus on developing the institutional environment for structured policy and developmental engagement between state and non-state actors at regional and national levels, including the organisational development of key regional civil society apex organisations. It has increasingly implemented more focused programme interventions for pro-

poor policy development in its thematic areas related to regional integration, and developed a broader portfolio of grantees that makes it possible for deeper and more meaningful citizens' engagement in the process of shaping regional integration. The overall objective of this "Knowing Civil Society Organisations" Report is to review the current portfolio of grants and assess the extent to which partner civil society organisations have utilised the Trust grantee experience to drive policy advocacy agendas and derive the kinds of strategic learning needed to inform better regional policy interventions.

The report has been compiled using a range of key strategic documents and organisation reports made available by the Trust¹ to assess the degree to which the organisations funded by the Trust have continued to strengthen their pro-poor policy work, as well as the extent to which they are forming and strengthening national and regional networks for integrated policy responses. The report will assess the degree to which organisations have aligned themselves with the Trust's five thematic areas of focus, as well as assess the extent to which the Trust's five inter-related strategies have been translated by partner organisations into effective implementation for achieving their key objectives and results areas.

1.1 Work of the Southern Africa Trust

As a grant making organisation the Southern Africa Trust provides a systemic, social innovation approach that develops stronger relationships of cohesion and accountability between policy-relevant actors in the social, private and public sectors in southern Africa for sustained poverty reduction. This is done through its overall programmatic approach "*Linking Voices of Poor People and Accountability by Governments for Policy Change to Make Regional Integration Work for the Poor in Southern Africa: People, Platforms, and Policies*"².

The Southern Africa Trust is an independent

1. See Appendix A for list of key documents and reports reviewed
2. 2012-2016 Strategic Plan

agency that supports deeper and wider regional policy engagement of voices of the poor to overcome poverty in southern Africa. It does this through the following approaches:

- Facilitating regional learning about poverty-related policies and practices;
- Developing research about the poverty dimensions of regional integration and the regional dimensions of national poverty reduction strategies;
- Strengthening the capability of non-state actors to engage in regional poverty reduction policy development;
- Promoting voices of the poor in policy dialogue; and
- Creating an enabling environment for civil society participation, and grant making.

A review of its first five years of operations undertaken in 2010 was based on information from a range of sources that included:

- Reflections from the trustees through evaluation feedback;
- Interviews with grantee partner organisations and other strategic partner organisations;
- Recommendations from the Trust's major donors;
- An interim impact assessment of the Trust's programmes, capacities, and fundraising campaigns; and
- Technical input from strategic management consultants associated with the Trust.

Based on the information gathered, the Trust developed a new and more focused strategic direction for the period April 2011 to March 2016. This new operational strategy did not replace the Trust's core corporate strategies, but rather gave concrete expression to those strategies for the Trust's operations that it believed would produce anticipated development results through stronger relationships of accountability between civic formations and government policymaking institutions.

The selection of grantees has been informed by the Trust's commitment to promoting scaled up, innovative, coherent and value-adding linkages and alliances between different types of civil society formations

including researchers, civil society advocacy groups, platforms of affected people, the media, conventional non-governmental organisations, trade unions, faith-based organisations, women's and youth formations, and the private sector. The objective of this approach has been to create a more enabling environment for the articulation of more effective collaboration between civil society organisations and policymaking institutions in creating stronger accountability for optimising social capacities for poverty reduction in southern Africa.

The grant portfolio has also been used as a mechanism for addressing the often fragmented and contestational nature of civil society policy advocacy environment in southern Africa. The grant making process has therefore attempted to establish a comprehensive and well-coordinated funding facility that develops and strengthens the institutional architecture, technical knowledge, and opportunities for more innovative, scaled-up, coherent and value-adding working relationships between the different types of civil society formations doing policy advocacy work. In particular, the grant making process has sought to create value-chains between the different types of civil society formations for more effective policy advocacy outcomes.

1.2 Focus Areas of the Trust

As one of the implementing partners in the delivery of the DFID funded Africa Regional Empowerment and Accountability Programme (AREAP), the Trust is responsible for delivering a comprehensive programme of policy advocacy support, capacity building and disbursement of grants. The aim is to provide for and strengthen pro-poor regional integration geared to improving access to high quality relevant data, evidence and analysis for African citizens, non-state actors and policy makers. This approach is seen as strengthening the collective voice of citizens to influence decisions of the state. Considering the reach of the Trust's geographical focus, the strategic intent is considerable.

1.3 Methodology and Scope

The overall objective of the report is to review the capability and performance of civil society organisations using the Trust's grantee experiences to derive strategic learning needed to inform better regional policy interventions based of the following criteria:

- Capability to effectively and efficiently deliver organizational and technical know-how;
- Capability to generate and/or use evidence for policy influencing;
- Inclusivity of interventions/project design (extent to which issues of human rights, gender etc. are mainstreamed);
- Draw lessons for best practice in grant making and policy advocacy for pro-poor regional policy; and
- Provide qualitative information and data of the extent of achievement of logical framework indicators as evidenced by grantee experiences and progress.

The secondary data for the report has been collected and synthesized using routine partner organisation narrative reports, evaluations and strategic documents. Conversations were held with a number of key stakeholders to discuss the projects and to assess progress and overall contribution to the Trust programmatic outcomes. The lessons learned report process has been underpinned by the following guiding principles:

- Evidence-informed assessment of information based on the available data;
- Sensitivity to issues of pro-poor, gender and human rights issues;
- Focus on ownership, with the process being driven and owned by the Trust; and
- Impartiality and independence to ensure minimal biases in methodology and analysis of the documents.

1.4 Challenges of the Study

Interpretation of the findings of this reports needs to take into account challenges that were encountered regarding the quality and availability of data. Key amongst these challenges were as follows:

- Many of the reports are very focused on process, with limited detail and reflection on the experiences and learning derived from the grant-related activities;
- Many of the reports omit key pieces of information, which compromises overall comparisons and analysis;
- From an objective perspective, it is not always easy to assess the extent to which grant partners have achieved project outcomes through effective and efficient delivery of their organizational and technical skills and expertise; and
- The assessment is limited by deficiencies in generating and/or using project evidence to demonstrate the degree to which policy influencing has been successful.
- Being able to capture changes completely and reliably and to analyse information and draw findings requires triangulation of the data. This is however generally not available. The report has, as a consequence, relied heavily on information submitted by the project partners. It is thus important to note the limitations of this report when interpreting the findings.

1.5 What do we Need to “Know” about Civil Society?

While a results-based approach to the evaluation of the Trust's grant programme helps to assess overall progress, a more central focus is accorded to the importance of learning and the creation of “good practice” through implementation. This report emphasises the value of learning through the regular, daily evaluative thinking that organisations undertake, and highlights the importance of reserving space for reflection. This approach also includes measuring the small, incremental and often messy steps that together constitute change.

Expressing fears about overly quantitative results-based evaluation - however well founded - elides but does not resolve the challenge of making a case for a grantee organisation's contribution to change as envisaged by the Trust. Organisations also need to demonstrate accountability to the communities and stakeholders with whom

they work, as well as to funders, partners and supporters.

As a conduit for donor funds to civil society organisations in the region, the Trust is very conscious of the need to channel grants to organisations that can demonstrate both accountability and results. Accountability, however, can take organisations into uncomfortable territory, full of pressures to make the intangible tangible and the complex simplistic. Rather than settling on narrow, results-based modes of operating, this report argues that it is possible for partner organisations to fulfil legitimate accountability needs, while also favouring approaches that are more reflective and privileging learning. One way to do this is to focus on the strategic plausibility and policy relevance that an organisation's work has had, or will have, as a contributory effect in achieving regional change.

The report has tracked the progress of grantees through their narrative reporting and highlights wherever possible how plausible strategy and policy relevance is achieved in coherent and defensible ways. This report takes an expansive but realistic view of how changes come about and the role that individual organisations can have within wider developmental processes. It recognises that most CSOs operate in an environment of uncertainty, fluidity and complexity and that as a result it is not possible to presume narrow, overly linear trajectories of change. The report reflects, based on the evidence presented, how interim objectives constitute incremental steps towards the policy changes that organisations are seeking to achieve within the broad strategic areas that the Trust has delineated. For this report it has been important to recognise and celebrate interim outcomes, but it has been equally important to seek grounds for confidence that any such outcomes represent movement towards - and have a good prospect of translating into - significant and lasting change in people's lives.

In qualitative reviews such as this one, attention to plausibility and policy relevance means interrogating and assessing the explicit—and often implicit—strategic logic of change

that lies behind action. In assessing whether and to what degree there is a plausible connection between organisational efforts and the Trust's theory of change. The report, therefore, reflects on what each grantee has demonstrated through its reporting, and the progress that it has made. Key questions that have been asked include:

- What does the concrete evidence reveal about what actually happened and why?
- What are the perspectives of different stakeholders and policy actors about the balance of influences at play in any given policy terrain?
- What do we understand about the motivations of, and pressures on, regional and national policy and decision makers and what does that tell us about likely factors explaining the interim and/or end result?
- What can we learn from comparative examples across the region?

1.6 Tracking Progress across Agreed Indicators

The effectiveness of the overall grant programme, as well as the performance of individual grantees, needs to be mapped as far as possible against the key programme outcomes and indicators for the Southern Africa Trust Log Frame for the DFID EmpAcc Programme: Linking Voices of Poor People and Accountability by Governments for Policy Change to Make Regional Integration Work for the Poor in Southern Africa: 2012-2016, and the performance indicators agreed with each grantee in their project documents.

Result areas have been reviewed within the context of overall grantee implementation, looking at each grant in turn and assessing them in terms of project achievements within its thematic area and scope of policy influence. The reference point for assessing progress has been the project narrative reports that include the project implementation plans that outline activities, results areas and corresponding indicators. Monitoring and evaluation plans, progress reports and other relevant project documents were also used as key sources of information for the evaluation

process. Questions for key informants were developed to elicit both process and analytical responses, were linked to the policy priorities of stakeholders, and aligned with the results areas in the overall programme logical framework.

The assessment of the current grant portfolio has in many respects been qualitative exercise with information gathered from the reports and a number of intensive discussions with a sample of partners. Assessment of the degree to which progress has been made against the core indicators, and the extent to which learning has taken place is qualitative and has been shaped as far as possible by transparent, impartial and objective discussions of the successes and challenges of grantee projects at national level, as well

as an overall assessment of their contribution to strategic regional policy processes and intervention. The assessment of the grant portfolio in its entirety is mapped against the section in the Trust Logical Framework 2012-2016 that specified projected levels of progress achieved against the core outcome "Stronger regional level relationships of accountability between governments, businesses and poor people". Following that there is an assessment of the project as it relates to the broader programme logframe outputs and indicators. Given that the grant portfolio falls within the overall Trust programme, and that it still has a year to run, Table 1 uses the programme outcomes and indicators relevant to the grant making initiative and maps some of the partner achievements against the annual milestones³:

Table 1: Grant Portfolio Achievements Measured Against the Southern Africa Trust Programme Milestones

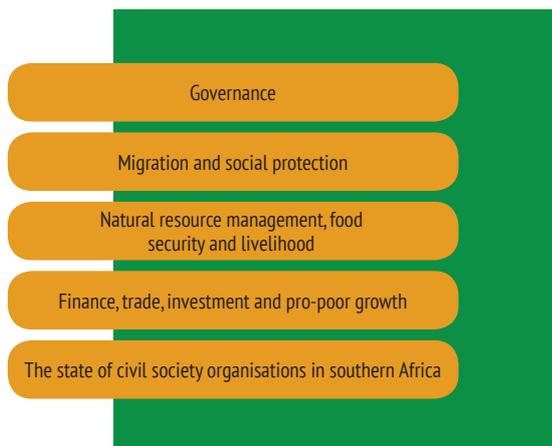
OUTCOME	Outcome Indicator 1	Baseline 2011	Milestone 1	Milestone 2	Milestone 3	Milestone 4	Target: March 2016	Assumptions
Stronger regional level relationships of accountability between governments, businesses and poor people.	Proportion of partner civil society organizations that demonstrate substantive pro-poor engagement in poverty focused policy development and implementation processes.	51% engage, with 17% participating actively with voice.	60 % engage.	60% engage.	75% engage.	75% engage.	90% demonstrate substantive engagement.	Current policies and practices are not working to reduce poverty at the scale and rate that the urgency of the problem requires.
		The level of pro-poor policy engagement among the partner CSOs has been steadily increasing. In the current group of grantees the level of engagement is on average 59% which means that the milestone 1 and 2 targets have effectively been met. 69% of grantees report direct engagement with policy makers and parliamentarians, but the lower level of engagement with business / private sector lowers the average.						
	Source: Grantee partner reports; Annual "Knowing Civil Society Organisations" report based on data from grant partner reports.							Spaces for hearing voices of poor people, as well as improved relationships and dialogue between state and non-state actors, will result in more effective accountability for poverty reduction.
	Output Indicator 2	Baseline 2011	Milestone 1	Milestone 2	Milestone 3	Milestone 4	Target: March 2016	
	Number of civil society policy engagement mechanisms that are internalized within regional policy making institutions.	No mechanisms are formally internalised by SADC.	Progress is being made on establishing regional mechanisms that are linked in to SADC policy making processes. Support to the establishment and capacity strengthening of SACBTA and to SAMA through being nested within SADC-CNGO have given these associations greater policy influence within SADC. CCPAU was able to establish working relationships with the Secretariat, Bureau and specific committees of the Pan-African Parliament (PAP) during its 4th Ordinary session in March 2014. These relationships have laid a strong foundation for a more sustained dialogue between CSOs and PAP.				2 mechanisms are internalised by SADC.	Improved voice and accountability will result in policy and practice changes.
Source: SADC reports internalised mechanisms; Annual review report by DFID Southern Africa; Learning reports commissioned by the Trust on poverty observatories in the region.								
Outcome Indicator 3	Baseline 2011	Milestone 1	Milestone 2	Milestone 3	Milestone 4	Target: March 2016	Policy and practice changes will result in more effective and lasting poverty reduction outcomes.	
Number of new regional policy statements on poverty reduction that are based on evidence and informed by the active participation of the Trust's partner civil society organizations.	Policy statements in 2 of the Trust's policy focus areas (informal cross-border trade, household food security).	New policy statements in 3 of the Trust's focus areas.	New policy statements in 4 of the Trust's focus areas.	New policy statements in 5 of the Trust's focus areas.	New policy statements in 6 of the Trust's focus areas.	New policy statements in 7 of the Trust's focus areas.		
		SACBTA has been able to come up with communiqués to push forward policy changes in the TFTA in favour of ICBTA in the region both in the Maputo Meeting held in April and also during the SADC Summit in Lilongwe in August 2013. The July 2013 women forum too made a statement on the status of women issues in the SADC Region and this was handed to the Head of State of Malawi who is the sitting Chairperson of SADC At the 08th, 09th and 10th Civil Society Forums the SADC-CNGO facilitated the preparation of communiqués that were on each occasion handed to SADC Heads of State. The communiqués outlined clear policy statements on a range of regional issues including resource governance, tax justice, gender, environment, trade and investment, and economic and political governance Through its engagement with the Ministry of Foreign Affairs (Zimbabwe) ZIMCODD prepared a policy input for the SADC People's Summit linked to the SADC Heads of State Theme "SADC Strategy for Economic Transformation: Leveraging the Region's Diverse Resources for Sustainable Economic and Social Development" The CCPAU in partnership with Oxfam facilitated dialogue with the Pan African Parliament (PAP) and gave recommendations on identified opportunities for the PAP to become a more effective space for people's engagement and enhancing accountability. The recommendations from the 4th session included a more concerted effort to formalise the PAP-CSO dialogue in the future.						
	Source: SADC official communique's and declarations; Regional poverty reduction strategy paper; Record of SADC meetings.							
NOTE: The policy issues that the Trust focuses on are: a human security approach to regional security (including youth violence); the linkages between migration, social protection, and the delivery of social services; informal cross-border trade; household food security; inclusive business practices including the development of tools to measure inclusive business indicators; participatory governance for development effectiveness; and the state of civil society organisation and resourcing in southern Africa.								

