



EXTERNAL MID TERM EVALUATION

SOUTHERN AFRICAN REGIONAL PROGRAMME

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Facilitated by Alvin R Anthony
tonymflk@gmail.com

EXECUTIVE SUMMARY AND RECOMMENDATIONS

The international strategy of NPA, (a summary in flow chart form is attached in appendix 6) states that globalisation and privatisation results in growing social inequality and a biased distribution of resources and power. This is a bottleneck to peace, prosperity and development. NPA supports processes towards democracy and equitable distribution of power through mobilisation, popular participation and collective organisation. The international strategy affirms civil society as a key pillar for nation building; democracy and development; engagement and South South Solidarity, and views human rights as building blocks for development and redistribution.

NPA is a solidarity organisation and as part of its global programme supported the liberation movements in the SADC region and opened its EO in Zimbabwe in 1983. The Southern African Regional Programme (SARP) office was started in 2006 and initiates and supports a broader regional programme. SARP also co-ordinates and supports the work of the external offices of Zimbabwe, Mozambique and South Africa. This MTE recommends more attention be given to Swaziland and that the Angola EO be included under SARP for a more coordinated response in the region.

The political liberators in the SADC region by and large became the political elite and are now the economic elite. In Zimbabwe the crisis has deepened and the GNU has not set the peaceful transitional conditions necessary for free and fair elections. Indications point towards increased OVT and repression and this will be a challenge for NPA and partners globally to prepare for and heighten solidarity and care for the impending human devastation. The MTE affirms the various levels of solidarity that NPA has with Zimbabwe and recommends that the SARP office develops closer ties with regional initiatives.

In Mozambique the peasants and UNAC, the peasant movement is under increased pressure, as a result of privatisation and land-grabbing. The 1st and 2nd September 2010 food riots revealed that despite an average 8% economic growth rate over the last decade and a half, there is growth without development. This MTE questions the process and political rationale for the initial decision to close and then downsize the Mozambique EO. It affirms recent developments to further capacitate the EO.

SADC countries are led and dominated by the economic strength of South Africa and have adopted the neo-liberal paradigm. South Africa plays a dominant role on the continent together with capital from the north and the emerging markets like China and India. Despite being the so called "economic powerhouse" on the continent and the perception that it is a middle income country, South Africa's adoption of the neo-liberal paradigm through its "home grown" structural adjustment programme GEAR has resulted in crony capitalism, elite accumulation and growing unemployment, poverty, inequality and corruption with thousands of so called "service delivery protests" annually. In addition, South Africa has been one of the primary architects of NEPAD which has paved the way for the further entrenchment of neo-liberalism on the continent and for the South African corporate march into the rest of Africa. This path has contributed to reinforcing structural inequalities and elite accumulation both in South Africa and on the rest of the continent. One of the negative impacts of this path has been the growth of the informal sector and the increased migration to the South. Rising Xenophobia remains an issue of deep concern in South Africa. Rising Homophobia remains a deep concern on the continent.

The regional programme established in 2006, thus still has continued relevance in a region and the three countries of focus.

No elite has given up power without a bloody battle or a compromise in their interest. Therefore it is imperative that the building of a growing, resilient allied force of civil society organisations with a prominent role for grassroots based social movements be a priority to increasingly challenge and engage power with increased weight and impact. Generally movements in a balance of forces analysis are weak and fragile. Significant work needs to be done in unifying civil society and building resilient social movements.

This MTE has raised the importance of giving political content to the international strategy including understanding the emergence and the powerful growth of the political, economic and military nexus in the region. It further emphasises the importance of growing conceptual, political, strategy and organisational congruence at all levels in NPA to enable SARP to implement a longer term visioning and development role which could impact more substantially on its overall long term goal. In addition NPA needs to examine its organisational culture and continue to build a strong organisational culture based on the international strategy, its partnership policy, values and principles.

The period under review in this MTE is seen in the context of this period being a foundation phase for SARP to re-orientate and reorganise itself to be in congruence with the international strategy. SARP programmes are based on its strategy which is congruent with the international strategy. The MTE has found that the process and timeframe for completion of the SARP strategy needs attention. The MTE notes that the process to define the 2012-2015 international strategy is much more participative with a clearer path and process towards completion and that SARP is well placed to define a much more relevant and effective strategy in the next period. All current partners are in congruence with the international strategy. As part of the process of realignment with the international strategy SARP had to stop working with one of the older partners and has developed new partnerships with organisations that are in line with its strategy.

The work of all EO's and SARP has a strong emphasis on community based organisations and established NGO's who work closely with CBO's and social movements. Work with CBO's and social movements require an understanding of their conditions and struggle and is much more demanding than working with established NGO's. This needs to be understood at all levels in NPA. Generally there is a sound understanding on the part of SARP and EO staff on the nature of this sector and the conditions and challenges that confronts organisations on the ground. This is appreciated by partners. This closeness and solidarity forms an important part of the partnership which is evaluated in section 4.2.1 of this report.

In SARP and SAP most of the partners are new. As part of the MTE process, three substantial sessions were facilitated with SAP and SARP South African based partners at three different partner meetings, visited partners in all three EO's and also held numerous focus groups discussions. The SARP relationship with partners is sound, open with the ability and freedom for mutual criticism. This in a relatively short space of time in particular for the South African based SARP and SAP partners is commendable. This is in part due to the culture and application of the partnership policy in SARP which is informed by the principles and values of NPA. The MTE has found that SARP has been well led by the outgoing RD and a progressive organisational culture has developed among staff that is enabling, participative and empowering. It is hoped that the new RD will build on this.

A concern for partners is the grant period of one year and the process of remission of funds. This is partly linked to a system that results in late remittances from NORAD to the NPA HO. This impacts negatively in particular on long-term planning, timeframes for implementation and in some cases, the cash flow of partners. This matter is analysed and a recommendation is made.

Organisational development has been identified as a key area of support to partners. The various programmes and inputs have contributed to strengthening partners including their financial accounting systems. The MTE affirms OD as an important programme, however there is insufficient clarity on the NPA OD concept by all EO's and SARP. The MTE notes that this is being addressed. As stated earlier organisations are in for a protracted struggle and OD is therefore central to building, relevant, effective, efficient, resilient and sustainable organisations.

As part of OD, women's empowerment has been a priority for all the EO's and the region. Results demonstrate the impact and this is illustrated through a table attached in Appendix 8. In the period under review a broad grouping of women have been reached and empowered through the WCIDI programme, a Norwegian tool adapted to the African context. The MTE contends that this work provides great potential for impact in the region, during the next NPA strategy period. The foundation has been laid and a comprehensive analysis and recommendation in this report sets in part the basis for longer term development, visioning and a more comprehensive programme that will be more rooted in the conditions confronted by women when it comes to gender and women's empowerment. It is hoped that a strong regional partner will be found to implement a programme with strong political content.

In the period under review, the foundation phase of SARP, NPA moved to a form of RBM. Each EO has its own version and a common framework is needed that is in congruence with the NPA international strategy. This aspect is analysed in some detail in the report as it emerged as a key and constant issue of discussion in every EO and at various points in the MTE. It is of primary importance for partner organisations to have planning and reflection systems that provide information on gains, advances, results, weaknesses and challenges in order for them to build their relevance, effectiveness impact, efficiency and resilience. In this regard partners need to address their own challenges some of which are raised in this report. The shift to RBM came with some confusion at all levels in NPA. The HO develops policies in consultation and with the participation of EO's. This is a strength and is affirmed. It is thus important to define carefully and speedily a conceptual framework that can serve as a guide. In so doing the frame of the international strategy should be the basis for congruence with RBM and that the proposed method and tools are in line with the principles of NPA and the thrust to empower civil society organisations to be involved in a struggle for a just distribution of power and resources. The MTE notes that the SARP and SAP formats used are not just a linear box but includes questions on the context, OD and gender. These including strategy and the external and internal variables are key components that need to be incorporated and the MTE makes some suggestions regarding an appropriate adaptation.

Youth are a marginalised group with its own particular challenges and an important SARP focus with a regional partner YFSM. Many of the groups are fragile and do not have mass weight. The Zimbabwe youth organisation that the MTE was exposed to was vibrant and effective in confronting their difficult conditions. In Mozambique the government seems threatened by the youth organisation which is relatively small but has critical mass. In South Africa youth formations are generally fragile, many with a project orientation and lack a strong political thrust that challenges the present system and espouses transformative change. This is in the context of rising unemployment and the lack of strong youth political organisations to take up the issues of the youth. The work of Y4SM in SADC and in particular with women's empowerment has delivered results. This MTE does provide some analysis on the importance of engagement backed by social weight. The MTE recommends a regional event to examine and analyse with youth formations and like minded partners the requirements and strategic issues that need to be identified and addressed in order to build resilient youth organisations with a mass character during this particular political period.

In the light of the substantial issues raised under the section on context, political education should be a stronger component of SARP. The Khanya College winter school supported by SARP provides valuable political education for regional and EO partners. However, unless it is part of an ongoing process of capacitating there are challenges in measuring impact. The present partner does have capacity challenges to enable a broader capacitation process. By and large what happens on the ground is outside the control of the partner but should be increasingly within its influence. The MTE recommends that SARP gets into discussions with the present partner both in terms of present work and the importance of extending existing work.

SARP support for land and women and land is firmly rooted in organised responses. It has networked, exposed land organisations to each other's work and contributed towards building solidarity. The collaborative substantial proposal to IDRC although not successful points to important thinking that should be developed in SARP's longer term visioning and development dimension during the next strategy period for its work on land and women and land. SARP has found a stable regional partner in TCOE that displays the traits and requirements of a strong regional partner. Strong regional partners with sound political content are needed to lead regional programmes. Most of the SARP partners are based in South Africa. This is a challenge that needs to be addressed in that regional partners should be more reflective of the region.

Support for work on conflict management has taken the form of a longer term capacitation process rather than supporting once off events. This involves much more preparation and follow-up both in terms of clarity of concept, process and the final proposal in the context of the complexities of the SADC region and the range of organisations. This methodology is affirmed although it could be speeded up if there was adequate capacity in SARP. However it must be remembered that much of the conflict we have on the continent is as a result of injustice in society and therefore a stronger political analysis of conflict is also required.

During the foundation phase SARP has concentrated on two of three phases as categorised by this MTE. The first phase was the formative phase during which the strategy was defined and appropriate partners found. The second phase is developing partnerships and the administration of the partnerships. Significant groundwork has been done which is elaborated extensively in this report.

However, if significant gains are to be made and if SARP is to impact more substantially on its long term development objective, it needs to build on present work in a manner that reflects more longer term visioning, planning and being proactive. This has been termed the development phase by the MTE. This is contingent on two factors to get it going more substantially. The first being added capacity in the SARP/SAP office and secondly more funding. The increased funding should be from both NPA and increased fundraising and collaborative efforts with present partners and like minded organisations. Funding from NPA with the exception of those partners where NPA is a major funder is small and much more comprehensive resourcing is needed. It is the opinion of this comprehensive MTE that the work done thus far in the region and in SARP and the findings analysis and recommendations provide in part the basis for a much more relevant and effective programme that will impact more substantially on the overall goal of SARP which is "People have ownership of coordinated actions that change the oppressive relationships that affect their lives."

RECOMMENDATIONS

RECOMMENDATIONS ON CONTEXT:

This MTE affirms that the SARP is in alignment with the international strategy through the SARP strategy and programme of SARP. More specifically SARP gives expression to the international strategy in the regional context through the present set of partners and in the programmes of the Zimbabwe, Mozambique and South Africa EO's. All EO's have strategy/plans aligned to the international strategy.

RECOMMENDATION 1 - Context

As part of the process of refining the application of the international strategy particularly in the region:

That NPA addresses the issues of capacitation and equips itself as a solidarity partner as informed by point 2.3 FINDINGS FROM THE CONTEXTUAL ANALYSIS WITH PARTICULAR REFERENCE TO THE INTERNATIONAL STRATEGY as detailed above.

That NPA continues to build an organisational culture at all levels to ensure that the values as espoused in the international strategy and partnership policy are the bedrock of a progressive organisational culture to enable cohesion between ideas and their application and the resultant greater impact.

General Recommendation regarding SARP work through partners:

SARP expresses its work by getting into partnerships with appropriate organisations who can give expression to its strategy:

That NPA SARP finds and/or continues to work with regional partners who have the capacity to meet the requirements and criteria necessary for effective regional partners.

RECOMMENDATION 2 - Context

That SARP explores how it can be more involved and in deeper solidarity with the struggle for democracy in Swaziland.

RECOMMENDATION 3 - Context

THAT NPA initiates a process of incorporating Angola into the SARP in the interests of more effective use of resources, regional solidarity and congruence of programmes in the region.

RECOMMENDATION 4 - Zimbabwe

THAT NPA continues and strengthens its "cross cutting" Zimbabwe solidarity with an emphasis on encouraging partners to examine and address the underlying issues that will impact on a peaceful and just resolution of the Zimbabwean crisis and the building of a more equitable and just society.

That the SARP has more direct contact with regional initiatives on Zimbabwe, in particular, the regional programme of the Crisis in Zimbabwe Coalition and the Zimbabwe Solidarity Forum.

That NPA prepares itself more comprehensively and appropriately for the impact of continued and rising low intensity conflict in particular growing repression and OVT as Zimbabwe heads towards elections.

RECOMMENDATION 5 - Mozambique

Guided by the analysis in 3.2.2

This MTE affirms the predominant Mozambique EO programme focus on land and women and land and the decision to rebuild the capacity of the Mozambique EO.

THAT any future downsizing of EO's should include:

- clear political rationale and criteria for such a decision guided by the international strategy;
- the impact of closure on partners, movements and the objectives of the country and SARP strategy and how these impacts are to be managed.

RECOMMENDATION 6 – South Africa

In a situation where a number of donors have left or are leaving South Africa and categorising South Africa as a middle income country:

That this MTE affirms the presence of NPA in South Africa and encourages a deeper understanding of:

- the current economic paradigm led by South Africa that reinforces structural imbalances in South Africa, the region and the continent.
- the dominant role of South African corporations on the continent and the negative consequences for the poor and marginalised;
- the importance of a stronger civil society in South Africa and the region that challenges and engages power both in South Africa and the region.

RECOMMENDATION 7

That the demands, nature and requirements of working with social movements and CBO's and challenges emerging from this shift be increasingly understood and addressed at all levels in NPA.