2. Profile of Partner Organisations

2.1 Grant Partners

In this report period, 35 partner organisations have been implementing their initiatives across the southern Africa region in each of the five thematic focus areas identified by the Trust. The “Creating Linkages between Research, Advocacy and the Media for Pro-Poor Policy Change in Africa” project has meant an extension of grants to partners in East Africa (Uganda and Kenya) and West Africa (Ghana). The following table details projects across the three regions that have received grants for implementation in the following thematic areas:

Figure 1: Thematic Focus Areas of the Southern Africa Trust



The spread of grants across these five thematic areas reflects the efforts of the Southern Africa

Trust to strengthen the regional influence of civil society in southern Africa, and enhance their knowledge and understanding of how collaborative initiatives between and across sectors can better influence policy formulation. Most of the grants demonstrate how funding has been used to leverage multi-sectoral platforms and a range of key opportunities for the development of coordinated and informed regional civil society policy advocacy initiatives. The focus on regional dimensions of marginalization and poverty is intended to incubate and generate “joined up” policy options within and across countries that can filter into regional policy and strategy processes in such a way that national realities and development requirements are adequately reflected.

Table 2: Southern Africa Trust Grant Portfolio 2014/15

Project	Project Intervention	Thematic Area
1. Associação de Mineiros Moçambicanos	Ex-miners national dialogue - Mozambique	Migration / Social Protection
2. Centre for Citizens' Participation on the African Union (CCPAU)	Facilitating engagement of civil society at the Pan-African Parliament	Governance
3. Eastern and Southern Africa Small Scale Farmers Forum	Strengthening the organisational and technical capacity of smallholder farmers to hold SADC member states accountable.	Natural Resources / Food Security / Livelihoods
4. Economic Justice Network of the Fellowship of Christian Councils in Southern Africa	Economic Partnership Agreements (EPAs) Consultative Meeting	Finance, trade and investment
5. Employers' Confederation of Zimbabwe	Scoping study: Inclusive business in the SADC region	Finance, trade and investment
6. Endla Ecumenical Services for Development in Africa	Dutyini Shawbury & KwaBhaca Community Development Projects	Natural Resources / Food Security / Livelihoods
7. Ex-Miners Association of the Mountain Kingdom of Lesotho	Ex-miners national dialogue - Lesotho	Migration / Social Protection
8. Ex-Miners Association of the Mountain Kingdom of Lesotho	Strengthening the Ex-Miners Association in Lesotho	Migration / Social Protection
9. Family Planning Association of Malawi	SayXchange - Malawi	Governance (youth)
10. Foundation for Civil Society	Creating Linkages Between Research, Advocacy and Media in Tanzania – agriculture budgets and advocacy for small holder cashew farmers	Natural Resources / Food Security / Livelihoods
11. Joaquim Chissano Foundation	Fighting poverty through development of subsistence farmers in remote rural areas	Natural Resources / Food Security / Livelihoods
12. Kenya Community Development Foundation	Creating Linkages Between Research, Advocacy and Media in Kenya – advocating for tax incentives for philanthropic giving	Finance, trade and investment
13. Mail & Guardian Media Limited 2	Thematic spreads 2013	State of Civil Society
14. Mail & Guardian Limited	Drivers of change awards 2013 & Thematic spreads 2014	State of Civil Society
15. Mail & Guardian Media Limited	Drivers of Change Awards 2014	State of Civil Society
16. Malawi Economic Justice Network	Creating Linkages between Research, Advocacy and Media in Malawi - Policy advocacy to review the cotton legislation to address challenges faced by farmers	Natural Resources / Food Security / Livelihoods
17. Media 24 (City Press)	African Philanthropy - How to spread it	State of Civil Society
18. Media 24 (Pty) Ltd/City Press	How to spread it - Phase 2	State of Civil Society
19. Mozambican Association for Family Development	SayXchange - Mozambique	Governance (youth)
20. National Smallholder Farmers' Association of Malawi (NASFAM)	Coordination of the Consultative Stakeholder Forum for validation of the SADC Food and Nutrition Strategy, with input from the Youth Forum.	Natural Resources / Food Security / Livelihoods
21. New Lovelife Trust	SayXchange South Africa 2014	Governance (youth)
22. SADC Council of Non-Governmental Organisations	Ninth Southern Africa Civil Society Forum	Governance
23. SADC Council of Non-Governmental Organisations (SADC-CNGO)	Tenth Civil Society Forum	Governance
24. SEND-Ghana	Creating Linkages Between Research, Advocacy and Media in Ghana – policy advocacy to address the problem of aflatoxins in maize and pollution of water sources by illegal mining	Natural Resources / Food Security / Livelihoods
25. Southern Africa Confederation of Agricultural Union (SACAU)	Regional women farmers' platform	Natural Resources / Food Security / Livelihoods
26. Southern Africa Cross Border Traders' Association	Strengthening capacity of the SACBTA to influence SADC policy and practice	Finance, trade and investment
27. Southern Africa Cross Border Traders' Association	Strengthening capacity of the SACBTA to influence SADC policy and practice	Finance, trade and investment
28. Southern Africa Cross Border Traders' Association (SACBTA)	Strengthening the capacity of SACBTA to influence SADC policy and practice – phase 2	Finance, trade and investment

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29.	Southern African Liaison Office (SALO)	Policy dialogues on the Post-2015 Development Agenda	Governance
30.	Southern African Miners Association (SAMA)	Capacity Building	Migration / Social Protection
31.	St Joseph's Theological Institute	Conference on Church Responses to Globalization in Africa	State of Civil Society
32.	String Communication	Change Mudança Magazine 2014	State of Civil Society
33.	Swaziland Migrant Mineworkers Association	Ex-miners national dialogue - Swaziland	Migration / Social Protection
34.	Swaziland Migrant Mineworkers Association	SWAMMIWA Capacity Building	Migration / Social Protection
35.	The Southern Africa Food Lab (SAFL) at Stellenbosch University	Policy advocacy to ensure smallholder farmers' needs are included in emerging policies on extension and advisory services	Natural Resources / Food Security / Livelihoods
36.	Uganda National NGO Forum	Creating Linkages Between Research, Advocacy and Media in Uganda - policy advocacy to catalyze the passing of a people centered food and nutrition bill	Natural Resources / Food Security / Livelihoods
37.	University of Johannesburg - School of Leadership	E-Learning Platform for the School of Leadership	Governance
38.	University of Witwatersrand	Public dialogues based on the book "South Africa's suspended revolution"	State of Civil Society
39.	West Cape News		State of Civil Society
40.	Young African Leaders Initiative	SayXchange Zambia 2014	Governance (youth)
41.	Youth Association of Zambia	SayXchange - Zambia	Governance (youth)
42.	Zimbabwe Coalition on Debt and Development (ZIMCODD) acting on behalf of Southern Africa People's Solidarity Network (SAPSN)	People's Summit 2014	State of Civil Society
43.	ZimInd Publishers (Pty) Ltd.	People's choice Awards 2013	State of Civil Society

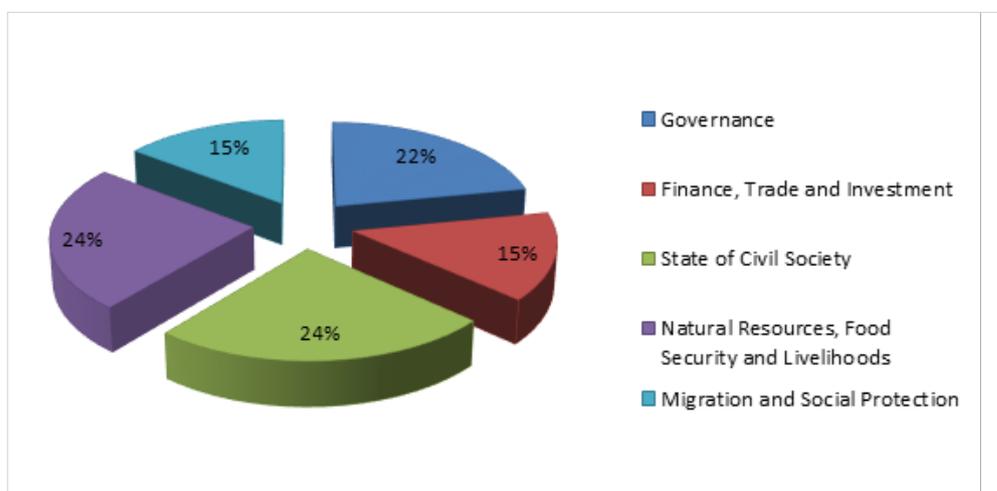
2.2 Organisational Profile of Grant Partners

Name of Organisation	Staff Size	Staff Dismissals	Staff Resignations	Last Independent Financial Audit	Resignation of Board Members	Frequency of Board Meetings	Issues with Donors	Any Legal Cases Filed Against Organisation	Tax Arrears	Performance Assessment - Organisation Head
AMIMO	14	No	No	One year	No	Board meets quarterly	No	No	No	No
AMODEFA	97	No	1 (no reasons)	One year	No	Board meets monthly	No	No	No	Yes
CCPAU	3	No	No	Three months	No	Semi-annual	No	No	No	No
EIN of FOCCISA	8	Yes	2	Two months	No	Quarterly	Yes	No	Yes	No
		(Misappropriation of funds)								
EMCOZ	12	No	2	One month	No	Quarterly	Yes	No	No	Yes
ENDLA	3	No	Yes (new position in another organization)	Two months	No	Semi-annual	No	No	No	No
ESAFF	6	No	Yes	5 months	No	Quarterly	Yes	No	No	Yes
Ex Miners Lesotho	4	Yes (no reason provided)	No	No	No	Annually	No	No	No	No
FCS	32	No	5	One year	No	Quarterly	No	No	No	Yes
FPAM	75	Yes (misconduct)	3	One year	No	Quarterly	No	No	No	Yes
Fundacao JC	No information									
KCDF	22	Yes (misconduct)	1	Ten months	No	Quarterly	No	No	No	Yes
M&G	155	No	8	Current	Yes (conflict of interest)	Quarterly	No	Yes (related to published stories)	No	Yes
Media 24	-	No	-	Three months	No	Quarterly	No	No	No	Yes
MEIN	12	No	2	Three years	No	Semi-annual	No	No	No	Yes
NASFAM	147	No	No	Five months	No	Semi-annual	No	No	No	Yes
New LoveLife	-	No	-	Current	No	Semi-annual	No	No	No	Yes
SACAU	12	No	No	Eight months	Yes	Quarterly	No	No	No	No
SACBTA	12	No	No	One year	No	Semi-annual	No	No	No	Yes
SADC-CNGO	13	No	One 9further studies)	Eight months	No	Semi-annual	No	No	No	Yes
SAFL	2738 (whole university)	No	-	Six months	No	Quarterly	No	No	No	Yes
SALO	-	-	-	-	-	-	-	-	-	-
SAMA	7	No	No	Ten months	No	Semi-annual	No	No	No	No
SEND-Ghana	62	No	No	Two months	No	Semi-annual	No	No	No	Yes
St Joseph's	-	No	No	Six months	No	Monthly	No	No	No	No
String	6	No	One	One year	No	N/A	No	No	No	No
SWAMMIWA	8	No	No	No	No	Annual	No	Yes	No	No
UJ	6045	No	N/A	N/A	N/A	N/A	No	No	No	Yes
UNNGOF	22	No	5	One month	No	Bi-monthly	No	No	No	Yes
West Cape News	3	Yes (theft)	3	Ten months	N/A	N/A	N/A	No	No	No
Wits Press	7	No	No	Five months	No	Semi-annual	No	No	No	No
YALI	7	No	No	Ten months	No	Semi-annual	No	No	No	Yes
YAZ	7	No	2	Current	No	N/A	No	No	No	No
ZIMCODD	12	No	No	One year	No	Quarterly	No	No	No	Yes
ZIMIND	361	Yes (9)	Yes (30)	Six months	Yes	Quarterly	No	Yes	No	No

2.3 Thematic Focus Areas

While partner organisations are funded within one of the broad thematic focus areas, it is evident that many issues are cross-cutting and that the policy work being done in one specific area can have significant overlaps into other thematic areas. The issue of informal cross-border trade, for example, is one that falls within the area of migration and social and social protection, but also requires responses from trade, governance and livelihoods perspectives. Issues of governance and social protection are inextricably linked to a pro-poor approach, but equally require a structured, institutional response at the regional level on trade policies, governance modalities and adherence to human rights commitments and gender equality. The reporting from the grant partners is beginning to reflect a greater understanding of this strategic developmental perspective and demonstrating greater awareness of the need to incorporate regional, multi-sectoral capacity building, policy dialogue, evidence-based advocacy and the creation of an enabling pro-poor and human rights focused policy environment as core elements of their interventions. The thematic spread of the grants as of 2014 are reflected in Figure 2, but it is important to note that many of the grant-funded projects are in essence “multi-thematic” and cross-cutting issues such as good governance, sustainable livelihoods and gender equity are features of all the thematic areas.

Figure 2: Thematic Spread of Southern Africa Trust Grants



2.4 Reflection and Performance Improvement

As a “learning organization” the Trust engages in an ongoing process of monitoring and evaluation, reflection and performance improvement. The Trust has proactively reviewed operations including reflections from the trustees through evaluation feedback, interviews of grantee partner organisations and other strategic partner organisations, recommendations from the Trust’s major donors, an interim impact assessment of the Trust’s programmes, capacities, and fundraising campaigns, and technical input from strategic management consultants associated with the Trust. The Trust developed an operational strategic direction for the period April 2011 to March 2016, with an immediate focus on the first year from April 2011 to March 2012.

The operational strategy did not replace the core corporate strategies, but rather it gave concrete expression to those strategies that are considered relevant in terms of producing results. The programme strategies have been developed with an explicit poverty lens incorporating poverty dimensions of regional integration and the regional dimensions of poverty at a national level. The key outcome is the creation of a more enabling environment for poor and marginalised people to engage directly through representative associations and networks in policy development and implementation. A core component of this approach, as reflected in the work being undertaken by grantees, is to build and

strengthen sustained accountability by governments, businesses and civil society organisations themselves to make regional integration work for the poor in southern Africa through policy, regulatory and practice change. In their narrative reports partners are asked to reflect on their practice and the new understandings and learning that

emerge from implementation. This assists the Trust in assessing the extent to which grant-funded projects are aligning with the Trust’s own anticipated outcomes. A sample of grant partner achievements linked to strategic outputs of the Trust are illustrated in Table 3 below:

Table 3: Alignment of Grant Partner Results with the Strategic Outputs of the Southern Africa Trust

Strategic Outputs	Grant Partner Achievements
Create new knowledge amongst civil society formations that includes a process of facilitated action learning with a poverty lens on themes related to regional integration	<ul style="list-style-type: none"> • SALO’s dialogue initiatives around the post-2015 development agenda have, amongst other issues, heightened awareness among governments and CSOs regarding the importance of LGBTI issues and the specific needs of women and girls in the process of developing the new SDGs • The project “Linking advocacy, media and research” has resulted in the production of a Learning Report that maps the innovations and good practice in collaborative policy advocacy interventions
Understand civil society formations better and build joined-up ability amongst civil society formations to do pro-poor policy voice and accountability work	<ul style="list-style-type: none"> • The Trust has provided grants for convening a range of major policy dialogues across the regions on issues linked to its key thematic areas that have been designed to facilitate civil society inputs into regional policy concerns. • SAPSN undertook four regional “People’s Summits” designed to mobilise citizen’s voices and establish positions on poverty eradication and the spread of corporate globalisation. “People’s Declarations” were shared at the main SADC People’s Summit and a consolidated communique was handed over to the SADC Heads of State • The St Joseph’s Theological Institute organised a conference to provide a platform where indigenously produced academic knowledge on the response of the church to Globalisation in Africa was presented by means of a series of papers constructed collaboratively by academics of St Joseph’s Theological Institute and leaders and academic in other fields. Fifteen papers were delivered in the fields of peace building initiative in Africa, civil society advocacy in parliaments, enabling the disabled in society, academics involved in issues of human development, church participation in society, inter-religious dialogue and other areas of social and religious study
Build social capital for pro-poor regional integration by constructing a regional identity and cross-border civic participation amongst citizens, targeting particularly vulnerable groups including youth at risk, women, small scale farmers, and informal cross-border traders	<ul style="list-style-type: none"> • The work that has been undertaken with SACBTA and its national affiliates is an initiative that is raising the issue of informal cross-border trade from a “problem” to a regional policy issue that requires serious attention from national governments and regional policy makers
Create new opportunities for voices of the poor to be heard in policy dialogue and to hold governments and businesses accountable	<ul style="list-style-type: none"> • ESAFF member organisations have put in place Public Expenditure Tracking systems (PETs) to monitor agricultural budgeting processes at local and national levels in Zambia, Lesotho, South Africa, Zimbabwe, Tanzania
Give more and better financing to innovative civil society formations for pro-poor policy advocacy.	<ul style="list-style-type: none"> • For the Trust the purpose of the grant making process is to provide civil society organisations with targeted funding to drive initiatives that have both a national and regional pro-poor policy advocacy agenda • While it is difficult to do a clear cost benefit analysis of each grant there is ample evidence to demonstrate that much of the funding has measureable results in terms of policy advocacy outputs. • What is more difficult to determine is the impact of the Trust grants in bringing about longer term policy and developmental impact. It is evident, however, that the grants often serve as launch pads for initiatives that may over time cohere and generate alternative sources of funding to sustain momentum.

Each of these output areas will constitute one of the Trust’s five programme areas, as outlined in Figure 3 below:

Figure 3: Five Programme Areas of the Southern Africa Trust



Part of the Trust’s work is to create an enabling environment for a shared regional development vision that goes beyond state-led initiatives and a sense of regional identity amongst the citizens of the region that is pro-poor. The focus areas of intervention through partner organisations have included the following:

- Scaled up media partnerships to stimulate a broader public policy and development dialogue about the role and contribution of non-state actors to development, especially the contribution of the grantees and other strategic partners of the Trust;
- Scaled up non-state focused regional integration initiatives amongst targeted groups of vulnerable people such as youth,

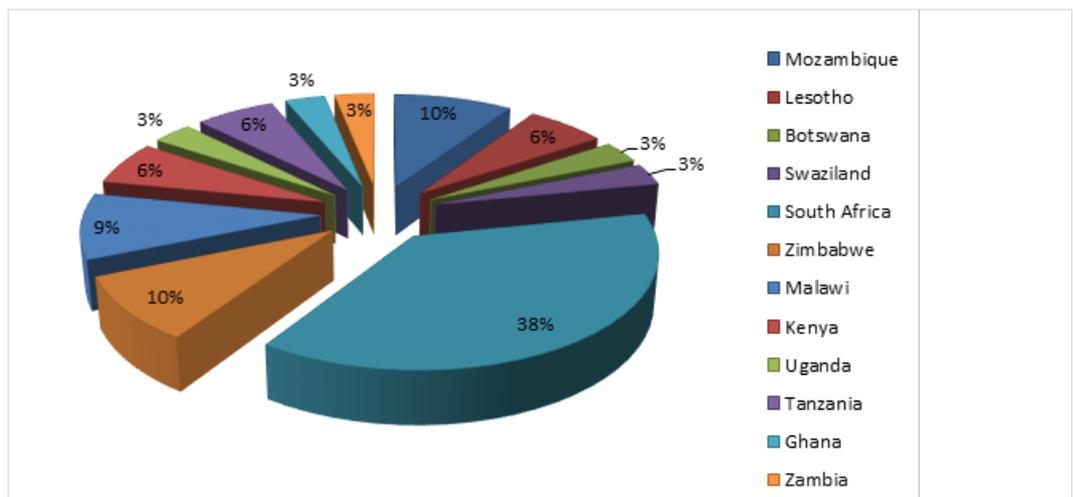
women, informal traders, and small-scale farmers;

- Strengthening the Trust’s positioning as a thought leader on pro-poor regional integration through more convenings of regional opinion-makers and eminent persons and a greater frequency of published high quality knowledge products on regional integration; and
- A more focused approach to sub-regional cross-border partnerships that are not primarily based on the SADC geo-political configuration as a whole, but may be between a sub-set of SADC countries or may include other countries that are part of the emerging tri-partite grouping made up of SADC, the East African Community, and the Common Market for Eastern and Southern Africa (COMESA).

2.5 Country Base of Funded Organisations

In the current grant portfolio 35 funded organisations are spread across 12 countries in the southern, eastern and west African regions. The work undertaken by many of these organisations is regional in nature and in many cases, the projects are not implemented in the country base. The majority of the organisations receiving grants from the Trust are based in South Africa (12), although in most cases their work is regional in nature. Between one and three projects are based in each of the countries represented (Botswana, Lesotho, Mozambique, South Africa, Swaziland, Zimbabwe, Zambia, Malawi, Tanzania, Kenya, Uganda, Ghana).

Figure 4: Countries with Grant Partners

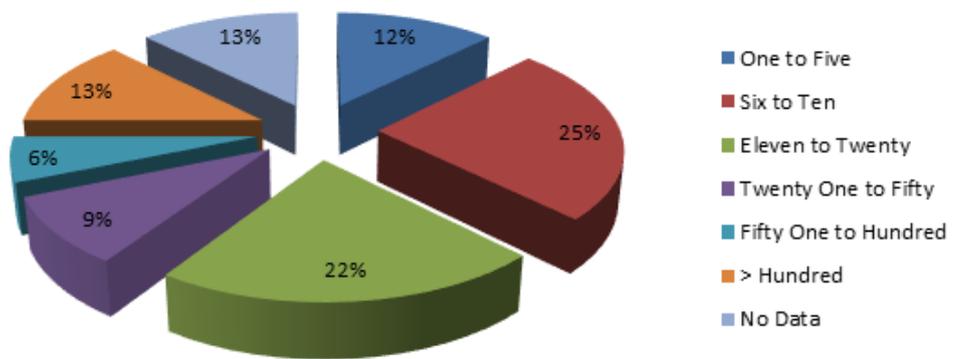


2.6 Size of Organisations that are Funded

Figure 5 shows that in this reporting period 19% of the funded organisations are categorised as very large, meaning that they have staff complements of over fifty, with two of the organisations having a sizeable staff complement of more than a thousand permanent and contracted members. These are the two universities, although the grants went to small agencies housed

within the university itself. 9% of the funded organisations are categorised as large, with staff complements between twenty-one and fifty. Twenty-two percent (22%) of the organisations are categorised as medium, with staff complements of between eleven and twenty. 37% of the organisations are categorised as small, with staff complements of 10 or less.

Figure 5: Size of Organisations in Terms of Staff Complement



3. Governance Status of Partner Organisations

Every partner organization that receives a grant from the Trust is required to provide information on the status of their governance arrangements and the internal health of the organization. It should be noted that there are a number of factors that make it difficult to draw comparisons between organisations:

- Partner organisations vary considerably in terms of size and level of internal complexity;
- Some of the partner organisations are still nascent and continue to be nested within bigger organisations as they establish their identity and put in place adequate governance structures and mechanisms;
- Some of the partner organisations are semi-autonomous agencies that are housed within much bigger institutions;
- The quality of reporting is variable, with some organisations not providing the required information on the reporting template.

Given these variables, the following information serves to provide a snapshot rather than a detailed analysis of the quality of the governance structures and mechanisms of partner organisations.

Good governance practices within civil society are now considered to be standard practice on the global CSO agenda, and are operationalized through Codes of Conduct, self-regulatory mechanisms and corporate governance standards and practices. As part of its grant making process the Trust undertakes due diligence and ensures that

there is adequate compliance with good governance practices, and this plays an important role in decisions about whether to extend current grants or to provide new grants to high performance partner organisations. One of the Trust's key change objectives is that of sustained improvement in the organisational functioning of civil society organisations, reflected by staff turnover, audits, board meetings, donor commitments and performance reviews of CEOs over the reporting period. This takes into consideration the fact that effective implementation is a function of the organisation's ability to govern itself and strengthen its own management and performance capacity. Where required the Trust puts in place capacity development interventions through intermediaries to strengthen the governance capabilities of organisations, and in particular those organisations that have been newly established.

3.1 Staff Performance

Over the reporting period 43% of organisations noted that they had experienced some level of staff turnover. The turnover varied in terms of reason and severity. This represents a fairly high level of turnover and there is a concern that 17% of staff that left organisations was as a result of dismissal or resignation as a result of misconduct. Very few organisations provided reasons for staff leaving, and only one organization mentioned the fact that the reason for dismissal was as a result of theft. The few reasons that were given for staff resigning were to further their studies / education or to take up of alternative employment opportunities. The information provided in the reports suggests, however, that staff turnover was within the norm for average human resource churn.

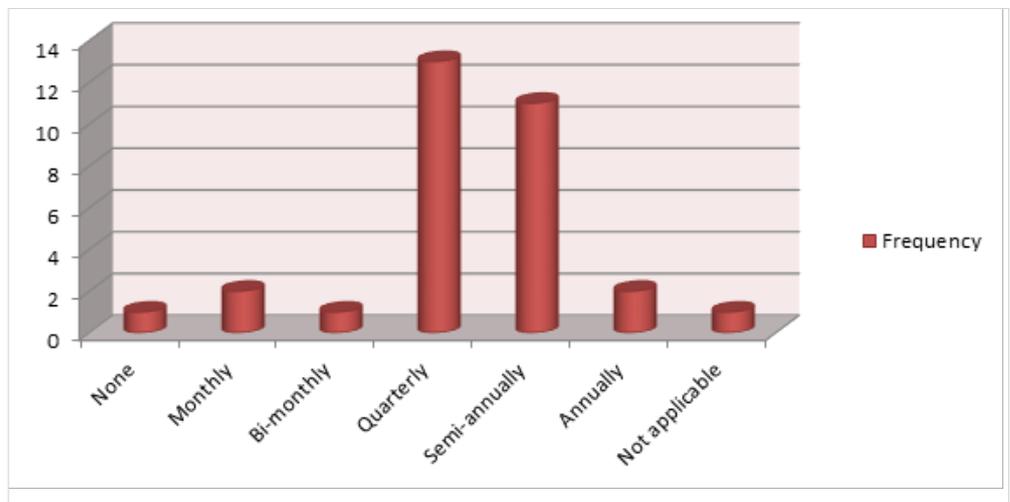
Figure 6: Staff Turnover in Partner Organisations



3.2 Good Governance Mechanisms

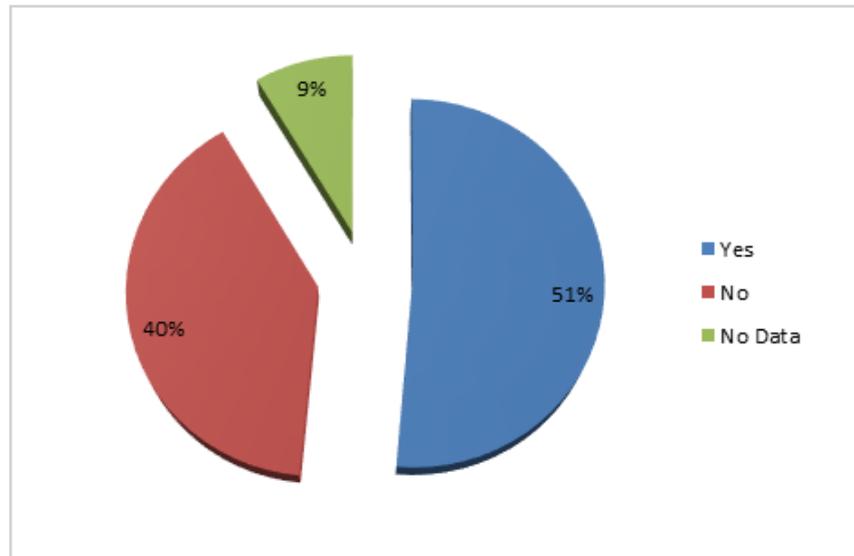
The existence of an effective board that has a regular cycle of meetings, and consistency in retaining board members, are strong indicators of good governance practice. The evidence indicates that the majority of partner organisations hold regular board meetings either quarterly or semi-annually. The frequency of board or governance structure meetings during the reporting period is reflected in Figure 7:

Figure 7: Frequency of partner Organisation Board Meetings



The effective functioning of any organization is largely dependent on the skills and capacity of the head of the organization to run the organisation at both the strategic and the operational level. Good practice requires that heads of organisations are measured in accordance with organizational performance, and this means that it is important for organisations to have an institutionalised performance assessment mechanism that covers all staff members in an equitable manner. Figure 8 shows the extent to which the Trust’s partners are implementing performance reviews:

Figure 8: Partners Implementing Performance Assessments for Head of Organisation



key indicators of an organisation’s health, as well as its capacity for sound internal good governance practices. Figure 9 indicates that

Where performance assessments are conducted, this task is in most cases undertaken by the board or governing body. Some of the organisations are still in the process of being established and therefore there has not yet been no opportunity to put into place a structured performance monitoring system, while others have newly appointed CEOs who have not yet been assessed. A number of organisations that state that they have not undertaken performance assessments have given no reason for this omission.