RECOMMENDATION 8 – OD

This MTE affirms the centrality of OD as a tool to build relevant, effective, efficient, sustainable and resilient civil society organisations, especially community based organisations and social movements.

That based on the analysis and findings of this section of the report, SARP with the support of the HO refine/defines a clearer concept of OD for the region that takes into account:

- the challenges from the context;
- the challenges around strategy and the importance of strategic competence;
- the importance of building a progressive organisational culture and;
- the requirements to build relevant, effective, efficient, sustainable and resilient civil society organisations, especially community based organisations and social movements.

That based on this concept and in consultation with partners for SARP to develop longer term visioning of OD for the next strategy period.

That the appropriate resources be raised for a more comprehensive OD programme.

RECOMMENDATION 9 - WCDI

THAT IN THE LIGHT OF THE GAINS, IMPACT, CHALLENGES AND POTENTIAL OF WCDI SARP conduct a grassroots based participatory evaluation and projection study that will:

Examine in a participatory manner with WCDI participants and partners:

- the changes, results and impact brought about by WCDI events and follow up in their specific context and reality.
- isolate in their specific context and reality the factors that have assisted with results, impact and change and factors that have hindered.
- analyses the manner in which gains were consolidated, built upon, partially addressed or lost.
- analyse if hindrances and constraints were sufficiently isolated, analysed and addressed.

Explore with participants and partners, strategies for dealing with consolidation, advancing and dealing with constraints.

Leave behind with participant's and partners key elements, direction and confidence that could inform:

- a relevant, effective, efficient and cohesive plan.
- a strong strategy element that takes into account the variables and surrounding factors that will impact on results and gains.
- build a women's empowerment programme that is based and informed by the reality of the context, potentials and constraints.

Provide NPA EO's (noting that EO's have an enabling role) and partners that provide training with valuable analysis and information that will:

- Sharpen training, capacitating, documentation and follow-up processes of partners;
- Result in each EO formulating a development plan and programme of support for WCDI over the next strategy period with clearer results.
- On the basis of the plans the EO's and partners can raise the substantial resources that will be required. This could also be done in co-ordination or together with the SARP office.

The above evaluation, projections and plans will provide guidance for an overall WCDI SARP development programme which can be taken forward, building on the "seeds that have been planted and demonstrating how it will evolve into a harvest of hope and change for women's empowerment in the region."

That SARP on the basis of clarity and a long-term development programme should be in a strong position to raise the substantial resources needed.

General Recommendation regarding SARP working through partners:

SARP expresses its work by getting into partnerships with appropriate organisations who can give expression to its strategy:

That NPA SARP finds and/or continues to work with regional partners who have the capacity to meet the requirements and criteria necessary for effective regional partners.

RECOMMENDATION 10 – RBM

That guided by the findings and analysis of the section of RBM, that NPA examines how it can adapt RBM to be more appropriate to the needs, challenges, critical issues that confront partners.

That in future methodology shifts should be examined and appropriate tools and resources be developed in the context of the demands of the international strategy, principles and values of NPA and therefore be more likely to be in line with the needs and critical issues of the particular type of partners that SARP has.

Informed by the point above that SARP and the regional EO's with the support of HO develop a broad common understanding and a guiding framework for RBM.

RECOMMENDATION 11 – Land and Women and Land

That informed by the findings and analysis of this section of the report,

That SARP continues to work with and through the present set of partners to give effect to its focus on land and women and land and supports them to be more effective in meeting the requirements and criteria for effective regional partners.

That SARP continues to develop the development dimension of this area of work in collaboration with and through partners, other appropriate organisations/institutions and like-minded funding partners.

That SARP continues to emphasise the importance of movements addressing the fundamental and underlying causes and the development of a transformative dimension to the land question and sustainable agriculture.

General Recommendation regarding SARP work through partners:

SARP expresses its work by getting into partnerships with appropriate organisations who can give expression to its strategy:

That NPA SARP finds and/or continues to work with regional partners who have the capacity to meet the requirements and criteria necessary for effective regional partners.

RECOMMENDATION 12 - Youth

That SARP continues to work with its present partners in the EO's and YFSM in the region.

That SARP encourages a stronger political orientation that will enable youth to be involved in fundamental change in a manner that builds their political consciousness; advocacy, lobby and engagement skills; resilient organisations and their mass social weight.

The MTE recognising the complex challenges with regard to building youth organisations in this particular period and in different country contexts within the region recommends that SARP suggests to partners that an event be held and possibly in collaboration with like minded partners to:

- Examine and analyse the requirements for building sustainable and resilient youth formations in this particular political period;
- Evaluate and explore appropriate strategies, including engagement with SADC;
- Develop longer term visioning and planning;
- Explore the raising of resources to address the requirements of building sustainable and resilient youth formations in this particular political period.

That YFSM is provided with support to develop a fundraising strategy to broaden its funding base.

General Recommendation regarding SARP work through partners:

SARP expresses its work by getting into partnerships with appropriate organisations who can give expression to its strategy:

That NPA SARP finds and/or continues to work with regional partners who have the capacity to meet the requirements and criteria necessary for effective regional partners.

RECOMMENDATION 13 – Political Education

Political Education in the region is a crucial challenge.

The MTE recommends that the SARP gets into discussion with Khanya College to understand some of the challenges and problems that confront them and to discuss their capacity and requirements to conduct political education in a manner that impacts on building resilient organisations.

In the light of the above discussion that NPA explore with Khanya and other appropriate regional partners the implementation of political education programmes.

General Recommendation regarding SARP work through partners:

SARP expresses its work by getting into partnerships with appropriate organisations who can give expression to its strategy:

That NPA SARP finds and/or continues to work with regional partners who have the capacity to meet the requirements and criteria necessary for effective regional partners.

RECOMMENDATION 14 – Conflict and peace building

- That this MTE affirms the longer term nature of the process of consultation with regard to learning process on conflict with NPA partners in the region.
- That a stronger political analysis is encouraged and that falls in line with the international strategy and transformative change.

That a progressive organisational culture is encouraged as part of alternative, empowering and progressive ways of developing organisations

General Recommendation regarding SARP work through partners:

SARP expresses its work by getting into partnerships with appropriate organisations who can give expression to its strategy:

That NPA SARP finds and/or continues to work with regional partners who have the capacity to meet the requirements and criteria necessary for effective regional partners.

RECOMMENDATION 15: SARP/SAP OFFICE

Although the SARP/SA office is a small office and some flexibility is required, it is important that clearer roles of the RD, PM the proposed PC and administrator be more clearly defined. This should also accommodate the importance of the RD and PM concentrating on their core areas of work including the visioning and implementation required from the development dimension to NPA's work in the region.

That SARP explore concrete support and opportunities for EO's have to learn from each other.

RECOMMENDATION 16 – SARP staff compliment

That the SARP/SA office has the following staff complement

- Full time Administrator – (at present part-time)
- A full time Program Co-ordinator SA and SARP (new post)
- A full time PM for SA and SARP
- A RD

RECOMMENDATION 17 – Grant Period

That NPA review the grant period and the process of remission of funds to partners based and informed by the point above to:

- enable a longer term funding and commitment to partners and a system of funding that enables partners to get their funding as early as possible in the year
- enables partners to plan over a longer period of time.
- speeds up the process of proposal finalisation.

RECOMMENDATION 18 –Relationship with HO

That NPA takes opportunity in the process of refining and defining the international strategy for 2012-2015, to clarify roles and develop a stronger organisational culture that reflects the ethos, values and principles of NPA policies.

ACRONYMS

ANC	-African National Congress
ASC	-Action Support Centre
CBO's	-Community Based Organisations
COPAC	-Zimbabwe Constitution Select Committee
COSATU	-Congress of South African Trade Unions
CS	-Civil Society
CSO	-Civil Society Organisations
EO	-External Office
EPA	-Economic Partnership Agreement
FRELIMO	-Frente de Libertação de Moçambique
GEAR	-Growth Employment and Redistribution Program
GNU	-Government of National Unity
HO	-Head Office
IDRC	-International Development Research Centre
IMF	-International Monetary Fund
IPD	-International Programme Department
MDC	-Movement for Democratic Change
MPLA	-Movimento Popular de Libertação de Angola
MTE	-Mid Term Evaluation
MOU	-Memorandum of Understanding
NEPAD	-New Partnership for Africa's Development
NGO	-Non Government Organization
NOK	-Norwegian Krone
NORAD	-Norwegian Agency for Development Cooperation
NPA	-Norwegian People's Aid
OD	-Organisational Development
OECD	-Organisation for Economic Cooperation and Development
OVT	-Organised Violence and Torture
OVC	-Orphan and Vulnerable Children
PAR	-Participatory Action Research
PC	-Program Coordinator
PLAAS	-Institute for Poverty, Land and Agrarian Studies
PM	-Program Manager
RBM	-Results Based Management
RD	-Regional Director
RENAMO	-Resistência Nacional Moçambicana
SADC	-Southern Africa Development Community
SAP	-South Africa Program
SAPSN	-Southern African People's Solidarity Network
SARP	-Southern Africa Regional Program
SATUCC	-Southern Africa Trade Union Co-ordinating Council
SAYVON	-South African Young Voices Network
SCR	-Soweto Concerned Residents
TCOE	-Trust for Community Outreach and Education
TNC	-Transnational Corporation
UNAC	-União Nacional de Camponeses –Mozambique
UPCT	-Provincial Peasant Union Tete
UNITA	- União Nacional para a Independência Total de Angola
WCDI	-Women Can Do It

YFSN	-Youth For Solidarity Network
ZEN	-Zimbabwe Europe Network
ZICTU	-Zimbabwe Congress of Trade Unions
ZANU PF	-Zimbabwe National Union – Patriotic Front
ZSF	-Zimbabwe Solidarity Forum

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CHAPTER 1. BACKGROUND AND INTRODUCTION TO THE MTE

1.1 PURPOSE OF THE SARP MID-TERM EVALUATION

SARP MTE is a learning process and an opportunity for the NPA SARP team to view achievements, and reflect on the strengths and weaknesses of the program with the purpose to strategise and improve the program. Based on recommendations and findings from the SARP MTE NPA will be capacitated to plan, implement in a efficient and effective way its programme in line with the guiding principles of NPA's policies and strategies.

This MTE will prioritize and focus on the strengths and the substantial, critical and difficult aspects of the program, hence how many partners, re geographic, type of partners, relevant partners, the agendas of the partners and NPA's role and relations with partners.

1.2 METHODOLOGY AND PROCESS

The methodology employed was participatory and featured the following:

- An extensive desktop analysis - (See list – Appendix 1)
- Questionnaires to EO staff and selected HO Staff (see Appendix 2)
- An analysis of the questionnaire returns.
- Interviews with all EO staff, a focus group discussion with administrative and support staff in Zimbabwe, an interview with the Head of IPD, interviews with partners. (see list of informants – Appendix 3 and Appendix 4 instruments.
- Focus group meetings with various community based partners, base organisations and social movements. (see list of informants Appendix 3)
- Observation of a SARP staff meeting attended by SAP/SARP and the EO staff from Mozambique and Zimbabwe.
- Observed operations in the various EO offices and during field visits.
- Field trips and observations in Zimbabwe, South Africa and Mozambique.
- Combined SARP and SA MTE orientation workshop with partners
- Combined SARP/SAP meeting/workshop to present findings of MTE
- Regular discussions with the SARP RD and PM about process and emerging issues from the MTE.
- Presentation and discussion of main findings and trends to the SARP regional staff meeting.
- Submission of a draft report to RD and PM.
- Meeting to discuss feedback with RD and PM.
- Joint presentation of SARP/SAP reports to partner meeting.
- 2nd Meeting with RD and Programme Manager to discuss the final draft.
- Finalisation of Report.
- Written feedback from HO.
- Evaluator's response.

COMMENTS ABOUT THE METHODOLOGY AND PROCESS.

The participatory process was educational and forward looking with the purpose of not just reviewing but dealing with the future in a conceptual and strategic manner. An important verification was the congruence and general agreement with the core findings and analysis in the meetings with partners to present the main findings and analysis. Another point of verification and further analysis was the presentation and discussions of the analysis and findings at the regional staff meeting.

The various discussions held with the RD and PM during the process provided clarity on a number of issues. The general congruence with the findings, analysis of the MTE can be attributed to the participatory nature of the MTE, in that the PMs and Co-ordinators and in particular SARP staff have come along with the process and key issues were discussed, analysed thus setting a sounder foundation for change.

All informants felt safe to express themselves freely and raised a number of issues and challenges with regard to the context, their work, NPA and its relationship with partners. These issues and challenges were cross-checked, verified, further analysed and are reflected in this report.

Participants and informants in particular the SARP staff needs to be commended for the open and generally relaxed manner in which they shared information, participated, and been open to feedback and critical discussion from the MTE and from partners. This is a strong trait of a progressive organisational culture.

All staff returned their questionnaires. Staff is once again commended for the quality of the comprehensive returns. The returns provided substantial analysis, raised many key issues and provided the basis for more in depth and analytical interviews. The interviews with staff were based on the response to the questionnaires.

The selected Head Office staff person who advises the SARP/SAP programme was on sick leave and the MTE did not get substantial feedback from the HO through the questionnaire. This is a gap. This gap was partly filled by a good short written response from the OD advisor with useful supporting information provided. The MTE also took the opportunity to interview the head of the IPD at the CD/PM meeting held in Rwanda.

The field trips observations and focus discussion were held in Zimbabwe, South Africa and Mozambique. These provided good insight into partner work and the contextual and organisational challenges that partners are confronted with in the region. The regional staff meeting was also observed for two days.

The SARP MTE process had the full support and cooperation from the RD, all staff and partners.

The evaluator has done some regional work prior to this MTE, works closely with some social movements in South Africa, human rights organisations in Zimbabwe and has also been involved in NPA international strategy discussions both at continental and regional levels. This brings important information and experience into the regional MTE.

The numerous focus group meetings started with the issues that deeply concerned informants and issues that they felt strongly about. This set the basis for highly participative, constructive and forward looking meetings/workshops.

For an MTE this is a substantial and fairly comprehensive report. The reason being, that the period under review was a foundation phase and the learning from the MTE will substantially inform the next strategy period 2012–2015. In addition, the output by the SARP/SAP programmes and the range of its partners provided sufficient basis for a deeper extended analysis.