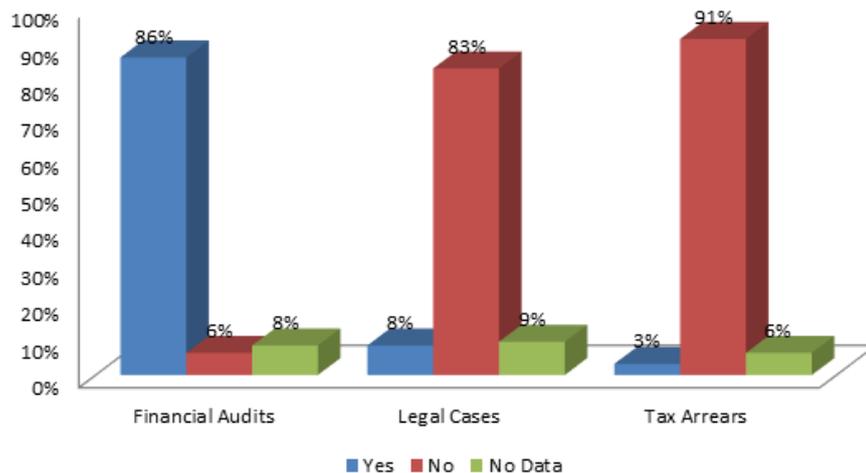
the majority of organisations have good financial management systems in place, and with one exception, all organisations are up to date with their tax compliance. One organisation has had a tax issue with their national revenue authority, but this is currently being resolved. The three organisations that indicated legal cases against them are large media houses. The lodging of legal cases against published articles is not unusual in these cases.

3.3 Financial and Administrative Performance

Financial due diligence and legal status are

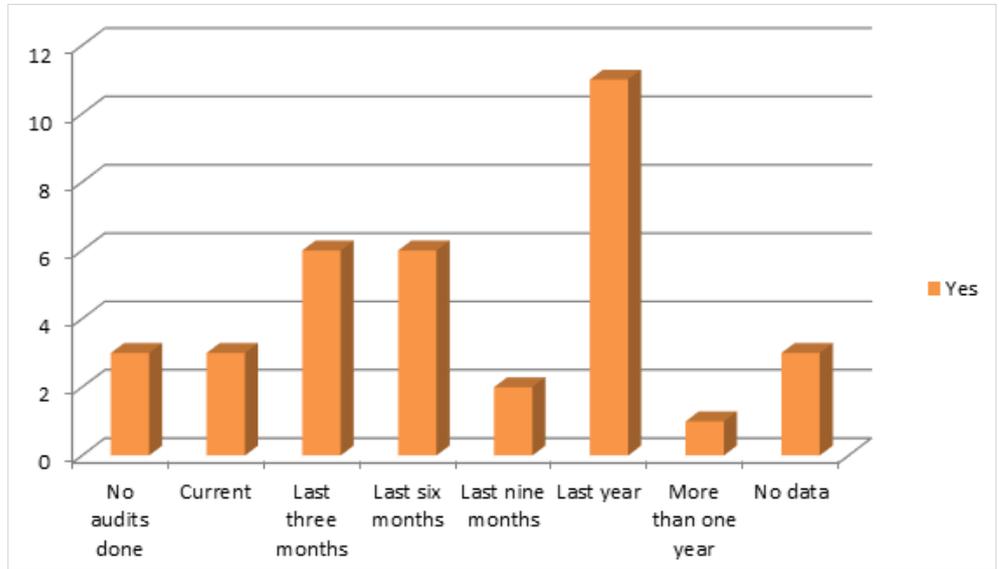
Figure 9: Frequency of Issues Related to Financial Practices within Partner Organisations

Most of the partner organisations have had a financial audit within the past year. Those organizations that have not yet had financial



audits are those that are new and still nested within a host organization. Figure 10 shows the spread and regularity of financial audits in the last reporting period.

Figure 10: Frequency and Timing of Last Financial Audit



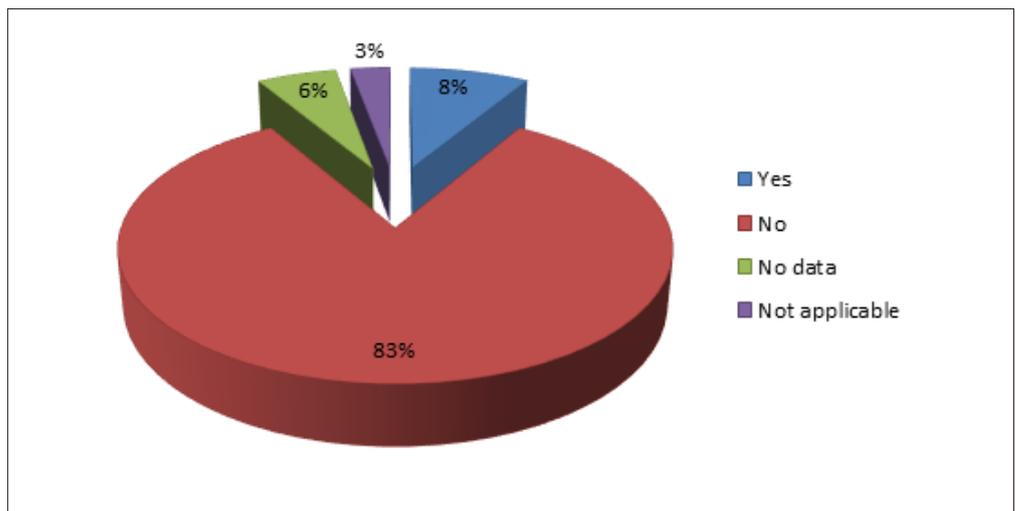
external funding have a significant impact on the ability of organisations to implement their projects and programmes. At the same time, any issues related to financial mismanagement of donors funds may result in negative consequences for the organisation's ability

3.4 Issues with Development Partners / Donors

Civil Society Organisations are in most cases completely or partially dependent on development partner / donor funding. The regularity, predictability and sustainability of

to operate. Figure 11 shows that the majority of the Trust's partners (83%) are not currently affected by any issues related to their receipt and utilization of donor funds:

Figure 11: Organisations Experiencing Challenges with their Donors



4. Progress on Strengthening Civil Society Capacity

The overarching aim of the Trust’s capability building work is for civil society to be i) effective, ii) active, iii) informed, iv) inclusive, and v) resourced.

The strategic objectives are to:

- Provide integrated long-term institutional support to key civil society organisations.
- Provide responsive demand-driven capacity development support to civil society organisations.
- Create internal capacity within the Trust to support civil society organisations.

Analysis of capacity development identifies four separate, but interlinked, dimensions that need to be addressed to ensure the process is effective. These are individual, organisational, sectoral and environmental dimensions. The different dimensions can be addressed separately, but also as a whole, ensuring effective linkages between them. Capacity development involves a process of learning, adaptation, and attitudinal and behavioural change at the individual, organisational, sectoral and environmental level.

At the operational level, the Trust seeks to:

- To provide institutional, technical and financial support to CSOs for sustained policy work at the regional level;
- To contribute towards increased organisational effectiveness among CSOs in the region;
- To increase cooperation between CSOs working on similar thematic areas, particularly increase the linkages between CBOs and national NGOs with a view to developing the capacity of both;
- To contribute to the development of an enabling environment that allows CSOs to develop and operate more effectively; and
- To pioneer a new way of engaging in capacity development of CSOs in the region and disseminate learning to other funding agencies.

To date, the Trust has had varying levels of progress as follows:

- The Trust’s role in supporting partners in coalition building and networking that strengthens horizontal and vertical engagement in national and regional pro-poor policy development; and
- An increased emphasis on developing evidence-based research and policy analysis through both technical and financial support.

Table 3 below provides an assessment of progress using a simple snapshot “traffic light” system that indicates the level of progress achieved against recommendations of previous Knowing Civil Society Reports (2011 and 2013) around areas of reporting, feedback, learning, and capacity building.



Green: Progress has been made against the recommendation and there has been strong performance overall. Very few or no improvements are needed.



Green-Amber: Progress has been made against the recommendation and performance has generally been good. Some improvements should however be made.



Amber-Red: Some of the criteria for the recommendation have been met, but overall the performance has not met expectations well. Significant improvements should be made.



Red: The recommendation has not been met. There has been poor performance overall. Major changes need to be made.

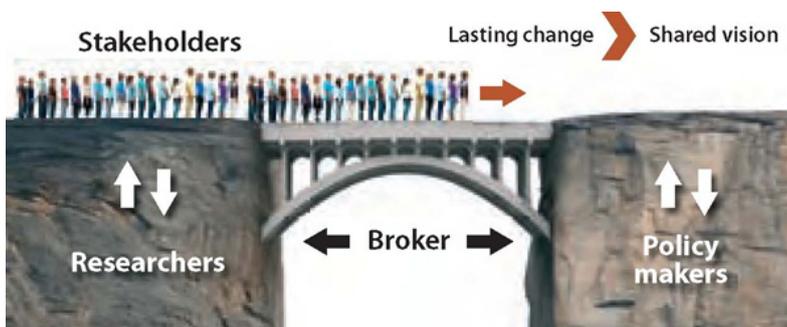
Table 4: Progress Made Against Previous Knowing Civil Society Report Findings

Previous recommendation	Progress Issue	Progress Assessment	Rating
The current reporting template is reviewed and revised so that it serves as a more effective data collection tool	Improved reporting	The reporting template has been revised and has elicited some improved reporting. Overall, however the partners are still not using the narrative reporting tool optimally.	
The Trust should develop a short questionnaire that requests partners to comment on some of their reporting challenges and any issues that they have with the current template – this information can then be used to inform the review and revision of the template	Grantee “buy –in” to the reporting process	The Trust has not actioned this recommendation directly, although the reporting format has been discussed with partners in various forums. Given that most of the narrative reports continue to be weak and lacking in analytical rigour the Trust must continue to strengthen this component of the grant portfolio	
In future the reporting template should include a set of explanatory notes that will guide the report writer in providing accurate and relevant information	Looking for clarity and depth of reporting	There are explanatory notes in the form of the checklist. This could still be more comprehensive and user-friendly	
The sections of the report (together with the specific questions) should be re-formulated so that they elicit the required information in a very focused way and avoid duplication	Looking for information that captures the scope and depth of policy engagement, or contribution to policy positions or issues	Section 6 of the reporting template is critical to understanding the contribution that partners are making in different policy advocacy areas. This section continues to be poorly completed, and there is little analysis of the effectiveness of the policy engagements	
The Trust should provide generic feedback to all its grantees on the reporting process, emphasising that it is a key element of the Trust’s performance based funding approach and that the quality of information provided to the Trust is critical to the development of programme synthesis reports as well as its ongoing monitoring and evaluation responsibilities	Ensuring double loop learning	It is unclear the extent to which the Trust is providing feedback to all of its grantees. Where there are established and regular partner engagements – such as through the “Linkages” project Steering Committee – then it is evident that there is a detailed level of discussion and feedback on progress	
Some further support should be provided to the grantees to guide them in better understanding the concepts of “outcomes” and “impact” so that they move from reporting on outputs to demonstrating the various levels of change that they are bringing about	Improved “results” orientation among grant partners	The narrative template includes a matrix for reporting on implementation progress. This log frame type matrix is designed around an input-activity-output model of project implementation, which then fails to elicit any information on outcome level (changes in knowledge, practice and systems) achievements	
Together with this guidance grantees should be supported to understand the concept of “project learning”, and the value of reflecting on learning as a way of improving and strengthening project implementation	As a “learning organisation”, the Trust aims to build its partnerships on the basis of ongoing learning and strategy adjustments / responses that come out of implementation and associated learning in the field. The quality of overall learning relies, to a large extent, on the ability of individual grantees to track, analyse and report on the learning that emerges from their projects	The ability of partners to report on implementation learning remains one of the biggest challenges for both partners and the Trust.	
In some cases the Trust may need to provide some form of additional and/ or ongoing technical support / capacity development to those grantees that are clearly struggling with their reporting	Double loop learning is a core concept that is built into the Trust’s overall strategy. While the Trust relies on partners to report on their learning the Trust also has a responsibility to provide the partners with feedback so that they strengthen their overall reporting capabilities	The Trust does provide feedback to its partners on the reporting process, and there is evidence that for some organisations this has made a difference. For other organisations, however, the Trust needs to find a more structured approach to dealing with poor reporting as this impacts on the Trust’s ability to assess programme outcomes and impact in an evidence-based manner	

4.1 Capacity to Effectively and Efficiently Deliver Organisational and Technical Expertise

As a regional grant maker with a focus on strengthening collaborative policy advocacy that affects the lives of poor and marginalised people the Trust plays a unique “strategic linkages” role with regards to its grantees. The Trust’s value add, as illustrated in Figure 12 below, is the role that it plays in building trust between the state and civil society, and in linking civic engagement with support to key policy level agents of change within the bureaucracy. It achieves this outcome by acting as an independent intermediary broker that facilitates the creation of these working relationships. Through operationalizing this role through the grant making process the Trust achieves one of its strategic outcomes of playing a stronger intermediary facilitation, sub-granting, and policy dialogue brokering agency in the region to support the development of such value-adding civil society policy advocacy linkages and alliances in Africa.

Figure 12: The Role of the Southern Africa Trust as an Independent Intermediary Broker



The work of the Trust, as reflected in the partner reports, is founded on the principle of a horizontal relationship between parties which is that while institutionally different, are of equal standing in promoting the same policy advocacy objectives, especially poverty reduction through sustainable human development. Central to this work through the grant making portfolio is the establishment of linkages and alliances between different types of organizations including community based groups, representative civil society “apex” umbrella bodies or associations at national

and regional levels, research institutes or think tanks, the media, and policy makers. Grant making itself, through financial and technical support, represents a crucial organizational capacity building intervention that is geared to creating sustainable solutions for more effective policy advocacy in specific thematic areas. This is an approach that takes the whole institutional environment into account and reflects a more comprehensive approach to capacity development of civil society organizations and policymaking institutions. In reviewing the grant portfolio across multiple years it is evident that the Trust’s process of facilitation, brokering and capacity development is cross-sectional in nature, with support provided to both thematic civil society representative platforms as well as issue-based groups and constituency-based organizations such as national or regional coalitions of non-governmental organization.

Figure 13: The Trust's Role in Brokering Policy Advocacy Engagement



The partner reports highlight the way that the grants provided through the Trust have facilitated more substantive policy engagement, and how the Trust has contributed to their work and their effectiveness by performing the following broad roles:

- Trusted convener, negotiator and facilitator. Whether negotiating development processes or facilitating sensitive policy dialogues, the Trust has operated at the country and regional level as a trusted, impartial convener of multi-stakeholder initiatives. What is evident from partner responses is that this is at once the Trust’s strongest asset and its most challenging role.
- Broker of space for policy options and

excluded perspectives. The Trust has played an important role in ensuring that CSO-driven policy voices and options are made available to decision-makers at both national and regional levels. Central to this function has been guaranteeing that the perspectives of CSOs and marginalised peoples' organizations are provided the space and platform for voice and expression.

- Competent enhancer of CSO capacity. The Trust has provided a distinct value add not only in supporting the internal organizational strengths of its CSO partners, but in supporting and facilitating their networking and engagement - both among themselves, with governments and with private sector actors.
- Enabler of a vibrant civil society. Beyond advocating for open and equitable frameworks for the operation of CSOs, the Trust has played a convening role to in facilitating active civic engagement in key

of its grant portfolio. Evidence suggests that the Trust, as a mature regional organisation, has undertaken activities that build the technical and organisational capacity of their respective national and regional partners, civil society coalitions and grantees to undertake substantive and effective policy advocacy that results in measureable pro-poor change. The grantee portfolio has been very clearly informed by the vision and strategy that the Trust has through its Strategic Steer document for supporting civil society organisations to engage SADC on policy issues and modalities that can facilitate the achievement of regional policy objectives. This also reflects the Trust's concept of the "policy advocacy value chain" (Figure 14) through which the comparative advantage of particular CSOs are leveraged to achieve outcomes at specific points within the policy making process.

Figure 14: The Southern Africa Trust's Policy Advocacy Value Chain



national and regional processes for human development.

- Disseminator of instructive practice. In collaboration with its CSO partners, the Trust has played a valuable role in documenting the rapidly evolving trends, developments and learning in civic engagement at the national, regional and global levels.

The feedback provided in many of the partner reports highlights the fact that the Trust is meeting its strategic objectives. The AREAP evaluation report reinforces the fact that the Trust's capacity to coordinate and strengthen its working relations with partners and their projects has been a characteristic

The key question, then, for the Knowing Civil Society Report, is the extent to which grantees are able to meet their project implementation commitments as agreed with the Trust. The implementation plan (as reported in section four of the narrative report template) indicates whether the grantee has achieved the stipulated product or output and reflects their capacity to deliver organisational and technical expertise. Table 5 below outlines the organisational deliverable A: as per the original proposal agreed with the Trust and B: whether the output has been delivered. The data suggests that organisations have not only met the desired outputs but the 'yes' indicates that there is significant explanation to demonstrate evidence of the deliverables.

Table 5: Grantee Performance against Agreed Project Outputs

	Name of Organisation	Product or Output	
		As per the original proposal	Has the output been achieved or not?
1.	Associação de Mineiros Moçambicanos (DS/2013/0002)	Yes	Yes
2.	Centre for Citizens' Participation on the African Union (CCPAU) (CC/2014/0010)	Yes	Yes
3.	Eastern and Southern Africa Small Scale Farmers Forum CC/2012/0077	Yes	Yes
4.	Eastern and Southern Africa Small Scale Farmers Forum CC/2012/0078	Yes	Yes
5.	Economic Justice Network of the Fellowship of Christian Councils in Southern Africa (DS/2013/0034)	Yes	Yes
6.	Employers Confederation of Zimbabwe CC/2012/0058	Yes	Yes
7.	Endla Ecumenical Services for Development in Africa CC/2011/0058	Yes	Yes
8.	Ex Miners Association of the Mountain Kingdom of Lesotho (UP/2014/0006)	Yes	Yes
9.	Ex-Miners Association of the Mountain Kingdom of Lesotho (DS/2013/0003)	Yes	Yes
10.	Ex-Miners Association of the Mountain Kingdom of Lesotho (no number)	Yes	Yes
11.	Family Planning Association of Malawi CC/2013/0011	Yes	Partly
12.	Family Planning Association of Malawi CC/2013/0011	Yes	Partly
13.	Foundation for Civil Society CC/2011/0033	Yes	Yes
14.	Foundation for Civil Society (CC/2014/0025)	Yes	Yes
15.	Joaquim Chissano Foundation CC/2012/0048	X	X
16.	Kenya Community Development Foundation CC/2011/0030	Yes	Yes
17.	Kenya Community Development Foundation CC/2011/0030	Yes	Yes
18.	Mail & Guardian Media Limited 2 CC/2012/0038	Yes	Yes
19.	Mail & Guardian Limited (CC/2013/0026)	Yes	Yes
20.	Mail & Guardian Limited (CC/2013/0030)	Yes	Yes
21.	Mail & Guardian Media Limited (CC/2014/0014)	Yes	Yes
22.	Malawi Economic Justice Network CC/2011/0036	Yes	Yes
23.	Malawi Economic Justice Network CC/2012/0030	Yes	Yes
24.	Media 24 (City Press) CC/2012/0001		
25.	Media 24 (Pty) Ltd t/a City Press (CC/2014/0045)		
26.	Mozambican Association for Family Development CC/2013/0012		Yes
27.	National Smallholder Farmers' Association of Malawi (NASFAM) (CC/2014/0009)		(not much)
28.	New Lovelife Trust (CC/2014/0015)	Yes	Yes
29.	SADC Council of Non-Governmental Organisations (SADC-CNGO) (CC/2014/0002)	Yes	Yes (not much)
30.	Southern Africa Confederation of Agricultural Union (SACAU) (CC/2014/0042)	Yes	Yes
31.	Southern Africa Cross Border Traders' Association CC/2012/0059	Yes	Yes
32.	Southern Africa Cross Border Traders' Association CC/2012/0059	Yes	Yes
33.	Southern Africa Cross Border Traders' Association (SACBTA) CC/2013/0022	Yes	Yes
34.	Southern Africa Development Community Council of Non- Governmental Organisations (DS/2013/0032)	Not much	Not much
35.	Southern African Liaison Office (SALO) (CC/2014/00)	X	X

36.	Southern African Miners Association CC/2012/0055	Yes	Yes
37.	Southern African Miners Association (SAMA) CC/2013/0024	Yes	Yes
38.	St Joseph's Theological Institute (DS/2014/0041)	X No report	X No report
39.	String Communication (CC/2014/0033)	Not much	Not much
40.	Swaziland Migrant Mineworkers Association (DS/2013/0006)	Yes	Yes
41.	Swaziland Migrant Mineworkers Association (CC/2013/0025)	Yes	Yes
42.	The Southern Africa Food Lab (SAFL) at Stellenbosch University (CC/2014/0027)	Yes	Yes
43.	Uganda National NGO Forum CC/2011/0035	Yes	Yes
44.	Uganda National NGO Forum CC/2012/0027	Yes	Yes
45.	University of Johannesburg – School of Leadership (DS/2013/0041)	Yes	Yes
46.	University of Witwatersrand (DS/2013/0013)	Yes	Yes
47.	West Cape News CC/2012/0050		
48.	Young Africa Leaders Initiative (CC/2014/0032)	Yes	Yes
49.	Youth Association of Zambia CC/2013/0010	Yes	Yes
50.	ZIMCODD acting on behalf of Southern Africa People' Solidarity Network (SAPSN) (CC/2014/0023)	Yes	Yes
51.	ZimInd Publishers (Pty) Ltd. (CC/2013/0029)	Yes	Yes

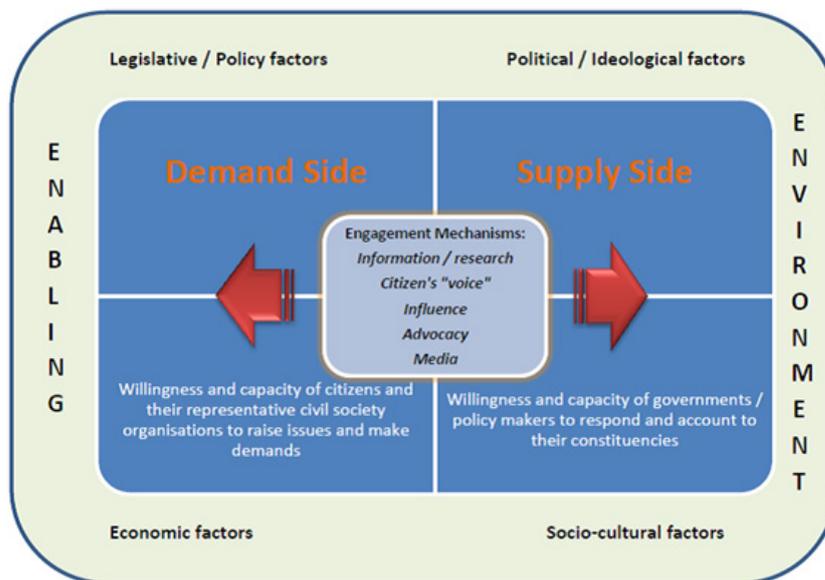
4.2 Capability to Generate and Use Evidence-Based Advocacy for Policy Influencing

For the Trust and its grant partners the issue of evidence-based advocacy that engages those people and communities most affected is at the core of its regional development work. The Trust works closely with its partners to design and apply advocacy strategies that are based on a clear and strategic sense of how the change processes are likely to occur and where the most policy advocacy strategic entry points lie. In working with its partners the Trust has encouraged each organisation to develop broad based regional and / or country-specific approaches that will help them achieve or contribute to a significant policy shift or change. Experience in the region demonstrates very clearly that policy making and policy change are highly context-sensitive and this has meant that civil society organisations, groupings and networks have had to take different approaches that are effective within a given set of policy dynamics.

Understanding different theories of change is one way in which the Trust has encouraged partner organizations to effectively choose the most effective advocacy strategies and to focus “change agency” efforts on the most relevant and achievable outcomes. Figure 15 below outlines some of the approaches to diverse socio-political factors that have had relevance for policy change efforts. The approaches show how various kinds of advocacy strategies and conditions relate to policy change, and the extent to which common advocacy strategies or tactics are likely to supplement broader advocacy efforts or campaigns to promote identified policy issues. Many of the partners within the Trust’s grant portfolio have been actively engaged in developing and implementing strategies that have increased understanding of the policy challenges being faced, and through this advanced a pro-poor human rights-based advocacy agenda. Through this approach many partners have derived an analysis of both regional and national decision-making processes and developed theory of change that take into account the kinds of concrete actions that are required if policy change is to take place.

Figure 15: The Dynamic Context of Regional Policy Advocacy and Engagement

of appeal to formal means of redress, vary greatly from one context to another across



For the Trust and its grant partners one of the most crucial and challenging element of policy advocacy is the ability to elicit policy responses from public officials and achieve real developmental change. From the narrative reporting, it is clear that approaches and strategies to policy advocacy and engagement have been multi-faceted. In some cases negotiation and engagement processes have been ad hoc, while in other cases they have been formalised or institutionalized. They have taken the form of direct citizen-state interaction, for example, through community level meetings with government officials or indirect, mediated forms of consultation and negotiation via CSO intermediaries. In negotiating change, partners have employed a range of both informal and formal advocacy means of influence, persuasion, pressure, reward and sanction. These include creating public pressure (e.g. media campaigns and public meetings) or when necessary resorting to formal means of enforcement (e.g. legal and judicial processes). What is very evident, however, is that the space and opportunity for policy engagement, as well as the possibility

the region.

The AREAP evaluation report has noted that while state-society dialogue could both be increased, the Trust has continued to strengthen its civil society grantee partners and facilitated their engagements with SADC policymakers to influence policy change successfully across several critical areas such as cross-border trade, portability of social benefits and promotion of smallholder farmer interests. The way in which the Trust structures its support to civil society policy advocacy is to promote and catalyse innovations and good practice in the application of policy advocacy conceptualisation, planning and implementation. Part of this approach is to engage with partners around how best to identify strategic entry points into policy making processes and to leverage “windows of opportunity” as a mechanism for the rapid deployment of policy advocacy interventions. Figure 16 summarises in graphic form, some of the policy advocacy strategies that have been used by partners to engage with policy making processes at the national and regional level.

Figure 16: Policy Advocacy Approaches Utilised by Grantee Partners



In reviewing the grant portfolio and assessing the policy level engagement of partners it is evident that context is a key variable in determining the ability of CSOs to engage with and influence policy makers. These contextual issues are captured in Table 6 below:

Table 6: Policy Change Approaches of Grantee Partners

Policy Change Approaches	How Change Happens	Enabling Environments	Strategic Approaches	Examples from Grantee Work
Advocacy coalition framework – building networks, platforms, alliances	<ul style="list-style-type: none"> Policy change happens through coordinated activity among a range of civil society organisations with an interest in the same core policy issue There is a clear and mutually agreed locus of strategic leadership Joined up policy advocacy is evidence based and strategic for maximum influence with key decision makers 	<ul style="list-style-type: none"> A sympathetic administration is in office – or at least one that is prepared to see civil society organisations as legitimate policy actors A strong group of allies with a common goal is in place or can be formed A civil society environment that is relatively cohesive and that sees the opportunities that exist in joined up, collaborative action 	<ul style="list-style-type: none"> Influencing like-minded decision-makers to make policy changes Creating an issue intensity that can lead to challenging and even changing incumbents in various positions of power Affecting public opinion via mass media Changing perceptions about policies through research, building evidence bases and information exchange Coalitions typically explore and pursue multiple avenues for change, e.g., engaging in legal advocacy and changing public opinion, often simultaneously, to find a route that will bear fruit Coalitions can find 'unlikely allies' by identifying and reaching out to diverse groups with similar core policy beliefs – for example through the media or private sector groups 	<ul style="list-style-type: none"> In Uganda the UNNGOF has drawn together a group of key civil society actors in the nutrition field who have in turn worked closely with champions within government to push through the long-stalled Nutrition Bill The SACBTA, through its national members in Lesotho, Swaziland and Mozambique, have facilitated National Dialogues with government ministries and mining houses to raise awareness of the conditions of ex-miners and to advocate for the portability of benefits across the region. ZIMCODD has hosted the SADC "People's Summit", which serves as a platform for bringing together a diverse range of CSOs and citizens' movements to develop proactive developmental inputs to the SADC Heads of State
Identifying clear "policy windows" or setting policy advocacy agendas mapped against existing policy cycles	<ul style="list-style-type: none"> Policy can be changed during a window of opportunity when advocates successfully connect two or more components: the way a problem is defined, the policy solution to the problem or the political climate surrounding the advocacy issue 	<ul style="list-style-type: none"> Multiple policy streams can be addressed simultaneously (problem definition, policy solutions and/or political climate) Internal capacity exists to understand, create, identify and act on policy windows and strategic entry points Advocates and organizations need capacity to create or recognize policy windows and then respond appropriately 	<ul style="list-style-type: none"> Forging problem definition by: framing the issue; monitoring indicators that assess existence and magnitude of issues, initiating special studies of or research into an issue, promoting constituent feedback; developing policy options through research, publications and use of video and audio if available; influencing the political climate by engaging in coalition building, policy advocacy events and media advocacy 	<ul style="list-style-type: none"> Agreement on the Sustainable Development Goals (SGDs) has provided a window of opportunity for policy advocates to influence the final document. The South African Liaison Office (SALO) has taken a lead in facilitating engagement between civil society and state actors at global, regional and national level to ensure that peace and security issues are included in the final document. In Tanzania the Civil Society Foundation together with its advocacy and media partners have used the annual budget process as a window of opportunity to advocate for greater alignment with country's Maputo Declaration commitment to allocate 10% of the national budget to agriculture
Messaging and communications approaches	<ul style="list-style-type: none"> Receptiveness to particular policy preferences or willingness to accept them will vary depending on how policy options are framed or presented 	<ul style="list-style-type: none"> The issue needs to be redefined as part of a larger campaign or effort A key focus of the work is on increasing awareness, agreement on problem definition or an issue's salience 	<ul style="list-style-type: none"> Promising strategies include issue framing (or reframing), message development, communications and media advocacy This theory is likely embedded as one strategy in a broader campaign rather than as a stand-alone activity 	<ul style="list-style-type: none"> In collaboration with the Trust South Africa's Mail & Guardian newspaper carried six thematic spreads focusing on poverty and the impact of the global financial situation on poor people in the region. SEND-Ghana has worked closely with the Ghana News Agency (GNA) to raise the issue of food safety through its coverage of aflatoxin infestation and the impact on small-holder farmers, and exerted significant influence on policy makers
'Power politics' or power elites approach	<ul style="list-style-type: none"> Policy change is made by working directly with those with power to make decisions or influence decision-making This may include securing access and participation to critical government decision making forums 	<ul style="list-style-type: none"> One or more key allies is in place The focus is on incremental policy change, e.g., legislative, administrative or rule changes 	<ul style="list-style-type: none"> Promising strategies include relationship development and communication with those who have influence Advocacy efforts are focused on the few, not the many It is critical to identify who has influence related to the specific policy issue or area being addressed The organization must be seen as a credible partner or voice to affect the thinking and actions of decision-makers or messengers 	<ul style="list-style-type: none"> NASFAM has engaged directly with government representatives to make direct inputs into the preparation of the final draft Regional Food and Nutrition Security Strategy. This enabled NASFAM and its members to exercise direct influence over consultation and preparation of documents for submission to the SADC Joint Ministerial meeting. Through the policy advocacy and capacity development initiatives carried out by the SADC-CNGO to support the policy efforts of SACBTA and SAMA through direct engagement with key decision makers within the SADC Secretariat The SAFL has included senior Department of Agriculture policy makers in its "Learning Journeys" and "Innovation Labs" as a strategy for linking them directly to stakeholders, and ensuring that the policy on agricultural extension services responds to the needs of end users
'Grass-roots' or community organizing approach	<ul style="list-style-type: none"> Policy change is made through collective action by members of the community who work on changing problems affecting their lives 	<ul style="list-style-type: none"> A distinct group of individuals is directly affected by an issue The advocacy organization can and is willing to play a convener or capacity-builder role rather than the 'driver' role 	<ul style="list-style-type: none"> Promising strategies include training, capacity building, community mobilizing, awareness building, action research, policy analysis, media advocacy, social protest, whistle-blowing Advocacy efforts are focused on working with the many, not the few The advocacy organization is not the leader, rather it helps facilitate efforts of a collective to achieve social change 	<ul style="list-style-type: none"> ESAFF have worked to build the capacity of their country member organisations and farmers through strengthening governance, transparency and accountability practices that better enables meaningful and continuous participation of small scale farmers, including women and youth farmers in agricultural policy dialogues at national and regional level The SayXchange programme with the Family Planning Association of Malawi and the Mozambican Association for Family Planning has placed young volunteers from other southern African countries with Malawian families in more rural areas. This is aimed at promoting the civic engagement of young people and encouraging volunteerism as a form of social activism, as well as building a more informed and socially/culturally aware future civil society leadership

4.3 Contribution to Deeper and Wider Engagement in Policy Dialogue with a Regional Impact on Poverty

The aim of the Trust is to increase dialogue for better policies and strategies to overcome poverty, with a focus on the following policy sub-objectives:

- Civil society organisations will strengthen their capacity and expertise in developing and sustaining policy advocacy interventions that feed effectively into national and regional policy making process;
- Governments will acknowledge the positive role of civil society organisations in developing policies and strategies to overcome poverty through better forms of engagement;
- Social trust and cohesion will be promoted amongst private business forums and individuals through their engagement in inclusive policy dialogue on poverty; and
- The impact of civil society policy work will be increased by identifying strategic entry points in policy processes and facilitating participation by civil society organisations.

Each partner narrative report outlines the progress that they have made in terms of policy engagement at a range of different levels and the reports demonstrate the kinds of enhanced regional policy responses that the Trust is attempting to mobilise. A scan of partner responses to the organisation’s contribution to deeper and wider engagement in policy dialogue with a regional impact on poverty, shows that a significant number of organisations consider that their achievements have regional impact (Table 7). The significance of the policy responses is located in the “agency” of social organisations that represent the voices of poor and marginalised groups and how they leverage effective and sustained policy change. Civil society organisations that credibly represent the interests and voices of poor people can operate as “interlocutors” between civil society sectors and policy makers and facilitate structured relationships of cohesion and accountability between the different actors. In this way, they can make a major contribution to the development and implementation of effective poverty reduction policies.

Table 7: Policy Positions and Objectives Developed by Grant Partners

Type of Policy Engagement	Examples of Policy Engagements
Q1 Have you developed any evidence-based policy positions or objectives in this period?	Through its engagements with the SADC Secretariat and the SADC Food, Agriculture and Natural Resources (FANR) directorate ESAFF has provided policy inputs to the draft SADC RAP to reflect the concerns and demands of smallholder farmers
Q2 Have you linked up with any popular-based organisations that can be said to represent voices of the poor?	The work of the SACBTA has focused specifically on mobilising local cross-border trader’s associations that are popular-based organisations representing the interests and concerns of cross-border traders across the region
Q3 Have you engaged with any civil society organisation that you have not worked with before? Organisations that can be said to represent voices of the poor?	In Uganda the UNNGOF formed a new association with the Ankoli Civil Society Forum to engage small scale farmers and micro enterprises and link them directly into policy dialogue around the stalled Nutrition Bill
Q4 Have you engaged in policy work with any organisation in a similar sector as yours in another southern Africa country?	Based in Kenya the CCPAU engaged with the SADC-CNGO on broader interventions related to the AU We Want and Freedom of Movement. They also continue to work with CSVR on a project on South Africa’s Foreign Policy and its impact on regional integration including addressing inequality and the socio-economic challenges of Africa
Q5 Have you engaged in policy dialogue with any parliamentarians or government officials?	In Tanzania the FCS has facilitated direct policy dialogues with government officials and MPs to advocate for an allocation of 10% of the national budget to the agriculture sector
Q6 Have you engaged with any private business institutions on policy issues?	The work of SAMA and its national affiliates in Swaziland, Lesotho and Mozambique has required extensive engagement with mining houses to shape policy responses. In Zimbabwe EMCOZ undertook a Scoping Study on the implementation of inclusive business activities by 32 companies within SADC to develop a policy position of the SADC Private Sector Forum (SPSF)
Q7 Have you participated in any policy dialogue processes with CSOs & government officials & business representatives together?	In Malawi NASFAM facilitated a multi-sectoral engagement with small scale farmers, women farmers, young farmers, nutrition specialists, researchers, private sector representatives, UN agencies and government representatives to make direct inputs into the preparation of the final draft SADC Regional Food and Nutrition Security Strategy.

The levels of policy engagement by partner organisation, as indicated below in Table 8, have been largely dependent both on the nature of the organisation and the specific scope of its work. Most of the media partners, for example, are not directly engaged in policy advocacy work but provide a heightened level of public awareness of particular policy concerns. Other partners, such as ENDLA,

are involved in sector innovations in areas such as agriculture, gender and youth where lessons learned and good practice can feed into policy dialogue and in this way indirectly shape policy perceptions.

Table 8: Extent of Grantee Policy Advocacy Engagement across Sectors

	Name of Organisation & Specific Report	Q1	Q2	Q3	Q4	Q5	Q6	Q7
1.	Associação de Mineiros Moçambicanos (DS/2013/0002)	X	X	X	X	X	X	X
2.	Centre for Citizens's Participation on the African Union (CCPAU) (CC/2014/0010)	✓	✓	✓	✓	✓	X	X
3.	Eastern and Southern Africa Small Scale Farmers Forum CC/2012/0077	✓	✓	✓	✓	✓	✓	✓
4.	Eastern and Southern Africa Small Scale Farmers Forum CC/2012/0078	✓	✓	✓	✓	✓	✓	✓
5.	Economic Justice Network of the Fellowship of Christian Councils in Southern Africa (DS/2013/0034)	✓	✓	X	✓	✓	X	✓
6.	Employers' Confederation of Zimbabwe CC/2012/0058	✓	✓	✓	✓	✓	X	✓
7.	Endla Ecumenical Services for Development in Africa CC/2011/0058	✓	✓	✓	✓	X	X	X
8.	Ex-Miners Association of the Mountain Kingdom of Lesotho (DS/2013/0003)	X	✓	X	✓	✓	✓	✓
9.	Ex-Miners Association of the Mountain Kingdom of Lesotho (UP/2014/0006)	✓	✓	✓	✓	✓	X	✓
10.	Ex-Miners Association of the Mountain Kingdom of Lesotho (no number)	✓	✓	✓	✓	✓	X	✓
11.	Family Planning Association of Malawi CC/2013/0011	X	X	X	X	✓	X	✓
12.	Family Planning Association of Malawi CC/2013/0011	X	✓	✓	X	✓	✓	✓
13.	Foundation for Civil Society CC/2011/0033	✓	✓	X	X	✓	X	✓
14.	Foundation for Civil Society (CC/2014/0025)	✓	X	X	X	X	✓	X
15.	Joaquim Chissano Foundation CC/2012/0048	X	X	X	X	X	X	X
16.	Kenya Community Development Foundation CC/2011/0030	X	✓	X	X	✓	✓	X
17.	Kenya Community Development Foundation CC/2011/0030	✓	✓	✓	X	✓	✓	✓
18.	Mail & Guardian Media Limited 2 CC/2012/0038	X	X	X	✓	X	X	✓
19.	Mail & Guardian Limited (CC/2013/0026)	✓	✓	✓	✓	✓	✓	✓
20.	Mail & Guardian Limited (CC/2013/0030)	X	X	X	X	✓	X	✓
21.	Mail & Guardian Media Limited (CC/2014/0014)	✓	✓	✓	✓	✓	✓	✓
22.	Malawi Economic Justice Network CC/2011/0036	✓	✓	✓	✓	X	X	X
23.	Malawi Economic Justice Network CC/2012/0030	✓	✓	✓	✓	✓	✓	✓
24.	Media 24 (City Press) CC/2012/0001	✓	✓	✓	X	✓	✓	✓
25.	Media 24 (Pty) Ltd t/a City Press (CC/2014/0045)	✓	✓	✓	✓	✓ X	✓	✓
26.	Mozambican Association for Family Development CC/2013/0012	X	X	✓	✓	✓	X	✓
27.	National Smallholder Farmers' Association of Malawi (NASFAM) (CC/2014/0009)	X	X	X	X	X	X	X
28.	New Lovelife Trust (CC/2014/0015)	X	X	X	X	X	X	X
29.	SADC Council of Non-Governmental Organisations (SADC-CNGO) (CC/2014/0002)	✓	✓	✓	✓	✓	✓	✓
30.	Southern Africa Confederation of Agricultural Union (SACAU) (CC/2014/0042)	X	✓	X	✓	X	X	✓
31.	Southern Africa Cross border Traders' Association (SACBTA) CC/2013/0022	✓	✓	✓	✓	✓	✓	✓
32.	Southern Africa Cross Border Traders' Association CC/2012/0059	✓	✓	✓	✓	✓	X	✓
33.	Southern Africa Cross Border Traders' Association CC/2012/0059	✓	✓	✓	✓	✓	✓	X

34.	SADC Council of Non- Governmental Organisations (DS/2013/0032)	✓	✓	✓	✓	✓	✓	✓
35.	Southern African Liaison Office (SALO) (CC/2014/00)	X	X	X	X	X	X	X
36.	Southern African Miners Association CC/2012/0055	X	X	X	X	X	X	X
37.	Southern African Miners Association (SAMA) CC/2013/0024	X	X	X	X	X	X	X
38.	St Joseph's Theological Institute (DS/2014/0041)	X	X	X	X	X	X	X
39.	String Communication (CC/2014/0033)	X	✓	✓	X	X	X	X
40.	Swaziland Migrant Mineworkers Association (DS/2013/0006)	✓	X	✓	✓	✓	X	X
41.	Swaziland Migrant Mineworkers Association (CC/2013/0025)	✓	✓	✓	✓	✓	✓	✓
42.	The Southern Africa Food Lab (SAFL) at Stellenbosch University (CC/2014/0027)	✓	✓	✓	X	✓	✓	✓
43.	Uganda National NGO Forum CC/2011/0035	✓	X	✓	X	✓	X	✓
44.	Uganda National NGO Forum CC/2012/0027	✓	X	✓	X	✓	X	✓
45.	University of Johannesburg – School of Leadership (DS/2013/0041)	X	X	X	X	X	X	X
46.	University of Witwatersrand (DS/2013/0013)	✓	✓	✓	X	✓	X	X
47.	West Cape News CC/2012/0050	X	X	X	X	X	X	X
48.	Young Africa Leaders Initiative (CC/2014/0032)	✓	✓	✓	✓	✓	✓	✓
49.	Youth Association of Zambia CC/2013/0010	X	✓	X	X	✓	X	✓
50.	Zimbabwe Coalition on Debt and Development (ZIMCODD) acting on behalf of Southern Africa Peoples' Solidarity Network (SAPSN) (CC/2014/0023)	✓	✓	✓	✓	✓	X	✓
51.	ZimInd Publishers (Pvt) Ltd. (CC/2013/0029)	X	✓	X	X	✓	✓	X

Figure 17 below presents a composite picture of the information provided in Table 8 above, and provides an indication of where further efforts need to be made in strengthening the capacity of partners to engage both widely and strategically with a broader range of stakeholders across different state and non-state sectors. Comparison with the data from 2012 (Figure 18), shows that there has been an encouraging increase in the ability of partners to develop policy positions (ie 38% to 59%) as well as their capacity to engage directly with policy makers at the government level (46% to 69%) - (Figure 17).