It is the opinion of the evaluator that the above process, the information provided for an extensive desktop analysis, the openness expressed by staff and other informants and the numerous analytical discussions held, provides sufficient basis for the findings, analysis and recommendations of this MTE.

An important note: There is an overlap with the SAP and SARP MTE reports. This is due to the following factors:

- Both programmes work from the same office with the RD and PM staff responsible for both programmes.
- There was a joint questionnaire to staff.
- The MTE orientation meeting and the two MTE report back meetings was held with both SAP and SARP South African based partners.
- All programme partners of SARP are South African based with TCOE also being a national partner.

Perhaps the most distinctive element of the SAP programme is its work with social movements. However findings and analysis are similar on OD and RBM.

ACKNOWLEDGEMENTS

The MTE would like to thank:

- Anne Cath da Silva the Regional Director, Virginia Setshedi the Program Manager and Liduva Ferrao the Administrator of the SAP/SARP office for their support, patience, openness to questions, debate and discussions during the process. In addition the substantial time that the staff have put into the MTE and its various stages.
- In particular Anne Cath da Sliva for her leadership and oversight of the MTE process.
- Anne Cath da Silva, Virginia Setshedi, Liduva Ferrao, for the openness to critical thought and discussion.
- Liduva Ferrao and Virginia Setshedi for assisting with logistics.
- Orlanda Lampiao and Frank Phiri of the Mozambique EO for the substantial time allocated to the MTE and the organisation of the programme. In particular Frank Phiri for his support and openness and time spent together during the Mozambique field visits.
- Perpertia Bganya, the late Shingie Chimuriwo, Mabel Hwindingwi, Betty Mabhiza and Regina Zoraunye of the Zimbabwe office for hosting the MTE for a week, the substantial time they made available for the MTE and to organise a programme and exposure to the their work and that of their partners, including accompanying me on field visits. In addition for their openness and time spent together.
- To all the partners for their warm reception, hosting, willingness to share information and the organisation of field trips.
- To the head of IPD, Orrvar Dalby who made time available for an interview.
- To the SAP/SARP partners who participated openly and honestly in the three meetings that covered the preparation/orientation to the MTE, the findings and trends, and the presentation of the draft report with recommendations. The openness displayed and the ability to give Orrvar Dalby critical feedback is also a reflection of the trust that was developed firstly with NPA and secondly with the evaluator. Such an atmosphere is encouraged.

1.3 NPA HISTORY AND PRESENCE IN THE REGION

Norwegian People's Aid (NPA) is the Norwegian labour movement's solidarity organisation. Founded in 1939, the first international engagement of NPA was providing humanitarian aid to the victims of fascism in Spain and to people in Finland. Southern Africa, Latin America and the Middle East are regions where NPA for more than twenty years has supported civil society organisations that have been, and continue to be key actors for human rights, democracy and participation. NPA's engagement in Southern Africa started with support to the liberation movements and was followed by the establishment of development programmes and offices in Zimbabwe (1983), Mozambique (1987), Angola (1989) and finally South Africa (1992). Exchange of experience and competence between country programmes and NPAs partners was one important aspect of the country programmes' activities. In 2006 NPA established a regional programme as the platform for networking and the exchange of experiences, and competencies between NPA partners and others strategic partners in civil society.

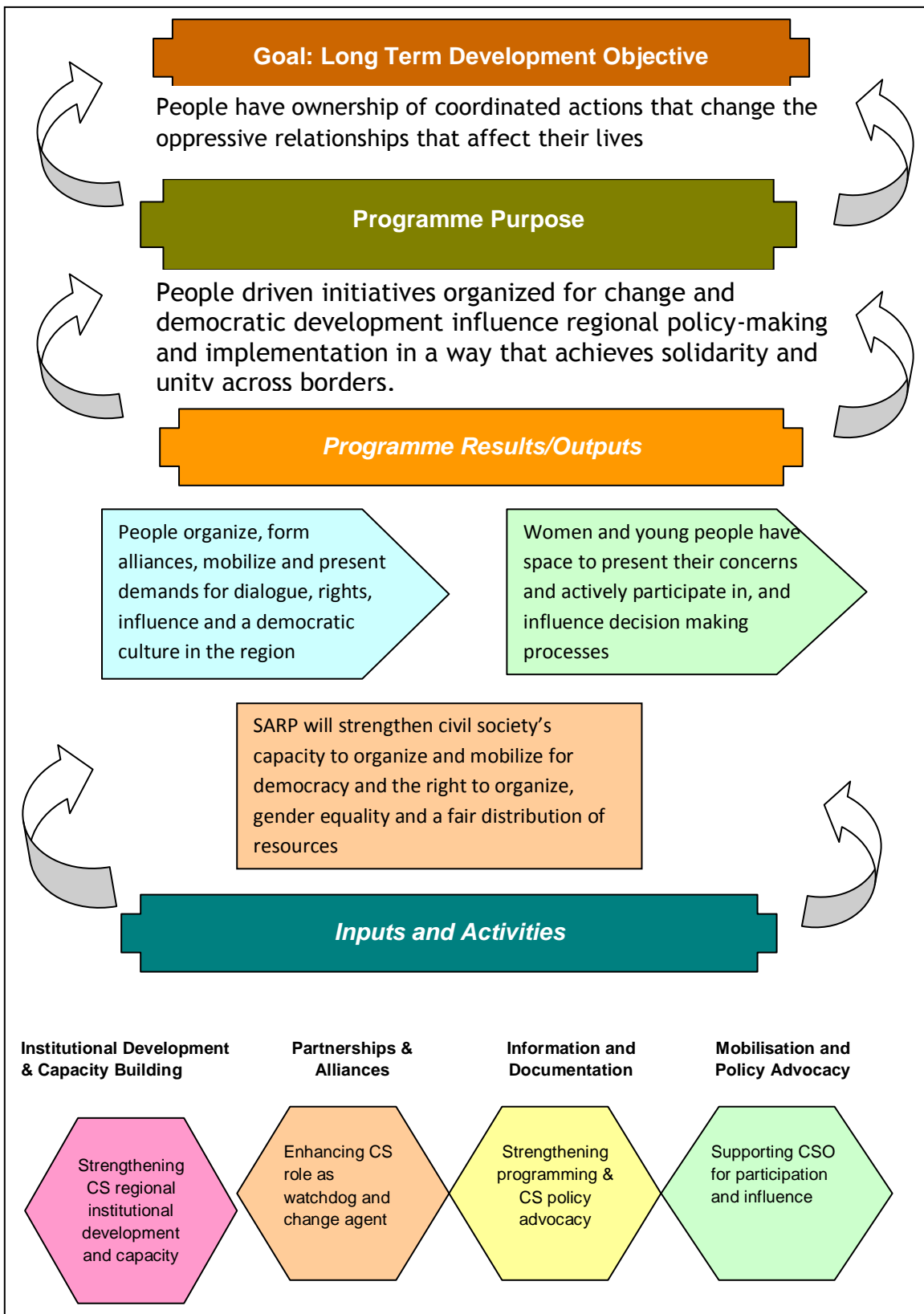
1.4 NPA'S STRATEGY AND ROLE IN SOUTHERN AFRICA

Democracy entails people's ongoing participation in public debate, policy formulation and in making decisions that affect their lives. Participation is important as an empowerment strategy in order for people to partake in shaping decisions that affect them. Mobilization is a planned exercise to engage people to act and operationalise their advocacies and interests in order to influence and change power relations. However, organizing and mobilization needs to be sustained by credible institutions that stand as role models in democracy and in questioning power and inequality. This requires the existence of civil society organizations that are schools in learning and function as watch dogs towards the state. NPA will contribute to democratic development in Southern Africa in partnership and strategic alliances with Civil Society organisations and networks that challenge inequalities address democratic deficits and mobilise for social change, and for the transformation of oppressive power relations.

The Southern Africa Regional Programme (SARP) reflects NPA's aim to strengthen civil society and to be a resource for its partners in the region. Hence NPA's role will be to:

- Support Civil Society efforts that are geared to achieve the participation of people's organisations in discussions and forums that concern them, defending their right to organise and enhancing their capacity to influence policy making processes on national, regional and other transnational levels;
- Facilitate people driven initiatives and social mobilisation for advocacy and lobbying efforts through partnerships with civil society actors that bring people to act together in solidarity against any forms of oppression, including women and youth;
- Link up with civil society organisations in the region who have knowledge and resources that are particularly relevant to the development of key strategies for development and democratisation in the region;
- Support partners in their efforts to achieve information and best practises exchange, and the cross-fertilisation of experiences and competence between CSOs across borders;

1.5 SARP STRATEGY SUMMARY



The current programme is supported through the NORAD Frame Agreement and is based on the International Strategy (2008 – 2011). The programme is developed with long term but also some short terms partnerships.

1.6 SARP PROGRAMME ACTIVITIES

The following are the programme activities of SARP:

1. Establish strategic partnerships and alliances with civil society actors;
2. Facilitate CSO linking up to and participating in national and regional networks, alliances, meetings and conferences;
3. Support joint CSO actions and mobilisation initiatives
4. Support organised efforts to achieve participation of women in decision making and political life in line with SADC guidelines i.e. SADC Declaration on gender, Regional Gender Policy and the Protocol on Gender.
5. Link up with resource organisations, facilitating CSO access to documentation and information on issues of relevance to partners core activities and their role as change agents.
6. Institutional development and capacity building of CSO, and support to processes whereby civil society increase its knowledge of social, economic and political rights.
7. Support the building of regional capacity for social actors to mainstream gender through various tools and models eg the Women Can Do It and Gender Budgeting.
8. Support CS efforts to access information and research on the impact of globalisation and alternatives to globalisation.

1.7 SARP PROGRAMME GOALS AND EXPECTED RESULTS

Long term Development Goal

People driven initiatives influence regional policymaking and implementation in a way that achieves solidarity and unity across borders, change oppressive relationships and unequal distribution of resources.

Immediate Development Goal

Community based organisations influence policy formulation and lobby transnational institutions, especially at the SADC level.

Target Group

Men, women and young women who organise for collective actions and learning, mobilise for change and build alliances to influence policy making.

Key results

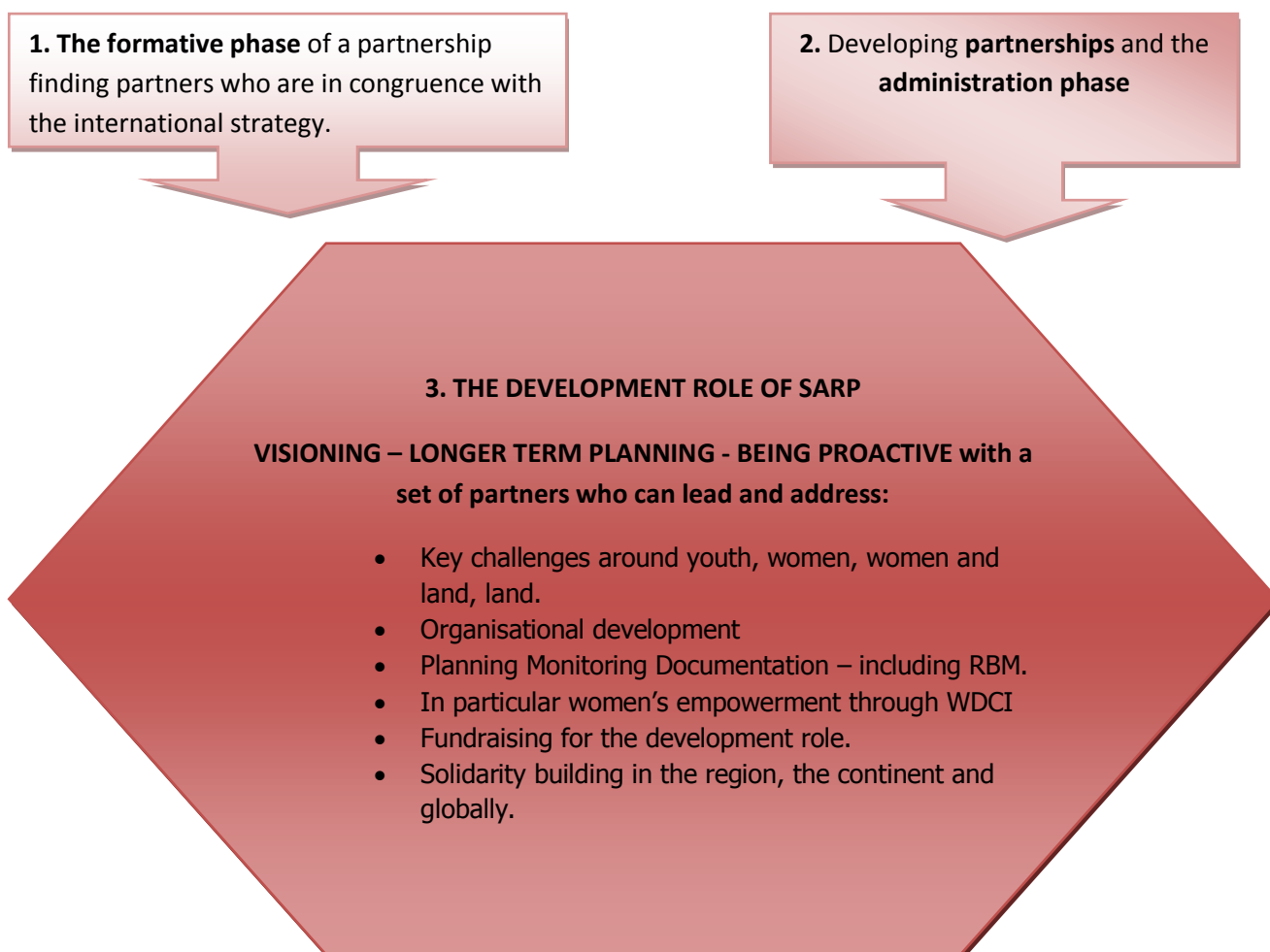
1. NPA's partners in the region have strengthened their capacity to solve common problems
2. NPA's partners show that they take work for gender equality in their organisations seriously.

1.8 SOME KEY FACTORS AND VARIABLES

This MTE needs to be viewed with the following backdrop:

- a. The international strategy is the overall frame and guide for all NPA work for the period 2008 - 2011. On the basis of this overall frame, the SARP and EO strategies and plans were formulated and finalised.
- b. That the MTE should be seen in the context of the period under review being a foundation phase of SARP to re-orientate and re-organise itself to be in congruence with the international strategy.
- c. The MTE is set in the middle of a process of developing a new set of partners. The selection and process of developing relationships takes considerable time and effort.
- d. In the period under review a Results Based Management methodology was introduced to NPA and its partners.
- e. That the RD and PM in the SARP office are also responsible for the South Africa Programme.

The MTE has categorised the programme work of SARP as follows:



1. The formative stages of partnership, identifying the appropriate partners and developing proposals and work-plans that give expression to the strategic direction of SARP;
2. Developing and administration of the partnership including reporting requirements and dealing with the challenges that confront partners.
3. The development role of the SARP.

This involves visioning, planning and proactive work as to how NPA and its present set of partners can take forward work and challenges over the longer term:

- Key challenges around youth, women, women and land and land;
- Organisational development;
- Planning Monitoring Documentation – including RBM;
- Fundraising for the development role;
- Solidarity building in the region, the continent and globally.

CHAPTER 2. THE REGIONAL CONTEXT AND RELEVANCE OF SARP AS MEASURED AGAINST THE INTERNATIONAL STRATEGY.

*An imbalance between rich and poor is the oldest and most fatal ailment of all republics.
Plutarch – Greek historian and philosopher – born AD 46 – died AD120.*

¹2.1 REGIONAL CONTEXT

"The liberation struggle leaders became the political elite and are now the economic elite." NPA staff-MTE interview

The enriching of a few and the entrenchment of poverty and inequality needs to be overcome.

²The 2010 budget for the acquisition of vehicles for parliamentarians, officials and personnel of the National Assembly in Angola is the equivalent of US\$45 million. The 2010 budget for the programme to improve maternal and infant health is US\$7.982 million, the programme to improve public education US\$27.161 million and the programme to combat HIV/AIDS US\$26.091 million. Rafael Marques then reveals starkly his investigation in his paper titled MPLA LTD on the transfer of state assets to MPLA businesses. MPLA led the liberation struggle, fought a war with South Africa and the West sponsored UNITA and has been in power since 1975 with Jose Eduardo dos Santos the president since 1979. Just like Mozambique and South Africa the reconstruction and the shift to neo-liberalism has provided the MPLA, FRELIMO, ANC and the ZANU PF elite an opportunity for great self enrichment. In Angola it is estimated that two thirds of the population live on less than @US\$2 a day.

³Moeletsi Mbeki's comment on the elites summarises some of the regional states "These elites have no sense of ownership of their country and are not interested in its development. They view the country primarily as a cash cow that enables them to live extravagantly on imported goods and services as they attempt to mimic the lifestyles of the colonialists. It is this mindset of non-ownership that largely accounts for sub-Saharan Africa's non-development and, as a consequence, its poverty.

¹ This analysis is drawn from and informed by the return of questionnaires, interviews with informants and key issues raised in the numerous focus group discussions and the three sessions held with SARP/SAP partner. In addition the international strategy provided the frame for a transformative analysis

² De Morias, Rafael Marques (2110), *Angolan Parliament splashes over US\$43 million on BMW's*, www.makaangola.com

³ Mbeki, Moeletsi (2009), *Architects of Poverty. Why African capitalism needs changing*. Page 174, Johannesburg: Picador Africa.

With the lack of a sense of ownership goes the pillaging of resources, neglect of the welfare of the people, corruption, capital flight and, ultimately, brutality against dissenting voices.”

On the continent there has been an elite transition. It is perhaps important to understand why this has happened.

What led to the SADC liberators to becoming the elite?

The development of the SADC region needs to be seen in the context of three political phases.

1. The mining revolution

The Kimberley-Witwatersrand mining revolution of the late 1880s colonial period in South Africa led to South Africa’s drawing its mineworkers from the greater part of Southern Africa, particularly Lesotho, Malawi, Mozambique, Zambia and Zimbabwe. This continued until the early 1970s when some 70% of mineworkers still came from Mozambique. Secondly the very architecture of infrastructural development was shaped by this colonial period of extractive mining: eg. Southern African states all had railway lines geared towards taking mine-ore from the hinterland via rail to distant ports for export. This pattern continued after South Africa became a Union in 1910.

2. The Frontline States and the Political Liberation of Southern Africa

SADC has its roots in the Frontline States⁴ whose focus was the political liberation of Southern Africa. This resulted in the quest for regional cooperation, development and breaking dependence on the aggressive, highly militarised apartheid South Africa. It is also important to note that NPA was involved in this era as a strong supporter and as a solidarity partner with the Southern African liberation struggles.

From 1948 to 1990s, South Africa was confronted with growing independence movements and therefore sought, mostly through violent means of responding, including attempts to destabilize Zambia, Tanzania, supporting the ruling white minority in former Rhodesia, blatantly invading Mozambique, Lesotho, Botswana, Zambia, support and direct involvement in the war against the liberation movements in Angola and Mozambique etc. At the same time these countries were faced with a contradiction: on the one hand they supported the liberation struggles in the region, including advocating for the isolation of apartheid South Africa; but on the other hand they had to trade with South Africa. Most of the countries were using South African ports to import and export goods. In some cases, companies borrowed money from South African banks. The region was therefore dangerously dependent on South Africa.

3. Post 1994 - South Africa still dominates the SADC

The post 1994 period saw South Africa achieve democracy as sought and supported by the frontline states and with the broad global range of anti-apartheid solidarity partners, including NPA. However, it achieved democracy in an already imposed and accepted period of neo-liberalism in most Southern African States. The free-market orientation provided the opportunities for those in power and their cronies to get a large slice of the economic pie. Neo-liberalism was self imposed in South Africa initially under de Klerk’s economic reforms and then under the GEAR policy. The intention of SADC was to foster regional integration as a form of delinking from neo-liberal globalisation including South Africa’s domination. However, SADC now exists in a world in which neo-liberal driven global integration is heightened, South Africa’s domination is entrenched and the liberation pacting has shown a decisive shift towards the elite interests and the reinforcement of unequal sharing of power and resources. The vested interests of white monopoly capital have been entrenched

⁴ The front line states were Angola, Botswana, Lesotho, Mozambique, Swaziland, United Republic of Tanzania and Zambia

South Africa's expansionist and imperial role

South African capital is playing an expansionist role on the continent and has been described by some as an ⁵imperial/sub-imperial role-player. South Africa is the dominant economy on the continent and region. ⁶In 1990, South Africa's outward foreign direct investment (FDI) was US\$16m. By 2008 it was US\$10.8 billion. Between 2006 and 2008 South Africa outstripped China as the biggest investor in Africa. ⁷South African Banks total asset percentage is 45.85% of all bank assets on the continent and in comparison Mozambique share is 0.27%.

South Africa has developed strong linkages to global capital, continues to expand its economic conquest on the continent very much in the mode of the TNC's from the West, with some of its companies exploiting workers through very poor working conditions and increasing ⁸casualisation of labour.

South Africa was one of the prime architects of NEPAD, often described as "Africa's home grown structural adjustment programme" and ⁹some have argued that this paved the way for its capitalist expansionist programme both on the continent and through GEAR in South Africa. The macro-economic framework GEAR has reinforced poverty and inequality resulting in South Africa being the country with the most skewed income distribution.

SADC has been very disappointing, but in some quarters an expected response from a largely elite "old boys club" who led the "liberation struggles" and are now leading in collusion with capital from the north and with "the emerging markets" of China, Brazil, India, Malaysia, Taiwan, South Korea, Chile, Turkey and South Africa, the further looting and extraction from SADC countries resulting in increased poverty and inequality. Many of these major developing economies were allies during the liberation struggle.

South Africa's Role in Mozambique

South African capital has a strong role in the further extraction of Mozambique with significant growing mining and tourism interests. Example: MOZAL reinforces structural economic imbalances, enriches a few and exploits Mozambique's workers. It is a free trade zone that has very low wages, various tax incentives for imports and repatriation of profits free of taxation. MOZAL is one of the biggest companies in Mozambique and as a regional integration project it strengthens the South African hand in the region and in particular the strength of its corporations. See attached: case study on MOZAL in Appendix 5. ¹⁰Tongaat-Hullet and Illovo are companies that grew rich from the exploitation of indentured workers from India who were imported to South Africa in the 1800's. These two companies have bought out the sugar industry in Zambia, Malawi, Tanzania and Mozambique when these industries were privatised. They also control sugar production in Swaziland and South Africa. Tongaat Hullet is extremely exploitative in Mozambique paying its workers only a few Rands a day. In some cases it is reported that it forced plantation workers to work from 5 in the morning until 6 at night without breaks. Sounds like the 1800's indentured labour system.

South Africa's Role in Zimbabwe

South Africa has regularly defended and sided with ZANU PF. In the face of more than sufficient evidence of gross human rights violations on the part of ZANU PF and its surrogates it has not taken

⁵ See; Lesufi, Ishmael, *Nepad and South African imperialism* (2006).Jubilee South Africa

⁶ See article, The Africa Report, No 25, October –November 2010, page 10. Also UNCTAD,FDI/TNC database.

⁷ See article, Moin Siddiqi, A year of consolidation and reforms, Africa's Top 100 Banks, African Business, No.368, October 2010

⁸ See, Makwavarara, Tendai, Zimbabwe Congress of Trade Unions, (September 2003), *Zimbabwe (Shoprite)*, Social Observatory Pilot Project, Draft Final Report, Africa Labour Research Network

⁹ See paper (2004); Gentle, Lennie, NEPAD and South African imperialism,P48, *Building alternatives to neo-globalisation –The challenges facing NEPAD*, ALRN, published by NALEDI.

¹⁰ *Hattingh Shawn, (December 2010), Workers World News issue 62; The not so sweet side of Sugar.*

a principled stand. It has defended and justified election results in the face of massive repression and pursued Mbeki's "quiet diplomacy" as South African corporations have marched into Zimbabwe.¹¹In response to the Zimbabwean crisis in 2001, senior members of the ANC including now Deputy President Motlanthe formed a regional network of Southern African liberation movements aimed at strengthening their solidarity and as well as generating support for ZANU PF.

The crisis in Zimbabwe has decimated the agricultural and manufacturing industry. South African companies saw the crisis as an opportunity and continue to export large quantities of goods to Zimbabwe.

Banking, retail, mining, food retail, agricultural including sugar, property, energy, fuels are some sectors that South African corporations have invested in/bought up local companies cheaply with protection from ZANU PF.¹² Stanbic provided loans to some key ZANU PF leaders who took over farms after the invasions and Barloworld provided bulldozers and road-grazers for Operation Murambatswina. There is an argument that South Africa with its corporations has propped up the Mugabe regime and the elite in both countries have vast shared vested corporate interests. Just as these very corporations aided and abetted apartheid today they are propping up a regime that has a horrific human rights violation and crimes against humanity record.

Presently there is competition between China and South Africa for an increased stake and control in Zimbabwe and thus placing ZANU PF to play one against the other to ZANU PF's advantage.

Zimbabwe needs a democratic, transparent and accountable system of governance that drives sustainable economic growth. This should lead to a revival of the agricultural and manufacturing sectors in a manner that builds the economic independence, strength and growth of the Zimbabwean economy. It should create employment and development opportunities for the poor in both the urban and rural areas. Zimbabwe is certainly not short of resources including huge deposits of diamonds which are being exploited by the elite.

Growing homophobia in the region and the continent is of great concern.

David Kanto an activist from Uganda was brutally beaten to death on the 26 January 2011. Eudy Simelane (1977 – 28 April 2008) was a South African footballer who played for the South Africa women's national football team and an LGBTI-rights activist. She was raped and murdered in her hometown of KwaThema, Springs, South Africa. Eudy was gang raped, beaten, and stabbed 25 times in the face, chest, and legs.

These are two brutal deaths of prominent people that have captured the violent persecution that increasingly confronts the LGBTI community on this continent.

This marginalised group and their organisations who are also under attack that need solidarity and support.

The importance of strong peoples organisations and civil society

Generally there is a weak and a "mixed bag" of civil society organisations in the region. Social movements are generally weak and fragile. Organisations that challenge the system in particular in

¹¹ Adolfo, Eldridge, *The collision of liberation and post liberation politics within SADC, A study on SADC and the Zimbabwean Crisis*, FOI, Swedish Defence Research Agency, Stockholm

¹² See, Shawn Hattings, (2008) *South Africa in Zimbabwe: The Vultures have descended, South Africa in Africa*, Articles to the African Diamond Workers Network, volume 3, published by ILRIG.

Zimbabwe and Swaziland face ongoing repression. In many countries the union movement has been weakened because of the growth of the informal economy as the dominant economy. In South Africa, the largest trade union movement COSATU is part of the ruling party alliance and is often compromised in putting the interests of workers first. However, the ANC's march to neo-liberalism is bound to sharpen the contradictions and schisms that are beginning to emerge. Will COSATU follow the route of ZiCTU that broke away from the liberation movement party ZANU PF?

The pressure and space in SADC needs to be used more cohesively and strategically by civil society with growing analysis of the contestation. The ¹³Ditswanelo experience in Botswana is an example that pressure can result in positive shifts in Botswana and SADC. Crisis in Zimbabwe Coalition, a Zimbabwe NPA EO partner with a regional program, supported the growth of regional solidarity in this period. ZEN in Europe is also a partner and so is ZSF located at the Action Centre which is a NPA SARP partner.

The shutting out of civil society in the recent SADC Namibia meeting perhaps indicates two things. Firstly, the repressive response is just "normal" governance behaviour of many of the post liberation movement leaders; and secondly, they have been perhaps irritated by growing civil society pressure. Civil society therefore needs to be united, cohesive and strategic and not view these SADC meetings as events but rather as a process leading up to increased pressure that will result in hopefully positive shifts and gains in particular for Zimbabwe, the region and a growing solidarity movement in the region.

2.2 COUNTRY SPECIFIC CONTEXTUAL ANALYSIS

ZIMBABWE – noting that a Zimbabwe EO MTE has taken place.

A Zimbabwe remains in crisis and in many ways is in deeper crisis. The underlying issues of repression/militarisation and the economy have not been addressed. It is still a highly repressive environment with operating conditions typified by uncertainty, fear and insecurity. The rights to freedom of expression, assembly and dissent are still denied. The unholy marriage in the GNU besides somewhat stabilising the economy without addressing the structural economic challenges has failed to produce results and meet expectations. The GNU has given a little more space for civil society to operate and also given the present powerful ruling elite, space and legitimacy. The manipulation of the constitutional consultation COPAC "space" by ZANU PF, the widespread intimidation and violent character of the process, combined by growing low intensity warfare is an ominous sign of what could be another violent election.