Figure 17: Extent of Cross-Sectoral CSO Policy Engagement 2015

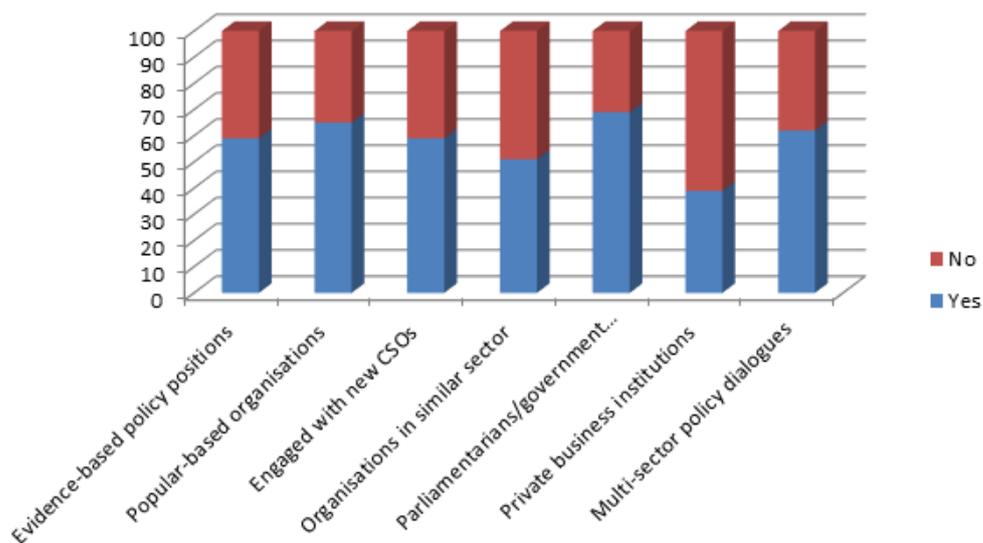
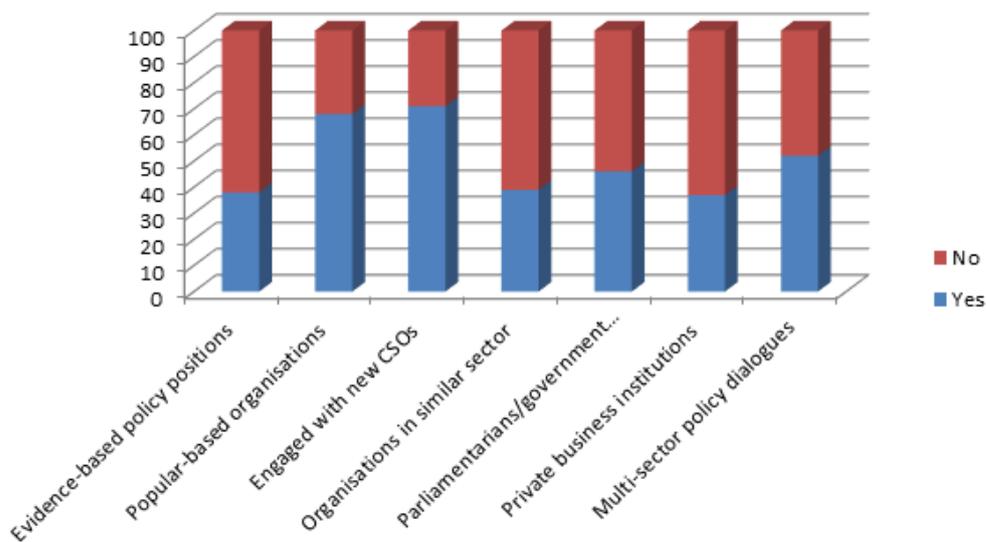


Figure 18: Extent of Cross-Sectoral CSO Policy Engagement 2012



4.4 Inclusivity of Interventions and Mainstreaming of Human Rights and Gender

Gender and equity are included in the Trust’s log frame and report template and the Trust dedicates a proportion of its portfolio specifically to support organizations representing women, youth at risk, vulnerable children and people with disabilities. The report, however, show little evidence of a human rights based approach filtering into the language that is used to report outputs and outcomes. The AREAP evaluation report notes that the work of each of the implementing partners is broadly pro-poor, but that gender should be mainstreamed more strongly throughout the grantee projects. This needs to be understood within the context of Logical Framework indicator 5.2 that measures the “Proportion of grant funding from the Trust that goes to women-led organisations and organisations with an explicit gender dimension in their work”.

Gender, human rights and HIV/AIDS are significant cross-cutting thematic concerns across all of the grant portfolio areas of focus, but are not as optimally reflected in project reporting. Another element that is evident from the reporting is that although many of

the grantees work directly with marginalized groups, they generally fail to make the linkages between what they are doing and the rights-based issues that they are addressing. This has the overall effect of weakening the analytical substance of the reporting.

There are however grantees who show evidence of interesting and innovative mainstreaming approaches in ensuring that a human rights based approach is included across the project life cycle. Notable examples are the following:

The Southern Africa Cross Border Traders’ Association (SACBTA)

- SACBTA issued a communiqué during the TFTA meeting held in Maputo in April 2013 the Malawi ICBTA made a submission to the Ministry of Finance to scrap processing fees for STR. The Women Forum produced a communiqué in July 2013 & during the SADC Summit, a communiqué was jointly produced with SAPSN-MEJN as well as CS Forum.
- With ESSET, trained ICBTA on gender and ICBTA in Zimbabwe; with Streetnet in Malawi on STR Campaign, and with MEJN on Claiming Space in SADC.
- In Maputo with the Minister of Trade & Industry; with Members of parliament in Malawi and during the SADC Summit in which the Women Forum engaged the AU

Chair and also the Ministry of Gender in Malawi to meet with the State President and who is also Chair of SADC.

Southern Africa Confederation of Agricultural Union (SACAU)

- SACAU was engaged with the Swedish Cooperative Center on issues mainstreaming gender issues in all activities through proper budgeting for gender.

The Southern Africa Miners Association (SAMA)

- The work that SAMA is undertaking is underpinned by a clear worker’s rights agenda. Efforts are being made to redress historical issues related to miner health and safety, and to ensure the portability of benefits for miners coming from outside of South Africa.

East and Southern Arica Farmers Federation (ESAFF)

- ESAFF have been working to promote women’s participation in public policy at the regional level, with a strong women farmer’s contingent involved in the SADC Regional Agriculture Policy (RAP) processes.
- ESAFF has facilitated direct involvement of the SADC Executive Secretary in engaging with women farmers and their issues on the SADC RAP.
- ESAFF promoted a Women’s Small Holder Conference on the SADC Regional Agriculture Policy (RAP) “Making Policies Work for the Poor” in Johannesburg, which was attended by women from Tanzania, Zambia, Malawi, Zimbabwe, Lesotho, Swaziland and South Africa.

4.5 Lessons for Good Practice – Case Studies

One of the objectives of this Knowing Civil Society report is that it should serve as a “learning report” that captures and presents experiences and achievements that have emerged from the work of the grantees. The purpose is to highlight innovative or progressive project outcomes with the aim of improving the quality of grant-making

and programming within the Trust. It is also anticipated that the intervention learning drawn from the following five case studies will provide learning to other audiences such as funders, evaluators, reviewers, and other Trust stakeholders.

This report assesses the grant portfolio within the context of the Trust’s Strategic Steer: 2011-2016. The document sets out very clearly that much of the Trust’s work will be carried out through partner civil society organisations within the framework of implementing more focused programme interventions for pro-poor voice in policy development in targeted thematic areas related to regional integration, as well as action for increased accountability in pro-poor policy implementation. For the Trust a critical need is to understand the impact of projects that grantee organizations are implementing, and the extent to which their networking and policy-related activities are shaping and strengthening pro-poor policy change within the region. The Trust has consistently encouraged partner organizations to move beyond activity / output reporting towards a more reflective assessment of progress against identified results, with a focus on the range of experiences, unintended results and lessons learned that are emerging from the implementation process. This in turn enables the Trust to reflect on the learning from partner project implementation and incorporate these as a way of strengthening its own strategic approach.

In their narrative reports partners are requested to complete a section on Strategic Learning, in which they are asked to reflect on new intended or unintended insights, lessons, trends, concepts, or other strategic knowledge that has emerged as a result of undertaking projects and that they think are significant pointers for developing more effective policies to overcome poverty. What emerges from a review of the Trust’s current grant portfolio is the fact that the development field and associated policy processes within which grantees work involve an extremely complex set of elements that interact often unpredictably over time. In drawing from the experiences, achievements and learning recorded in the narrative reports

a number of “learning” themes emerged that are recurrent across the portfolio:

- Policy advocacy is a crowded field that needs to be understood and “unpacked”: There is generally a multiplicity of actors from interest groups, governmental agencies, legislatures at different levels of government, the private sector, international agencies, researchers, journalists, and civil society activists involved in one or more aspects of the policy process. Each of these actors (either individual, organisational or in networks) has potentially different values/interests, access to information, perceptions of the situation, and policy preferences.
- Understanding the complexity of policy processes: Policy processes are complex and rarely linear or logical. Simply presenting information to policy-makers and expecting them to act upon it is unlikely to work. While many policy processes do involve sequential stages – from agenda setting through to decision-making, and implementation and evaluation – some stages take longer than others, and several may occur more or less simultaneously. Many actors are involved: ministers, parliament, civil servants, the private sector, civil society, the media, and in the development sector, also donors – all of them trying to influence the process, and each other. This requires that grant partners have a good understanding of policy subsystems or domains, rather than specific government programmes, and recognising this complexity is essential for organisations or networks attempting to engage with policy.
- Having the capacity to identify strategic entry points into policy making processes: Once a policy issue has been identified, it is important to describe the actors, either individuals or groups, who make critical decisions about these policies. Partners undertaking policy analysis work have made most progress when they have identified key individuals who make direct policy decisions, and those who can influence direct decision makers. They have also understood the importance of determining whether actors support or oppose specific policies, as well as their degree of influence, their resources, and their interests in an issue. Partners have evidently found that identifying policy makers and analyzing their interests is an important prerequisite to developing an advocacy strategy as the more information an organisation has about the actors that may influence and affect policy change, the easier it is to devise an advocacy strategy.
- Policy making is a time bound process: Policy processes usually involve lengthy time spans from emergence of a problem through sufficient experience with implementation to rendering a reasonably fair evaluation. Time is often also required to obtain a reasonable understanding of the impact of a variety of socio-economic conditions and to accumulate credible evidence about a problem. In some cases grantees felt that the timeframe of a specific grant did not necessarily cover the time required to make any serious impact on a policy process.
- Need for technical expertise: Policy debates among actors in the course of the policy cycle typically involve very technical discussions over the severity of a problem, its causes, and the probable impacts of alternative policy solutions. Partners have understood that the policy process requires attention to the role that such debates play and the need for credible evidence in shaping the overall process. There is a much stronger sense amongst partners that engagement with policy requires that civil society organisations are not just “activist” agencies, but also have the technical knowledge of their sector so that they can contribute in a substantive way to policy making processes.
- Leveraging research-based evidence to inform policy advocacy: Research-based evidence contributes to the quality of public policies and enhance the impact of that policy on the lives of poor and marginalised people. Partners have understood that they can make a meaningful contribution to policy formulation by engaging with credible research institutions to undertake issue-based research and then transpose research findings into their policy advocacy.
- The role of special interests: Many policy level disputes involve deeply held values/interests, large sums of money, and,

at some point, authoritative coercion. Given these stakes, policy actors may face temptations to present evidence selectively, to misrepresent the position of their opponents, to coerce and discredit opponents, and generally to distort the situation to their advantage. Grant partners have become more adept at assessing these special interest forces and adopting risk mitigation strategies to navigate the terrain more effectively.



A number of grantees have demonstrated "good practice" through their interventions in specific focus areas that are geared towards advocacy for pro-poor regional policy. This report understands "good practices" as those strategies that have worked well, produced good results, and can therefore be recommended as a model. They are successful experiences which have been tested, validated, and repeated and deserve to be shared so that other organisations can potentially adopt them. "Good practices" can also be viewed as those organisational competencies that have proven their operational and strategic relevance as the most effective ways towards achieving specific pro-poor policy advocacy objectives, have been successfully adopted and have had a positive impact on regional policy making. Where grant making has coalesced around a particular approach (for example the "Linkages" project) or a particular policy challenge (for example informal cross border trade) it is also evident that informal communities of practice have emerged and that these are spaces in which lessons learned

are shared and replicated.

In the context of the Trust's grant making interventions a "community of practice" can be understood as a group of policy advocates who share a concern, a set of problems, or a commitment to a particular developmental issue and who deepen their knowledge and expertise in this area by interacting on an ongoing basis. These engagements in turn generate different kinds of learning as illustrated in Figure 19:

Figure 19: Social Aspects of Learning in the Policy Advocacy Environment

Through these collective policy advocacy initiatives learning has been about the negotiation of new meanings through implementation experience rather than just the acquisition of new skills or information. These communities have defined what it means to be competent policy advocacy practitioners with respect to the policy or developmental concerns that they have identified. Through sayXchange, for example, meaningfulness for the young people who participate in the programme is created through locating learning within social structures where new or revised understandings can be collectively negotiated. Specifically, the kind of learning that has emerged from the Trust's grant making work in the area of policy change brings together four interconnected and mutually defining elements:

- **Meaning:** a way of talking about evolving ability - individually and collectively - to meaningfully engage with challenging development issues from a policy advocacy perspective;
- **Practice:** a way of talking about shared national / regional historical and social resources, frameworks and perspectives that can sustain mutual policy advocacy engagement in action.
- **Community [of practice]:** a way of talking about the social, economic and political configurations in which policy advocacy is defined as worth pursuing and engaged multi-stakeholder participation is recognizable as competence.
- **Identity:** a way of talking about how learning informs practice and brings about changes in the way people perceive pro-

poor development in the context of policy advocacy communities.

The following “good practices” have been distilled from the grantee narrative reports,

Trust organisational documentation and key informant interviews. The following case studies detail examples of activities and processes that represent learning and good practice in each of the thematic areas.