The re-vitalised Crisis in Zimbabwe Regional Programme has a critical role to play in building of regional solidarity. The strength of their perspective lies in a view that building solidarity with the Zimbabwean struggle is viewed through a broader lens of developing a solidarity movement in the region that will take up issues in other SADC countries as well. Significant work needs to be done to move regional solidarity beyond the discourse of human rights. The international strategy states that human rights should be stepping stones for development and redistribution. This is linked to examining the underlying issues that constrain development and a more equitable sharing of resources and power in Zimbabwe.

MOZAMBIQUE - noting that a Mozambique EO MTE has taken place.

¹³ A human rights organisation in Botswana that led the solidarity campaign on Zimbabwe and applied pressure on the Botswana government to change its stance.

The NPA work in Mozambique needs to be seen in the context of the particular political periods of Mozambique. These broad periods being:

- The liberation struggle;
- The socialist era;
- The war with RENAMO, South Africa and key Western powers and its resultant devastation;
- The Peace Accord and the “rebuilding/reconstruction phase”;
- The implementation of neo-liberal macro-economic paradigm, heightened elite transition and increased privatisation. Some scholars refer to this as ¹⁴“savage capitalism”

Mozambique is one of the poorest countries in the world and the post war reconstruction growth levels should not be confused with economic growth under relative stability. There is one contention that the economy is far from the levels of its pre war growth. Present levels of economic growth are skewed heavily in favour of the elite and the extent of the extreme inequality and poverty reared its head in 2008 and in the recent September 2010 food riots. The extent of privatisation is impacting negatively on peasants as they are forced off their land through land-grabbing and relocations.

SOUTH AFRICA - noting that a South Africa EO MTE has taken place.

The elite transition, the implementation of a neo-liberal economic paradigm GEAR has resulted in; jobless growth or growth without development; massive wealth accumulation of a few through ¹⁵tender–preneurship and poli-preneurship, growing unemployment and underemployment; growing poverty and inequality; high levels of crime and corruption; and growing social degradation, (example Western Cape - the “tot system” (workers paid wages in cheap alcohol) and Alcohol Foetal Syndrome, increased drug abuse and crime among youth), the extent of social unrest are some of the features of the South African political landscape. South Africa’s imperial role on the continent reinforces structural economic problems in other African States and in South Africa itself. This also impacts on growing migration to South Africa in the hope of finding employment in the economic centre of the continent. This is one of the contributory factors to growing Xenophobia.

The International Strategy

The international strategy of NPA, (a summary in flow chart form is attached in appendix 6) states that globalisation and privatisation results in growing social inequality and the biased distribution of resources and power. This is a bottleneck to peace, prosperity and development. NPA supports processes towards democracy and equitable distribution of power through mobilisation, popular participation and collective organisation. It affirms civil society as a key pillar for nation building, democracy and development; engagement and South South Solidarity and views human rights as building blocks for development and redistribution.

The international strategy is a guide and also a baseline. From the summary flow-chart it is clear that the orientation of NPA is ¹⁶transformation and that substantial structural change needs to take place to achieve the sharing of power and resources.

2.3 FINDINGS FROM THE CONTEXTUAL ANALYSIS WITH PARTICULAR REFERENCE TO THE INTERNATIONAL STRATEGY.

¹⁴ This term was seemed to be made popular by Archbishop Don Helder Pessoa Camara,

¹⁵ A term used when referring to government officials, ANC leaders and their cronies who control the tender processes for government contracts in a corrupt manner.

¹⁶ A transformative analysis gets to the root causes of problems and proposes solutions that make structural changes and thus contribute to a re-ordering of society that will impact positively on the quality of the lives of the poor and marginalised and their environment.

2.3.1 The elite transition in the region has resulted in: a stronger connection between local, South African and global capital; the wholesale adoption of the neo-liberal paradigm; elite wealth accumulation; political and economic elite pacting of the former liberation movements and growing intolerance to dissent and critique which is visible and entrenched in the region and in the majority of member states in the SADC. *This elite transition has entrenched resources and power with a few while the vast majority live in growing poverty and inequality.* This is most clearly demonstrated by the lack of will to address the Zimbabwean question in the face of gross human rights violations and ¹⁷crimes against humanity. In addition the recent food riots of September 1st and 2nd in Mozambique despite an average 8% economic growth rate over the last 15 years shows that economic growth without development is largely for the rich.

2.3.2 No elite in history has given up power without a bloody battle or a healthy compromise in their interest. The general weak state of social movements and the absence of significant alternative political parties in the region that demonstrate an alternative development path to that of neo-liberalism, poses a substantial challenge. If movements and civil society are to impact significantly on change in the distribution of power and resources in the region then the following is important:

- Movements need to be built into stronger, sustainable and more resilient organs of power and be comprehensively resourced;
- Movements be capacitated in order to consolidate, grow and advance for a protracted battle with power;
- Civil society and social movements need to move beyond the human rights paradigm and their programmes should be increasingly informed by the critical imperative of transforming the structures and systems that entrench the growing unequal distribution of power and resources;
- Movements and organised civil society need to develop significant levels of cadre with a strong gender empowerment and women leadership component who understand the root causes of their problems and clearly articulates an alternative to neo-liberalism both in terms of what they espouse as a vision and in their organisational practice and behaviour;
- That if the organised poor and marginalised are to impact significantly on the balance of forces and effect substantial change in their lives, unity and building alliances become important. Supporting ***Alliance building should be clearer strategy of SARP.***

2.3.3 The international strategy of NPA is in congruence with the contextual analysis of the region. Given the present balance of forces, this strategic frame will remain relevant and could still be a guide for a significant period of time.

2.3.4 The SARP process of phasing out of the old partners and finding new ones that fit into the international strategy was a necessary process. The existing partners broadly fit into and are in congruence with the international strategy. Challenges to deepen this congruence are raised more specifically in this report.

¹⁷ Pigou, P (2008), *Defining violation: Political violence or crimes against humanity?* Paper commissioned by the Research and Advocacy Unit Zimbabwe, SITO: IDASA;

2.3.5 The importance of growing conceptual political, strategy and organisational

congruence at all levels in NPA needs to be further built. In the light of the contextual analysis and the points above, continued growth of a shared understanding of this particular political period at all levels in NPA and even with some partners is necessary. This will assist NPA as a partner to civil society organs and social movements and guided by the NPA principles, values, international strategy and solidarity to walk the journey more effectively (“walk the talk”) with a set of partners, many of whom realise that they are in for a protracted struggle.

Therefore ***longer term planning and visioning is necessary*** based on a sound contextual analysis guided by the frame of the international strategy. Emerging from the MTE process and from the international strategy discussions the following will be important in order to build greater congruence and to bridge the gap between the international strategy frame, the reality on the ground and implementation:

- ***A deeper and growing understanding of globalisation,*** its history and development is needed and necessary at all levels in NPA. The international strategy frame needs to be given more content in the context of the region and countries. The historical development of capitalist globalisation in its current state reflects a particular period in the survival and growth of global capital in its increasing predatory line of march.
- ***Consistent and constant capacitation is required at all levels in NPA*** so that these concepts, their historical development, present manifestations and how the future could unfold become clearer. Therefore in the region issues of WB/IMF, finance capital, trade and EPA’s, extraction, growing emerging market presence on the continent, NEPAD/South Africa’s imperial role, debt, the military/economic/political nexus, elite control and pacting are important. Unpacking this and being better schooled in understanding these issues will give NPA staff and even partners at all levels:
 - ✚ *a broader and deeper analysis and understanding of power and the balance of forces* will inform NPA’s understanding of the context and sharpen NPA’s competence in engaging with partner strategies as they build collective organisations and movements in the current period. It is also necessary for some NPA partners to regularly engage in deeper analysis. There are some partners who are very strong on analysis and NPA can draw from these partners.
 - ✚ The capacity to place and position *NPA and partners to be more proactive and visionary in their response.*
 - ✚ *A constant reminder of the importance of united alliance building as a pillar in building organisation* that attempts to change the balance in power and resources and give impetus to the work in the region eg. ¹⁸WCDI should be viewed through the lens of an alliance and solidarity building process with a uniting platform, long term visioning and planning so that women’s empowerment makes a more visible and significant impact in the SADC region. This could

¹⁸ Women Can Do It is a Norwegian Labour Party method and tool for women’s empowerment. It has been adapted effectively by NPA in the region and this work is comprehensively analysed in section 3.4 of this report.

result in women's empowerment being applied in the context of the reality on the ground and further activating a powerful critical mass of politicised cadre who push for transformational change. The potential and notion of WCDI as a solidarity and alliance building process paints a different picture regarding its potential and also points to the importance of the development role of SARP.

- The points above in turn call for the need for *a better understanding of building sustainable organisations in this period*. This is a complex call with a complex set of internal and external variables and conditions that differ from community to community, from country to country and from region to region. What does building sustainable and resilient organisations and movements mean in the current national, regional, continental and the global context and how can this process of struggle unfold more effectively?

The international strategy states that analysis is required of power, resources and balance of forces and emphasis is placed on developing a critical mass to strengthen social movement and social weight. There is a need for a general and continuous conceptual growth and understanding of this concept of change at all levels in NPA. NPA and partners need to grow in their understanding of:

- ✚ the balance of forces;
- ✚ prizing open and utilising space;
- ✚ the tactics around engaging and confronting;
- ✚ not just network building but alliance building;
- ✚ grow and consolidating critical mass;
- ✚ building mass movement and social weight;
- ✚ application, strategy and tactics in conditions of repression and the necessity for defensive strategies and solidarity for work in for example Swaziland and Zimbabwe.

And most importantly what alternatives are being proposed to rampant capitalist globalisation.

- *Broad clarity of concept and strategy will enable better reflection of results* in the context of a complex set of internal and external variables. It will enable a shift to a clearer choice of partners but also OD programmes that stimulate and develop not just organisation building but conceptual depth, strategic thinking, tactical acumen, a progressive organisational culture and organisational building.

2.3.6 There are clear principles and values that guide the work of NPA; there is a shift to be part of the movement for fundamental and transformative change. **Is NPA and its organisational culture changing sufficiently** to enable this to happen more effectively and efficiently? Has the nature of the required organisational change been sufficiently defined? The values as espoused in the international strategy provide a good base to underpin a progressive organisational culture.

2.3.7 **Partners need to build alliances** with as many progressive forces as possible if there is to be significant impact on shifting the balance of forces. It is in this context that support for work on WCDI, land, women and land, regional solidarity and youth could have a more significant impact. There needs to be sufficient visioning, and longer term resourcing for these processes as part of the development role of SARP.

- 2.3.8 There has and still could be pressure **on NPA to cut down on the number of countries that it works with internationally**. There are limited resources available. Clear political rationale needs to be made in the event of closing down or “downsizing” an EO office.

In the SARP region the case in point is Mozambique. The shared understanding of the underlying issues and root causes of inequality and poverty, the particular complexities of this particular period, and the rough road ahead for true transformation needs to form some of the deciding political rationale in the event of NPA deciding to pull out/adjust work in any of their SARP countries in a situation of deepening of the bias of distribution of resources and power.

- 2.3.9 **NPA does not have any support and presence in Swaziland**, except through providing a little support to ASC for an initiative called Phadimisa dialogue. It is understood that it would be unusual to provide support to country programmes without an EO presence. However, Swaziland is in deep crisis. Swaziland is ruled by an absolute monarchy and is fundamentally feudal and patriarchal. There is an acute and deepening crisis of democracy, good governance, and rule of law, freedom of expression, human rights, and economic and social justice. The abuse of power continues with extreme and growing levels of inequality and poverty, repression, corruption and wealth accumulation by the ruling elite. Substantial sections of the population think and behave like subjects who are allowed privileges by the monarchy. Significant and substantial work is needed to empower the broader population to know and grow their courage to stand up for their rights. Organised civil society resistance needs support and solidarity. It will be important for NPA to develop some response to this grave situation.

- 2.3.10 **Angola forms part of the region**. In the light of the importance of a regional thrust it is important for Angola to be part of the SARP. As an independent EO, the Angola EO has been part of developing the SARP strategy, land and WCDI initiatives. The Angolan EO is separated from the rest of the region and should form part of the region to enable political cohesion, more adequate use and co-ordination of resources at regional level and the building of regional solidarity that can impact positively on various struggles and on programmes aimed at SADC.

- 2.3.11 There are a number of lessons learnt from the formulation and completion of the last SARP international strategy 2008 -2011. Clarity was needed regarding the process of ratification and clearer time frames needed to enable a speedier completion prior or early in the strategy period under review. With regard to the new international strategy, indications thus far point to the strategy process being much more participatory and efficient and should set the basis for speedier formulation and implementation.

RECOMMENDATIONS ON CONTEXT:

This evaluation affirms that the SARP is in alignment with the international strategy through the SARP strategy and programme of SARP. More specifically SARP gives expression to the international strategy in the regional context through the present set of partners and in the programmes of the Zimbabwe, Mozambique and South Africa EO's. All EO's have strategy/plans aligned to the international strategy.

RECOMMENDATION 1

As part of the process of refining the application of the international strategy particularly in the region:

That NPA addresses the issues of capacitation and equips itself as a solidarity partner as informed by point 2.3 FINDINGS FROM THE CONTEXTUAL ANALYSIS WITH PARTICULAR REFERENCE TO THE INTERNATIONAL STRATEGY as detailed above.

That NPA continues to build an organisational culture at all levels to ensure that the values as espoused in the international strategy and partnership policy are the bedrock of a progressive organisational culture to enable cohesion between ideas and their application and the resultant greater impact.

General Recommendation regarding SARP work through partners:

SARP expresses its work by getting into partnerships with appropriate organisations who can give expression to its strategy:

That NPA SARP finds and/or continues to work with regional partners who have the capacity to meet the requirements and criteria necessary for effective regional partners.

RECOMMENDATION 2

That SARP explores how it can be more involved and in deeper solidarity with the struggle for democracy in Swaziland.

RECOMMENDATION 3

THAT NPA initiates a process of incorporating Angola into the SARP in the interests of more effective use of resources, regional solidarity and congruence of programmes in the region.

CHAPTER 3 THE PROGRAMME WORK OF SARP

3.1 INTRODUCTION.

The SARP programme co-ordinates the work of the three EO's in the region. The SARP plays a largely supportive role with EO's developing their own plans and strategies and there is freedom to implement programmes within strategy frameworks. The strategy frameworks are within the ambit of the international strategy frame and this provides overall guidance and allows for freedom of expression of programmes within the frame.

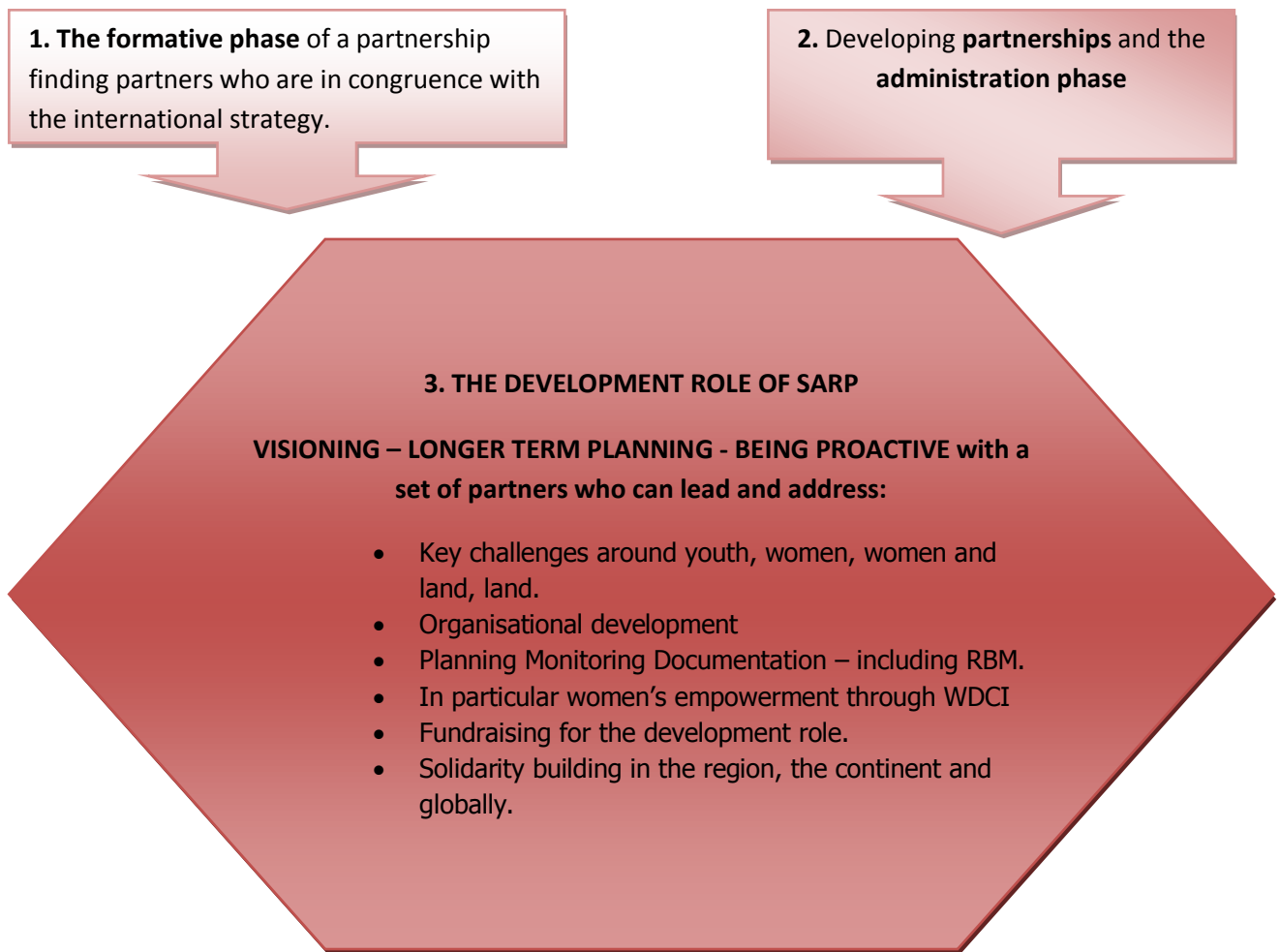
Regular regional staff meetings are convened and attended by the RD, PMs and PC's and Finance administrators from Zimbabwe, South Africa and Mozambique. The MTE attended a regional staff meeting and observed the following:

- Reports are shared and items of common interest, results and impact are discussed in a very constructive atmosphere;
- It is also an opportunity for new learning and guests/experts are called in to share;
- There is the revolving of tasks like facilitation and recording by all staff participants;
- It is a platform for capacity building and strategy sharing;
- A regional proposal was presented by a partner and analysed by the meeting;

- There is a Southern African team reflecting positive and constructive organisational cultural traits that need to be maintained and strengthened;

The constructive and participative nature of these meetings can be attributed to the leadership of the RD, her participative and enabling manner and the calibre of the collective leadership of staff.

This section on the assessment of the SARP needs to be seen in the context of the broad categories of work of SARP NPA.



3.2 THE EO’S OF ZIMBABWE, MOZAMBIQUE AND SOUTH AFRICA

Each of the EO’s have gone through specific country MTE’s. As part of the SARP MTE process all EO’s were visited with approximately four days spent in Zimbabwe and Mozambique respectively. Some of the general findings are shared noting and with a qualification that the specific EO MTE’s have gone into more details. The evaluator of the SARP also facilitated the SAP EO MTE.

3.2.1 GENERAL KEY FINDINGS – ZIMBABWE – noting that a specific MTE has taken place.

- ***All NPA work needs to be seen in the context of the deepening crisis in Zimbabwe.*** There needs to be a growing appreciation of this crisis and strong affirmation of all work done. In a situation of extreme repression one cannot but have deep respect for the courage

of in particular women, young women and youth who lead programmes as NPA partners under dangerous conditions in their communities and sectors. This MTE notes that expressing the international strategy framework in the context of repression commands courage, resilience and tactical acumen.

- ***Significant amounts of support from NPA Zimbabwe goes to CBO's and work on the ground*** either directly to CBOs or through the Women's Trust and Young Voices Network. It is the correct choice and in line with fundamental change as espoused in the international strategy. This approach is much more demanding on the EO's as CBO's require much more support than established NGO's. CBO's are also at the coalface of repression and struggle. The EO has done consistent OD work which has impacted on the efficiency and effectiveness of partners.

It is at community/base/grassroots/sector level that empowerment needs to take place so that the voice of the marginalised and oppressed can be heard with increased volume and weight. It is this weight of the organised poor and marginalised that needs to be substantial. It can ensure that transformation in Zimbabwe does ultimately take place and primarily addresses the importance of substantially and fundamentally changing the lives of the poor marginalised and oppressed.

It therefore needs to be understood at all levels in NPA that working with grassroots organisations particularly in the Zimbabwean context may reflect less financial investment in relation to the actual amounts transferred to partners but does entail a lot more work on the part of the EO. This was clearly observed by the MTE during the weeklong visit to the Zimbabwean EO.

- ***The centrality of OD and a progressive organisational culture.*** Substantial work has gone into enabling and at times providing ongoing support to enable especially community based partners to become institutionally stronger. This is an important function of OD as organisations need to be increasingly efficient with sound policy and systems. However the context of struggle and repression in Zimbabwe and developing an organisation to be relevant, effective, efficient resilient and sustainable requires more than just "conventional OD". Questions were asked in every EO about the understanding of OD.

The OD perspective and concept needs to also be defined by the context, and the challenges emerging from this context. The ZANU PF controlled state is dictatorial, autocratic, highly militarised and repressive with extensive control of the ideological machinery like state TV, radio, print-media and espouses a value system that goes against the ethos of people-centred human development. An alternative organisational culture is essential. The principles, values and developing an organisational culture of free expression, freedom of speech, participatory democracy, women's empowerment, listening and effective communication, transparency and accountability, good performance and a place and space for learning, growth, happiness and a sense of accomplishment, worth and confidence as equal human beings is an alternative practice to the present order in Zimbabwean society. This is an alternative that the evaluation saw glimpses of in a short visit to one of the partners of NPA. This alternative value base and practice should be strongly promoted in practice. In addition this culture could also project the embryonic potential of an alternative society with a strong civic society participating in shaping and maintaining a society that serves their interests of the poor and marginalised.

- ***The underlying issues with regard to eg. economy, freedom of expression, minerals and repression, women participation needs to be continually addressed.*** A number of NPA partners focus on some of these issues. It is these issues that in many ways gets to the core of the Zimbabwean question and if addressed, will substantially impact on a lasting and sustainable solution in Zimbabwe. It may be “safe” for some to stay strictly within the human rights discourse and perhaps could explain the space that human rights organisations have under a repressive regime. When power was challenged in Zimbabwe it began an era of increased repression. The roots of the MDC go back to a key historic moment a decade ago. This saw a shift in momentum away from ZANU PF with the victorious NCA led constitutional struggle and campaign for a no vote in the 2000 constitutional referendum. This successful campaign brought with it increased repression. The MDC has borne the brunt of repression, first as a movement and now as a party.
- ***The process of building and rebuilding organisations*** in a complex external environment is a slow process and needs to be understood. It requires patience and can take years to build but short moments to destroy.
- ***NPA has played a significant role in contributing towards building solidarity and in making Zimbabwe a cross cutting issue.*** NPA has demonstrated its commitment, prioritization and focus by supporting the development of a strong NPA EO in Zimbabwe. The Zimbabwe NPA office is 27 years old. This is testimony to great solidarity and “walking the talk” on the part of NPA. NPA has close linkages and partnership with Crisis in Zimbabwe Coalition, the Zimbabwe Solidarity Forum and Save Zimbabwe Campaign is administered by NPA partner ASC. NPA is also a partner to ZEN in Europe. All these organising efforts have played a significant role in profiling the Zimbabwean question and shifting public perception of eg. Mugabe from liberation hero to dictator. This shift can be attributed to the work of many organisations including NPA. It will therefore be important for SARP to have closer links with the regional office of Crisis in Zimbabwe Coalition which is located in Johannesburg. More importantly it should be involved more cohesively in regional solidarity in initiatives.
- ***An area for attention is how does NPA prepare and heighten solidarity and care for the human devastation of OVT in the likely event of growing repression in Zimbabwe.*** Indicators point toward a violent build up to the elections. Although some preparation has been done it will be useful to workout strategies, defensive strategies, options and programmes in the event of increased repression which seem inevitable with the elections in Zimbabwe scheduled for 2011.
- YVN brings with them a strong political presence and orientation to the YFSN. Participants from Zimbabwe have been to Khanya College Winter School and WCDI programmes. One participant and informant said that Khanya college winter school has impacted on the way their organisation runs their media programme. This human rights organisation is one of the leading organisations that consistently keeps the broader world informed of human rights violations in Zimbabwe.
- ***The office is well established, with strong and good leadership.*** From observations and interactions with partners, the office is well organised and commands respect and appreciation from partners both for the work it does but also for the manner in which it conducts itself as a partner. In comparison to other EO’s in the region it is much better resourced and has a staff compliment of eight.
- In the event of change in Zimbabwe for better or worse. ***A strong civil society will be essential.*** The downsizing of Mozambique’s EO has raised concerns in the Zimbabwe EO. A

worrying aspect is the advent of "disaster capitalism" led by South African corporations. Donors often shift emphasis and programmes with change in conditions in a particular country. Considerable confusion has taken place in the donor community with the dawn of the GNU. NPA has reflected consistency. In the event of change in Zimbabwe the response of NPA could also be guided by some of the following:

- An assessment if there is a development paradigm that will lead to substantial change and a more equitable sharing of power and resources with the fundamental challenges in Zimbabwe being addressed;
- The extent to which the underlying issues are being addressed and resolved and the extent to which they are being entrenched.
- Should examine carefully how to assist present partners to play a constructive role in changing political periods so that they grow and reflect relevance and effectiveness. eg. When there is a reconstruction period in Zimbabwe.
- Emphasise the importance of a strong civil society that needs to play a role in reconstructing society and to ensure that there is a participatory democracy, transparency and accountability by government at all levels.
- Should be vigilant and monitor if civil society is becoming stronger or being demobilised.
- Be vigilant and support the raising of development paradigms that will counter the re-enforcement of neo—liberalism, disaster capitalism, structural imbalances and support partners who campaign to bring these issues to the fore through policy formulation and monitoring, campaigning and mobilising on the basis of clear alternatives.

3.2.2 MOZAMBIQUE – noting that a specific MTE has taken place

- The work of the EO should be viewed in the context of the past and current political periods in Mozambique outlined in the context point 2.2 above. In particular the massive growth of privatisation and extraction in Mozambique.
- NPA Mozambique has played a key and significant role in supporting the development of UNAC and its affiliates. The EO focus on the struggles on land, livelihoods, privatisation/landgrabbing, women and land are relevant issues in the current and future political periods. The EO has accompanied the movement in its development and provided significant ongoing OD support in strengthening partner organisations. This work and its alignment to the international strategy is affirmed by this MTE.
- NPA has earned great respect from UNAC and is viewed as a very close partner. The EO team conducts themselves in a way that is exemplary of the values and partnership policy that NPA espouses. In this particular period the peasantry is under increased attack by the policy of privatisation and land grabbing. The UNAC movement of 84 000 members is challenged to increasingly demonstrate its weight both at local and national levels. In discussion with leadership during the MTE, (particularly the focus group meeting in Tete province) political education on privatisation, globalisation, peasants knowing their rights and defending and negotiation are going to be some of the key components that need to be

addressed and developed. Generally the movement needs to be strengthened to confront and deal with privatisation at the following levels:

- challenging removals that members experience;
 - where appropriate to negotiate for pragmatic solutions that benefit the peasants;
 - being pro-active and challenging the neo-liberal paradigm in particular privatisation, exposing its ills and corruption and the implications and dire consequences for Mozambique. In this respect the weight of its membership needs to be increasingly concentrated, mobilised with increased visibility. 84 000 members is significant mass that if organised even more strongly it can impact on substantial change in Mozambique.
- RBM has emerged as a concern by some partners, although significant work has gone into RBM by the NPA Mozambique office. The lack of capacity of the small office cannot realistically be expected to serve partners adequately particularly when it comes to follow-up.
 - The office is under capacitated with a large geographical area to cover and partners need support and follow-up on RBM, privatisation, WCDI and OD.
 - The uncertainty around the office being downsized and closed has created insecurity at a number of levels, including partners and to a lesser extent other EO's instilling a concern "will we be next?" One sensed a disappointment with NPA that came through clearly in the focus discussion with UPCT. Efforts are being made to stabilise the Mozambique EO and to bring on board additional capacity. This MTE affirms these progressive steps.