Governance for development focusing on effective relationships of accountability between state and non-state actors to deliver better development results, and human security with a focus on youth and violence	
Young Africa Leaders Initiative	In discussion with Olivier Nathacia
Building capabilities through strategic leadership development, building new linkages and alliances, developing new knowledge and improving the environment within which civil society operates. It involves building individuals and institutions that are able to anticipate and manage change as well as institutions and individuals who are innovative drivers of change.	
Olivier Nathacia has invested her time, knowledge and the other available resources to improve and empower the lives of women and girls within her community. She recognises that women are still hampered by discrimination, lack of resources and economic opportunities, limited access to decision-making and gender-based violence, and feels that empowerment through volunteer action is one way to address these challenges.	
<ul style="list-style-type: none"> · YALI is working to develop a cadre of young leaders who are responsible and responsive to community challenges and are able to promote transparency and good governance within the work that they undertake. · The work of YALI graduates through SayXchange is very much focused on facilitating community-led pro-poor interventions that are owned and driven at the community level by young and innovative leaders. · Young leaders are encouraged at all times to question the unequal distribution of wealth and thereby enforce their social economic rights that are key to poverty reduction. · YALI as a team player has been engaging a great deal with the PANOS Institute of Southern Africa and other civil society organisations that have a focus on reducing poverty · YALI maintains Chapters and networks in over 40 Africa countries. Meetings and dialogues are held and media used to reach out to stakeholders. · YALI has met Ministers of Education, Community Development, Youth and Sport to engage with them on various policies that affect the youth. · YALI has engaged the Youth Lead enterprises and government on the guidelines for funding for the citizen's empowerment policy and the youth empowerment fund and is currently advocating for the revision of both policies to benefit youth. · YALI just participated in the dialogue with different stakeholders facilitated by the UN Commission for Africa. The purpose was to discuss Africa's economic outlook and the challenges going forward. 	
Contribution to the Southern Africa Trust's strategic regional pro-poor policy agenda	The initiative complements the Trust's vision of people-centred development, with dynamic, innovative and committed individuals driving social change and community-led poverty alleviation initiatives that can be replicated across the region and ultimately inform pro-poor policy and practice. The SayXchange initiative aims to develop a body of knowledge to inform policy on youth engagement in development, and in particular public policy towards youth at risk. The initiative is also part of a bigger programme of engagement with youth as a constituency to increase and deepen its participation in policy dialogue and provide a space for the voices of young women and men to feed into policy making processes at national and regional level.
Intervention Learning	
<ul style="list-style-type: none"> · Raising awareness of poverty among young people: In order for young people to have a voice in pro-poor policy advocacy processes they need to gain a deeper understanding of critical developmental challenges such as poverty and inequality. The method of engagement and interaction provided through the SayXchange programme enables young people to acquire more informed insights into the multiple challenges of poverty in Southern Africa. · Enhancing youth leadership in development: The initiative has been successful in terms of developing a cadre of young leaders who are responsible and responsive to community challenges. The initiative has also challenged young people to reflect on their own values and assumptions, and to understand that transparency is the key to promoting youth-driven good governance that in turn contributes to poverty reduction. The SayXchange programme has empowered young people to question the unequal distribution of wealth and to call for greater emphasis on socio-economic rights that are critical to poverty reduction. · Nurturing emerging young leaders: The SayXchange programme has provided mentorship for young leaders, which is a crucial support mechanism for the new generation of leaders. The approach taken has provided a stepping-stone for young people to realise their full potential, and also serves to develop a cadre of entrepreneurs and business leaders who will play an instrumental role in addressing poverty and inequality in the Southern Africa region. · Helping Youth to Develop Tolerance and Appreciation for Diversity: The methodology used in the SayXchange programme has served to promote values of tolerance, empathy and appreciation of diversity among young people. It provides an experiential journey for young people through which their understanding of diversity is enhanced. Young people in the programme refer to the “stretch” because they are often called on step out of their comfort zones in order to develop a deeper understanding of the differences in others, including cultural, racial, economic, ethnic, and gender differences. The purpose of this model program is to develop the knowledge, skills, and understanding of youth so that they become effective leaders within culturally diverse communities. 	
The link between cross-border migration, social protection, and the delivery of social services	
Swaziland Migrant Mineworkers Association	In discussion with Vama Jele

5. Achievement of Indicators as Evidenced by Grantee Experiences and Progress.

The work of the Trust has led to improved quality of data and information leading to enhanced capability to inform better regional policy interventions. At the impact level the AREAP report details the following:

- Stronger national and regional policy making and implementation through the influence of citizens and non-state actors.
- Number of new SADC policy statements on poverty reduction that are based on evidence and informed by the active participation of partner CSOs.
- This target (of 5) has been exceeded with the SADC passing 6 new policy statements.

In Table 9 below the common threads between the AREAP Evaluation Report and the findings that have emerged from this KCS Report are cross-tabulated to highlight details of the achievements of the Trust against key output indicators and milestones.

Table 9: Progress Made Against Programme Indicators

Indicator	Milestones	AREAP Evaluation Comments	Sample of KCS Learning
<p>Number of individuals provided with information and evidence on pro-poor regional policy development.</p>	<p>Primary targeted: 408,700; Achieved: 414,142</p>	<ul style="list-style-type: none"> The Trust is particularly successful in engaging and establishing partnerships with the media. 	<ul style="list-style-type: none"> The six-country “Linkages” project has demonstrated the effectiveness of establishing strong policy advocacy partnerships with the media and using the media to reach much larger audiences. The partners in South Africa (SAFL), Ghana (SEND-Ghana), Malawi (MEJN), Tanzania (CFS), Kenya (KCDF) and Uganda (UNNGOF) have all, in different ways leveraged research and advocacy to engage proactively with media houses and journalists to promote specific policy issues and ensure wider dissemination of the critical policy issues.
	<p>Secondary targeted: 18,000; Achieved: 4,754</p>	<ul style="list-style-type: none"> The Trust to increase its visibility regionally and the reach of its knowledge products, findings and key messages. 	
	<p>This indicator was partially achieved as of March 2014, as the primary target has been achieved but the secondary target has been missed substantially.</p>	<ul style="list-style-type: none"> The Trust has not clearly defined how it measures or assesses against these targets, or how it defines primary and secondary targeted stakeholders. This makes it difficult to assess the significance of the shortfall on the secondary target, or the factors that may have contributed to it. 	
<p>Percentage of partner CSOs which develop policy positions (a) informed by evidence (b) that is generated from engagement with members and policy-affected communities.</p>	<p>a) Targeted 100%; achieved 45% b) Targeted 60%; achieved 68%</p>	<ul style="list-style-type: none"> This indicates that while a key focus of the Trust is to build the capacity of partner CSOs to inform their policy position by evidence, this is a difficult outcome to achieve. The Trust’s analysis found that CSOs are focused on implementation rather than policy making, and that CSOs are not able to articulate how policy positions are formulated. 	<ul style="list-style-type: none"> In addressing the problem of aflatoxins affecting the maize production of smallholder farmers SEND-Ghana, together with its advocacy partner ECASARD, undertook detailed engagement with small holder farmers, traders, research institutes and Ministry of Agriculture officials and from these inputs developed a detailed policy brief that was then widely disseminated through a series of multi-sector policy dialogues
<p>Number of new regional civil society alliances established and active in pro-poor policy development and monitoring of implementation.</p>	<p>Target 9; Achieved 9</p>	<ul style="list-style-type: none"> The Trust is reported to have met its planned target in establishing and / or supporting 9 regional alliances. <ol style="list-style-type: none"> Southern Africa Cross Border Traders Association (SACBTA); Southern Africa Miners’ Association (SAMA); Southern African Confederation of Agricultural Unions (SACAU); The Trust’s “Leadership for Change” initiative; Trade union, church, and NGO umbrella bodies for active citizenship in Zimbabwe, a spin off from the Zimbabwe Congress of Trade Unions; A youth network emerging from the Trust’s Southern Africa Youth Exchange; (‘SayXchange’) programme; A Regional NGO, trade union, and church-based umbrella body; CSOs network emerging from the African Grant-makers Network; Businesses committed to inclusive business emerging from the Trust’s Business for Development (B4D) Pathfinder 	<ul style="list-style-type: none"> The development and capacity strengthening of SAMA and its affiliate members in Mozambique (AMIMO), Lesotho (Ex-Miners Lesotho) and Swaziland (SWAMIWWA) has been a significant move forward in promoting the health and social benefit rights of ex-miners across the region The development and capacity strengthening of the SACBTA and its affiliate members at national level has moved the issue of informal cross border traders from the periphery of regional policy formulation to the center of the region’s trade and development agenda. In addition, it is significant that this development has also served to highlight issues of gender equality and women’s empowerment given that the greater proportion of ICBTs are women. Through a five country assessment and a series of regional workshops with members and other stakeholders SACAU has highlighted the lack of participation of women and youth in Farmers’ Organisations leadership structures and facilitated dialogue around policies to effect change in the current situation.
<p>Number of new institutional mechanisms that are (a) established and (b) fully operational for NSAs to engage in policy development and monitoring of implementation.</p>	<p>a) Targeted: 6; Achieved 7 b) Targeted 4; Achieved 4</p>	<ul style="list-style-type: none"> The four established and operational mechanisms claimed by the Trust are: <ol style="list-style-type: none"> SADC Regional Poverty Observatory; DRC National Poverty Observatory; Mozambique Poverty and Development Observatory; South African National Planning Commission. 	<p>In Kenya the support provided to KCDF to promote indigenous philanthropic giving has resulted in the establishment of a multi-sector (civil society, government and private sector) Philanthropy Forum. The Forum has been formalized and now serves as a mechanism for engaging sectors on issues of financial and tax policies associated with corporate social investment and philanthropic giving.</p>

6. Conclusions and the Way Forward

- The Trust has a decade-long history of civil society innovation and linking stakeholders across a broad geographical area and across political systems. The Trust has clear strengths and a focused strategic approach that reaches out to a range of public sector institutions and civil society organisations. The Trust is well placed to deepen its engagement with stakeholders to increase the effectiveness, relevance and sustainability of its work.
- There is strong evidence that the Trust has built up and strengthened its capacity to act as a trusted, non-partisan broker between civil society groups and policy makers. This has enabled it to facilitate the development of engagement mechanisms around policy issues that are often contested, politically sensitive and developmentally complex. However, and as mentioned in the 2014 AREAP annual review, improved definitions and benchmarks for measuring levels of effectiveness are necessary to better assess the Trust indicators. The individual partner organisation reports demonstrate that significant progress has been made in achieving many of the results set out in their grant agreements with the Trust. Progress can be seen in the following areas:
 - Ensuring and maintaining optimal levels of organisational health to ensure strong capacity to respond to the needs of constituents;
 - Engaging grass roots organisations and the voices of ordinary women and men in the formulation of strategies and interventions to address issues of concern to poor communities;
 - Building strong evidence bases and ensuring that knowledge products are widely disseminated so that they can facilitate informed policy dialogue;
 - Building communities of practice for improved policy making across the public, private and non-state spheres;
 - Ensuring that the voices of the poor are equitably reflected in regional media coverage that captures innovative practices and indigenous developmental models; and
- Creating a more enabling national and regional environment for collaborative and integrated multi-stakeholder policy formulation that will benefit poor, at-risk and marginalised communities.
- Through its grant portfolio, the Trust has worked with a range of CSOs, many of which had previously been focused on service delivery. Through its networking and convening facilitation, the Trust has built networks of civil society actors that have enabled them to participate more effectively in policy advocacy activities. Developing effective links and trust-based relationships with policymakers, the media and other stakeholders has been a core component of the Trust's grant making approach to enable CSOs to engage fully with policy processes. With the support, guidance and seed funding from the Trust CSOs have been able to make the most of existing links, by getting to know other actors, and working through existing and new networks and coalitions. They have also been able to identify key policy makers and policy champions, and generate new linkages and partnerships with likeminded individuals and organisations. In order to further streamline and improve its grant making operations the evidence from the current portfolio suggests that the Trust can strengthen its approach in the following areas:
 - The Trust remains weak in the area of mainstreaming the rights of vulnerable groups into its pro-poor advocacy interventions. While acknowledging that rights-based issues are often highly contested and politicized in the region, much of the project based activity remains silent on the rights of people with disability, women empowerment, LGBTI and HIV and AIDS. There is little evidence to show that policy engagement in areas such as agriculture, trade and youth take cognizance of existing regional level policies and strategies on issues such as gender equality and the rights of people living with HIV;
 - The Trust needs to consider additional ways in which the ongoing needs of strengthening and extending its

- “bridging” approach to facilitating government and NSA engagement on regional issues can be addressed;
- The Trust should deepen its technical engagement at the SADC Secretariat level, but also provide increasing support to partners at the national level to strengthen demand-side political pressure on SADC for policy change and pressure domestically for implementation of new pro-poor SADC policies;
 - The Trust may also want to consider strategies for making the space more durable and open for NSAs to engage SADC, to allow opportunities for a wider selection of NSAs to engage and increasing the long-term capacity of accountability mechanisms to hold SADC governments to account;
 - To make their approach more transparent and participatory, and to increase their influence in the sector more broadly, the Trust may want to consider including a wider group of grantees and partners in their internal strategic thinking, research and learning;
 - The Trust may also want to consider strengthening their M&E systems to more comprehensively reflect its activities as a “bridging” agent between NSAs, government and the private sector, and to gather evidence on the impact of SADC policy change at the national level;
 - The Trust should focus on providing more capacity development support for CSO engagement at both national and regional levels, to strengthen the capacity of grantees to leverage political pressure between these levels and to better guide processes geared to policy change and where required policy domestication at the national level.

Appendix B: List of Organisation Reports

Name of Organisation

- Association de Mineiros Mocambicanos (DS/2013/0002)
- Centre for Citizens' Participation on the African Union (CCPAU) (CC/2014/0010)
- Eastern and Southern Africa Small Scale Farmers Forum CC/2012/0077
- Eastern and Southern Africa Small Scale Farmers Forum CC/2012/0078
- Economic Justice Network of the Fellowship of Christian Councils in Southern Africa (DS/2013/0034)
- Employers Confederation of Zimbabwe CC/2012/0058
- Endla Ecumenical Services for Development in Africa CC/2011/0058
- Ex Miners Association of the Mountain Kingdom of Lesotho (UP/2014/0006)
- Ex-Miners Association of the Mountain Kingdom of Lesotho (DS/2013/0003)
- Ex-Miners Association of the Mountain Kingdom of Lesotho (no number)
- Family Planning Association of Malawi CC/2013/0011
- Family Planning Association of Malawi CC/2013/0011
- Foundation for Civil Society CC/2011/0033
- Foundation for Civil Society (CC/2014/0025)
- Joaquim Chissano Foundation CC/2012/0048
- Kenya Community Development Foundation CC/2011/0030
- Kenya Community Development Foundation CC/2011/0030
- Mail & Guardian Media Limited 2 CC/2012/0038
- Mail & Guardian Limited (CC/2013/0026)
- Mail & Guardian Limited (CC/2013/0030)
- Mail & Guardian Media Limited (CC/2014/0014)
- Malawi Economic Justice Network CC/2011/0036
- Malawi Economic Justice Network CC/2012/0030
- Media 24 (City Press) CC/2012/0001
- Media 24 (Pty) Ltd t/a City Press (CC/2014/0045)
- Mozambican Association for Family Development CC/2013/0012
- National Smallholder Farmers' Association of Malawi (NASFAM) (CC/2014/0009)
- New Lovelife Trust (CC/2014/0015)
- SADC Council of Non-Governmental Organisations (SADC-CNGO) (CC/2014/0002)
- Southern Africa Confederation of Agricultural Union (SACAU) (CC/2014/0042)
- Southern Africa Cross Border Traders' Association CC/2012/0059
- Southern Africa Cross Border Traders' Association CC/2012/0059
- Southern Africa Cross Border Traders' Association (SACBTA) CC/2013/0022
- Southern Africa Development Community Council of Non-Governmental Organisations (DS/2013/0032)
- Southern African Liaison Office (SALO) (CC/2014/00)
- Southern African Miners Association CC/2012/0055
- Southern African Miners Association (SAMA) CC/2013/0024
- St Joseph's Theological Institute (DS/2014/0041)
- String Communication (CC/2014/0033)
- Swaziland Midrand Mineworkers Association (DS/2013/0006)
- Swaziland Migrant Mineworkers Association (CC/2013/0025)
- The Southern Africa Food Lab (SAFL) at Stellenbosch University (CC/2014/0027)
- Uganda National NGO Forum CC/2011/0035
- Uganda National NGO Forum CC/2012/0027
- University of Johannesburg – School of Leadership (DS/2013/0041)
- University of Witwatersrand (DS/2013/0013)
- West Cape News CC/2012/0050
- Young Africa Leaders Initiative (CC/2014/0032)
- Youth Association of Zambia CC/2013/0010

- Zimbabwe Coalition on Debt and Development (ZIMCODD) acting on behalf of Southern Africa Peoples' Solidarity Network (SAPSN) (CC/2014/0023)
- ZimInd Publishers (Pvt) Ltd. (CC/2013/0029)