This MTE has gone into this matter in so far as it has primary and secondary impacts on the region in particular the Mozambique EO, the Zimbabwe and South Africa EO, SARP and partners.

It is understood that there is pressure on resources or there may be a need to cut down on the broad scope of the country focus. There are times when there is a need to cut back, or the need to have a stronger political orientation. The MTE contends that all EO's should be open to this possibility and be open to reading and understanding some of the key factors and pressures on HO.

However, the international strategy as a broad framework provides a baseline for measurement of the decision to initially close/downsize the office. This MTE has found difficulty in understanding the political rationale for this decision, even though the process was participatory. Therefore in the context of learning for the future and noting that the specific Mozambique EO MTE would have a deeper look at this issue, the following is important.

- The international strategy should guide all decisions and will provide a sound basis for making the political rationale for a decision clear. In the case of Mozambique, it is difficult to understand that in one of the poorest countries in the world and on a continent where there are not many movements, NPA initially made a decision to pull out. In addition, this movement of 84 000 peasants should be celebrated but more so consolidated and advanced to meet the challenge of this particular period of neo-liberalism, savage capitalism, South African imperialism, privatisation, land-grabbing, elite wealth accumulation and deepening poverty.

The food riots of September 2010 were clearly an indicator of the extent of poverty. It was also an indicator that despite the average of 8% economic growth over the last 15 years, it has been growth without development as poverty and inequality has deepened and so has the unequal distribution of resources and power. This evaluation still reads a sharp contradiction with the international strategy. Therefore the political rationale and process needs to be clear, and the implications of a pull out or downsizing carefully looked at and guided by a political analysis, the implication of the pull out and what measures should be put in place in the event of a pull out.

- In addition international development agencies should be especially careful how they relate to the South and this continent Africa. They should exercise caution that their programmes do not cause harm to this continent. Too many countries have been subject to a number of negative development decisions.
- The political rationale must be clear. Eg. "Yes we have taken the movement to this point and there is a degree of sustainability which is specified as follows and we believe that it will grow from strength to strength without NPA as a partner" This reasoning does not come through. In addition it should be communicated clearly to the EO and partners. There has been hesitancy and uncertainty for a period of time and this is not helpful.
- In addition the MTE has found that the Mozambique decision has created some insecurity in the region. Will Zimbabwe be next if there is change and the nature of the change is not analysed sufficiently. (disaster capitalism in Zimbabwe or GEAR /NEPAD in SA). Or South Africa be designated a middle income country in the face of growing poverty, inequality, xenophobia and the imperative of building a strong regional civic society to challenge the imperial programme and intent of South Africa. There is a strong political rationale for the continued presence in South Africa as outlined under the context, yet many agencies with a political orientation are pulling out or downsizing in South Africa. It is the opinion of this MTE, that these donors have not read the situation correctly.

It is therefore hoped that the whole process with regard to what seemed to be closure of the Mozambique office, then a downsizing and now a growth of capacity provides a number of lessons for a more effective process for the future. The MTE notes that the RD was new when this process started unfolding. The RD has played a significant role in the reorganisation of the Mozambique EO with added capacity. This role is recognised and appreciated by the EO staff and affirmed by the MTE.

3.2.3 SOUTH AFRICA – General Findings

The SAP MTE goes into more specific details.

- The phasing out of old partners and finding new partners who are congruent with the international strategy, was a necessary process. It is noted that the MTE review is set in the middle of a process of developing a new set of partners. It is also set in a period where the RBM was brought in as a new methodology for planning and reporting.

These two elements have brought extra pressure on the EO. The selection of new partners was an important process of re-orientation and to determine the extent to which there is congruence with the international strategy. It also requires time and effort to develop new relationships. In addition the administration of new partners and maintaining the relationship

also takes considerable effort. All new partners are congruent with the international strategy and challenges are raised with regard to the new set of partners in this MTE and more specifically in the SAP MTE. All new partners have a strong critique of the neo-liberal paradigm and are either social movements or organisations that work closely with social movements providing support and resources.

- The SAP has a mix of programme partners with varied levels of strength with regard to the following:
 - Institutional strength to administer efficient and effective programmes;
 - Capacity to carry out programmes;
 - Capacity to plan and reflect;
 - Levels of internal conflict;
 - Leadership and associated dependency on few.

It is this mix that gives some insight into some of the challenges that confront the SA Programme.

Working with Social movements and CBO's is more demanding.

Working with social movements and CBO's is much more demanding than working with established NGO's who work with a variety of funding partners and are able to plan and account within a variety of log-frame type frameworks.

Example: The SARP/SAP office EO can work with 10 established NGO's with a total budget of 10 million NOK both for the regional and SA programme. In so doing, it conducts its annual visits, calls partners together for partner meetings, gets most of its reports on time and it generally works smoothly. The administrative cost ratio to programme cost would be excellent. On the other hand the EO can work with 10 organisations with five of them being social movement type organisations. It has a total budget of 5million NOK, is always under pressure not able to cope because of the nature of the partners. The EO grants smaller funding to social movements who consume much more time and energy of the EO. Funds spent impacts significantly on work from a cost effective point of view. Social movements and CBO's generally do not consume large sums of money and tend to be more frugal with costs. The total annual budget for the social movement could be half the cost of a conference that the established NGO holds in a Hotel. The EO has had at least 15 meetings with one partner the SCR in the space of one year. A number of these meetings are about accounting and once funds for a specific tranche are accounted for then the next tranche is transferred. This example is taken as a case study in the SAP MTE report.

The above example is to illustrate the point that the amount of funds provided is not the sole determinant for the cost effective ratio when it comes to programme vs. administrative costs.

RECOMMENDATION 4 - Zimbabwe

THAT NPA continues and strengthens its "cross cutting" Zimbabwe solidarity with an emphasis on encouraging partners to examine and address the underlying issues that will impact on a peaceful and just resolution of the Zimbabwean crisis and the building of a more equitable and just society.

That the SARP has more direct contact with regional initiatives on Zimbabwe, in particular, the regional programme of the Crisis in Zimbabwe Coalition and the Zimbabwe Solidarity Forum.

That NPA prepares itself more comprehensively and appropriately for the impact of continued and rising low intensity conflict in particular growing repression and OVT as Zimbabwe heads towards elections.

RECOMMENDATION 5 - Mozambique

Guided by the analysis in 3.2.2

This MTE affirms the predominant Mozambique EO programme focus on land and women and land and the decision to rebuild the capacity of the Mozambique EO.

THAT any future downsizing of EO's should include:

- clear political rationale and criteria for such a decision guided by the international strategy;
- the impact of closure on partners, movements and the objectives of the country and SARP strategy and how these impacts are to be managed.

RECOMMENDATION 6 – South Africa

In a situation where a number of donors have left or are leaving South Africa and categorising South Africa as a middle income country:

That this MTE affirms the presence of NPA in South Africa and encourages a deeper understanding of:

- the current economic paradigm led by South Africa that reinforces structural imbalances in South Africa, the region and the continent;
- the dominant role of South African corporations on the continent and the negative consequences for the poor and marginalised;
- the importance of a stronger civil society in South Africa and the region that challenges and engages power both in South Africa and the region.

RECOMMENDATION 7

That the demands, nature and requirements of working with social movements and CBO's and challenges emerging from this shift be increasingly understood and addressed at all levels in NPA.

3.3 ORGANISATIONAL DEVELOPMENT, see attached flow chart for summary Appendix 7

In order to impact significantly on effecting transformative change that will see society organised in a manner that there is more equal sharing of power and resources, strong civil society organisations are the "tools" to achieve this.

In the SADC region a protracted struggle can be expected as the few with substantial vested interest and the new elites will not share power without a struggle. We see signs of increased repression. A measure of this is the lack of Freedom of Expression, remains a worrying and general trend in the region. According to Freedom House's *Freedom of the Press index* for 2010, ¹⁹after two decades of progress, press freedom is now in decline in almost every part of the world. Only 17 percent of the

¹⁹ <http://www.freedomhouse.org/template.cfm?page=5&year=0>

world's citizens live in countries that enjoy a free press. In the rest of the world, governments as well as non-state actors control the viewpoints that reach citizens and brutally repress independent voices who aim to promote accountability, good governance, and economic development.” In addition according to this index Mauritius is the only SADC country with a free press. All the others including South Africa are either categorised as “partially free” with six regional states categorised as “not free”. Zimbabwe is ranked 181 out of a total of 196. In comparison Norway is ranked 1 with Finland, Iceland and Sweden.

Therefore organisations involved in this struggle need to be:

Relevant – constantly understanding the external environment, its periods, changes and shifts and the appropriate positioning/repositioning where necessary in order to remain relevant.

Effective –to make an impact with campaigns and programmes and to grow in their social weight – to build alliances for greater local, national and regional impact.

Efficient –good planning, efficient execution of tasks and sound programme, finance and administration systems and management.

Resilient – strong enough to withstand and even grow as a result of internal and external challenges and shifts.

Sustainable – financial, organisational, professional and benefit sustainability.

3.3.1 FINDINGS with regard to SARP OD work.

- OD is an important dimension to NPA’s work in the region with an OD programme in every EO and working closely with partners to strengthen their organisations.
- Peer learning has taken place through exchanges and this should be encouraged as a learning event for both the host and those being exposed. It should also be used as an opportunity to develop and consolidate best practice. There are some partners who are very strong and experienced and these should be used more effectively to host weaker partners.
- Intensive work has gone into WCDI and RBM by SARP and the EO’s it is covered in the appropriate sections of this report.
- All EO’s have provided regular support to CBO’s and social movements to improve their financial management. This has resulted in more effective financial management.
- In the case of SCR a SAP partner, an on-going support programme was provided to improve their finances and address issues of internal conflict, consolidating their sudden growth and building a progressive organisational culture. A consultant was contracted to lead this process and it is planned that a hand book will be developed for use by this movement and could also be of use to others.
- The total sum of support provided for RBM, WCDI and finance, items covered in partner meetings or the more direct and ongoing support and advice has contributed towards making partners stronger. Partners interviewed valued the assistance provided and also raised concerns around RBM which have been addressed under the section on RBM.
- There is insufficient common understanding in the region of OD. All EO’s are part of a common regional context and there should be a more common understanding of the key

elements of OD in the SARP region and countries could emphasise on certain components more than others. The concept of OD needs to be defined more clearly in particular bringing in the external contextual issues, the building of alliances, the external and internal variables and the importance of developing a progressive organisational culture and values that can help build more united, resilient and sustainable organisations. OD is one way of addressing the fragility of social movements. Recent efforts by the IPD at HO to assist in understanding the concept are very helpful. However it is important for HO to define early in the life of a program its concept so as to enable a clearer understanding of OD. However this does not stop SARP from defining its concept, vision and OD programming in collaboration with the HO. This is one of the strengths in NPA in that there are spaces for initiative and developments from EO's upwards.

- It will be necessary to have longer term visioning expressed in an OD programme both at international, EO and regional level. In order to facilitate this longer term development dimension, additional capacity is required in Mozambique and SA/SARP office.

RECOMMENDATION 8 - OD

This MTE affirms the centrality of OD as a tool to build relevant, effective, efficient, sustainable and resilient civil society organisations, especially community based organisations and social movements.

That based on the analysis and findings of this section of the report, SARP with the support of HO refine/defines a clearer concept of OD for the region that takes into account:

- the challenges from the context;
- the challenges around strategy and the importance of strategic competence;
- the importance of building a progressive organisational culture and;
- the requirements to build relevant, effective, efficient, sustainable and resilient civil society organisations, especially community based organisations and social movements.

That based on this concept and in consultation with partners for SARP to develop longer term visioning of OD for the next strategy period.

That the appropriate resources be raised for a more comprehensive OD programme.

3.4 WOMEN CAN DO IT

"An opportunity to build on the seeds that have been planted and demonstrate how these plants will evolve into a harvest of hope and change for women's empowerment in the region in the next strategy period."

SARP NPA has placed a strong emphasis on women's rights, gender empowerment and women's empowerment. The WCDI programme has been implemented extensively in all the EO's. The attached table in Appendix 8 indicates the scope of work and reach.

²⁰In Mozambique, the MTE has found that WCDI has made a significant impact on peasant leaders in UNAC and its affiliates as part of the NPA Organisational Development programme. WCDI workshops have reached women peasant leaders and empowered them on a path to take their rightful place in their families, communities and in their associations.

²⁰During the focus group discussion in Tete Province with UPCT, the women displayed confidence to participate and express themselves freely, see point 3.4.1 below.

It has also made an impact in Zimbabwe across political lines with regard to the growth of women participation in parliamentary politics. It has empowered women leaders in grassroots youth and women organisations.

In South Africa it has empowered a number of women who are now in leadership positions in social movements.

The attached table in appendix 8 provides information on the scope and reach of WCDI programme.

Taking into account the notes and qualifications, the following can be drawn from the table:

- There was a total of 3 552 participants in WCDI events which includes all training in countries but excludes other events (besides training) that were held in Mozambique, Rwanda and South Africa.
- In 41 training events, 974 participants were trained in WCDI in the Region (through YFSM), South Africa, Tanzania, Rwanda, Mozambique and ward training in Zimbabwe. This includes training of trainers.
- 692 participants were trained in Zimbabwe and Angola, the number of training events was not provided. Therefore in total 1 666 participants were trained in workshops.
- For the events facilitators were enumerated using keys 2A, 2B and 2C on the table, 58 of the facilitators were local, 17 facilitators were from Norway, NPA or consultants and 9 NPA personnel were in attendance. This demonstrates the following:
 - NPA played a facilitatory and enabling role;
 - The emphasis was on getting local leaders and organisations to lead the majority of trainings;
 - The training of trainers enabled a broader reach as illustrated by the number of training events and the number of women reached.
- The sector breakdown from A-H shows that the majority of participants came from women organisations a total of 1 854. 213 from youth organisations, 235 from land organisations (majority from Mozambique) and politicians constituted 298, NGO's had 84 participants. From the sectoral breakdown it is clear that the vast majority of participants are from grassroots organisations. This indicates that NPA partners are on the ground working with people who experience in their daily lives the impact of poverty, inequality, oppression and its gender dimensions.
- The trade union movement is one of the weaker links. From a total of 168, ZiCTU totals 166 and South Africa 2. Although Unions are under pressure and face challenges because of the changing nature of work in the region reflected in the growth of the informal economy and the resultant loss of members, there is still a union presence in SADC. More work is needed possibly through SATUCC which has a gender co-ordinator and could be the entry point into the broader trade union movement in the region. Historically and through a "gentle-persons agreement" with the Norwegian Unions, NPA does not work with Unions. The trade union movement is an important social organisation in the region and it will be difficult to avoid contact with and work with workers including unemployed workers and the growing base of casual and informal workers, especially women in the informal economy. Multi-sectoral alliances are also important. Therefore more co-operation is needed.

3.4.1 To take the Mozambique example:

The three quotations below from women peasant leaders from the UPC Tete focus group meeting in Tete province illustrates some of the impact of the WCDI programme. These comments should be seen in the context of the cultural oppression of women and the great difficulties confronted by women in breaking out, expressing themselves and asserting their dignity and self respect as equal human beings in all spheres of their lives.

- Told directly to the evaluator *"WCDI has taught us a lot that we did not know. We now know our rights. According to our culture I cannot speak as you are a man, in fact we will not even be in the same room. But today I am speaking to you and you are listening to me."*
- *"Something is changing in my life. Even at family level. We women have our children on our back when we work the land – when we harvested the crop the husbands used to just use the crop as they see fit. This has now changed as we decide together how we are going to use it and sell it. All this is empowerment"*
- *"In my association as a leader before when I give an order to the men to implement a decision most of them refused. We know now if the man is refusing to carry out a decision we tell him to account and if he does not want to account, he can leave the association."*

Similar stories of women's empowerment are heard in Zimbabwe and South Africa. The initial inputs from NPA have created a "buzz and excitement". The broad challenge is to take WCDI forward in a more planned and cohesive manner.

3.4.2 Concerns that need to be addressed:

- One of the concerns voiced out by all partners interviewed and by peasant leaders in the focus group discussion was the negative impact of the downsizing of the Mozambique NPA office. This has impacted negatively on the quality of the support provided to partners and taking the work of NPA forward including the WCDI work. The present Programme Co-ordinator who has the skills and experience to facilitate and support a WCDI development plan is also the administrator in the downsized EO Mozambique. She is a lawyer and the former General Secretary of the Mozambique Women's Lawyers Association. When the Programme Co-ordinator goes into the field the Program Manager then performs administrative functions. These concerns have been addressed and the Mozambique EO capacity will soon increase.
- If gains are to be built and the women's empowerment is to be further taken forward it will not happen in any significant manner in the absence of a stronger and better resourced NPA EO in Mozambique and South Africa. The significant resources spent as an initial investment on WCDI will not bear the potential results. It is also a question of NPA being accountable in that it has started certain process and needs to follow-up more substantially.

This point of NPA emerged strongly in the UPC TETE focus group meeting where participants expressed concern that significant resources was spent by NPA on WCDI programmes, including UNAC leaders attending events in other countries, however there is no cohesive and consistent follow-up plan or resources to take WCDI forward.

- In South Africa amidst a range of tasks and pressures, EO staff follow-up by supporting groups of women to develop plans.
- The leadership in the peasant movement in Mozambique and in some organisations/partners in the region is still male dominated and WCDI has a challenge to empower women to deal with changing power relations in their context and reality. It could generate larger numbers to lead gender empowerment programmes for men and women thus impacting on changing power relations in partner organisations. Mawubuye supported by TCOE has created effective women's forums to empower women and this has delivered visible results. The focus group in Bonnivale was with a vast majority of women who demonstrated leadership and confidence.
- Zimbabwe has trained both civil society and politicians extensively. The partner organisation that ran the workshops was well established and well organised with the capacity to carry work out on this large scale.

The impact of WCDI was very clear from the confidence and strength, courage and the manner in which women leaders expressed themselves about their work and their empowerment through WCDI in focus group meetings.

A concern is that the WCDI process in Zimbabwe, aimed at politicians trained both MDC and ZANU PF Women. 304 ZANU PF women and 287 MDC women were trained with Masvingo Province having 136 MDC participants and ZANU PF 43. Clearly in Zimbabwe this could not be viewed as a partisan effort and there is some understanding of this. From a narrow results perspective it clearly illustrates that women's participation in elections increased substantially, which at one level is good. However a deeper concern for NPA should be, should ZANU PF be empowered in anyway whatsoever, unless it is tactical and the rationale and the results/gains of this tactic is clear and measurable?

After careful consideration including a discussion at a SARP regional staff meeting, this MTE contends that NPA is in contradiction with its international policy and should not be involved in strengthening a party machinery that has got a horrific record of human rights violations and crimes against humanity. It is controlled by a clique of military men who will and have proven to crush anyone even in their ranks that dares to break or provide a paradigm that is not to their benefit or interest. The focus of WCDI should be on civil society and mass movements and in the sectors of women, women and land, youth, peasant organisations, social movements and progressive NGO's and would therefore fall within the ambit of the international strategy. It is understood that the Zimbabwe EO has made this shift.

- From some of the EO tables submitted, it is evident that there is a critical mass of women who have been trained even prior to the period under review. This mass needs to be consolidated and empowered to take the programme forward in a planned manner. It is a programme that if developed with good visioning, adequate resources and with an organised, relevant and competent partner to lead the regional thrust, WCDI will make a significant impact.
- It is important that NPA SARP finds a long-term partner that can develop and implement a long term regional development plan for WCDI. This partner needs to be political, demonstrate a rootedness in its programmes with the base, and demonstrate sufficient institutional capacity for effective and efficient work. The MTE acknowledges that the SARP has been trying to find an appropriate partner without much success.

3.4.3 Conclusion – finding a way to maximise the potential.

In some quarters there was some initial scepticism about WCDI as a Norwegian tool. The scepticism is gone. In what can be described as an experimental phase for NPA, WCDI has been adapted and used in the African context with a range of positive results and challenges. There is a critical mass in each country and in the region. Empowering this critical mass and developing a growing cadre of women activists who lead the struggle for transformation should involve at country and regional level the following:

- substantial reflection;
- visioning and planning a longer term development programme that addresses the gains, constraints and underlying issues that impact on women's empowerment;
- finding appropriate partners and possibly equipping some partners to activate;
- raise the necessary resources.

The MTE notes that there is a publication in the process of being completed. This document outlines the history and development of WCDI in Southern Africa. In particular it looks at: the objectives; activities; achievements/results; lessons learnt; challenges and the way forward of each EO WCDI programme including Tanzania, and Angola. This publication largely reflects the outcome of a regional WCDI conference held in April 2010. This is an important documentation of the WCDI process thus far. However, the document is not sufficient as a basis for longer term visioning and a development programme that confidently moves towards significant impact, advancing methodically on gains made, strategically addressing constraints and being sufficiently rooted on the ground.

This MTE suggests a process that builds on gains and addresses challenges made thus far as reflected in the draft report of the April 2010 conference. However this process should ask the tough questions that need to be answered and be rooted in the critical issues that confront gender and women's empowerment on the ground. It is therefore a combination of deep reflection, strategy and planning with a strong organising dimension. This process will:

- test these gains and develop insight into the processes and strategies that have resulted in gains;
- unearth the underlying issues that constrain women's empowerment;
- leave behind with EO WCDI partners in each EO tools, confidence, direction and strategy to advance women's empowerment. This process must be rooted in reality;
- collectively provide a wealth of information on organising for women's empowerment.

WCDI is a political tool that empowers women cadre to take their rightful place in their homes, society and organisations. Therefore the political education thrust of NPA in understanding the root causes of problems in society and holistically equipping women to be in the forefront of transformational change is also important.

RECOMMENDATION 9 - WCDI

THAT IN THE LIGHT OF THE GAINS, IMPACT, CHALLENGES AND POTENTIAL OF WCDI SARP conduct a grassroots based participatory evaluation and projection study that will:

Examine in a participatory manner with WCDI participants and partners:

- the changes, results and impact brought about by WCDI events and follow up in their specific context and reality.
- isolate in their specific context and reality the factors that have assisted with results, impact and change and factors that have hindered.
- analyses the manner in which gains were consolidated, built upon, partially addressed or lost.
- analyse if hindrances and constraints were sufficiently isolated, analysed and addressed.

Explore with participants and partners, strategies for dealing with consolidation, advancing and dealing with constraints.

Leave behind with participant's and partners key elements, direction and confidence that could inform:

- a relevant, effective, efficient and cohesive plan.
- a strong strategy element that takes into account the variables and surrounding factors that will impact on results and gains.
- build a women's empowerment programme that is based and informed by the reality of the context, potentials and constraints.

Provide NPA EO's (noting that EO's have an enabling role) and partners that provide training with valuable analysis and information that will:

- Sharpen training, capacitating, documentation and follow-up processes of partners;
- Result in each EO formulating a development plan and programme of support for WCDI over the next strategy period with clearer results.
- On the basis of the plans the EO's and partners can raise the substantial resources that will be required. This could also be done in co-ordination or together with the SARP office.

The above evaluation, projections and plans will provide guidance for an overall WCDI SARP development programme which can be taken forward, building on the "seeds that have been planted and demonstrating how it will evolve into a harvest of hope and change for women's empowerment in the region."

SARP expresses its work by getting into partnerships with appropriate organisations who can give expression to its strategy:

That NPA SARP finds and works with regional partners who have the capacity to meet the requirements and criteria necessary for effective regional partners.

That SARP on the basis of clarity and a long-term development programme should be in a strong position to raise the substantial resources needed.

3.5 RESULTS BASED MANAGEMENT

3.5.1 Introduction:

NPA moved to a form of RBM. It is a form in that SARP has not adopted all the complexities of the full system. Two workshops were held with SARP South African based partners and SAP partners in South Africa. At these workshops the theory of RBM was expounded and this is outlined in the workshop reports.

All EO's were involved in training of partners and support to partners in understanding and adopting RBM. Field trips were conducted to partners and there has been ongoing support both telephonic and

meeting with partners. Partners appreciated the support provided by staff and consultants. In the case of the SAP/SARP office it was staff that provided this organisational support.

The shift to RBM came with challenges. Perhaps one of the key challenges was getting a unified understanding at all levels in NPA. There was a certain amount of confusion within NPA and this impacted on partners.

There was also a strong political critique of RBM from some partners. However one of the underlying issues and question is; are organisations sufficiently equipped to isolate weaknesses and challenges and demonstrate gains, thereby refining strategies and achieving more methodically what they set out to achieve? At one level, call the methodology whatever you want but can progress be measured? Is there sound planning, documentation and monitoring processes in partner organisations?

Two important notes:

- ***It is of primary importance for partners to have effective planning, reporting and reflection processes.*** Measuring progress should be a key element for every development/social mobilisation organisation. Partner organisations especially in the context of a contested environment need to know their gains, advancements, strengths, challenges and results. They need to identify what needs to be consolidated and advanced. These are crucial elements towards building resilient organisations. In the workshop/meeting with SAP and SARP South African based partners on the 29th October 2010 to discuss the trends from the MTE, some partners called for NPA to respect their systems and practice.

This is important but should not be a barrier to examine if these systems work. To stop and check if these systems are appropriate in the current context is important:

- Do they provide a good basis for measuring results, gains, advancements and challenges, through an action learning process?
- Are they appropriate for the type of work that the partners are doing, example research as opposed to movement building in a contested environment or project delivery versus movement building?

Through no fault of their own some partners planning systems have been influenced by the log-frame methods that are in a very linear tabular form and have driven reporting to be more quantitative rather than qualitative and strategic.

- ***It is important to recognise that NPA needs to be accountable to its members, the back donor NORAD and the Norwegian people.*** Formats are provided for partners for suggested use and in the event of the results not coming through clearly, it is then suggested that RBM formats be used. On the part of NPA, RBM is new and there is an openness to refine, simplify and develop the system so that it serves the purpose of not just results, gains and advancing but the process of organising and building movements in a sustainable manner with a complex set of internal and external factors that impact on the sustainability and growth of CBOs and social movements.

The MTE notes that ***the reporting format that SARP/SAP uses is not just a linear box but includes questions on the context, OD and gender.*** The intention on the part of the SARP/SAP

is to get clearer results and impact from partners. SARP/SAP has tried to make it simpler. ²¹The challenge is how to sharpen and develop this and how can a cohesive frame be applied across the region consistently. In addition how can it be in congruence with and add value to partner reflective processes.

3.5.2 Concerns about RBM and the way forward

A number of concerns were raised about Results Based Management throughout the MTE process. RBM therefore requires more attention and some of this has been captured in the case study report attached in Appendix 10 with regard to taking into account the context and strategy in Zimbabwe.

The intention of this extensive section on RBM is to provide the basis for discussion, refinement and adaptation of the RBM approach to fit into and be in congruence with the NPA international strategy, values and principles and partnership policy. The MTE justification for this is that RBM came up in every interview and focus group meeting and commanded substantial discussion.

Pressure on government to show results.

Government officials responsible for development corporation and development aid repeatedly stress the importance of demonstrating results and value for money in their aid programmes. This is partly underpinned by public pressure. ²² Recent research by the Institute of Development Studies suggests that 52% of the population think that "most UK aid to developing countries is wasted". If public support for development is to be maintained, then demonstrating that aid works will be essential. The general swing to the right in Europe and the North America points to significant work that needs to be done to change some of these perceptions.

This public pressure, in turn has contributed to back donors applying pressure on funding agencies to adopt RBM methodologies. NPA is perhaps no exception to some of this. The pressure from the top lends itself to an element of imposing systems in a context of pressure. This is bound to have negative consequences and in the case of NPA raises a number of contradictions with the International Strategy. However, NPA has stated clearly that it is important for partners to demonstrate results and it will not impose RBM and be open to formats that partners use. At times the EO has asked for a single or a few clear results.

The reality in the funding world is that there is a move towards RBM by most progressive agencies. It should be viewed as an opportunity for organisations to define their planning, monitoring and systems clearly and they will most probably find that they will be able to accommodate most of the agencies.

RBM is hailed in some quarters and strongly criticised in others.

The RBM is based on an adaptation of the log-frame, hailed in some quarters and strongly criticized in others. RBM came about as a result of some of the limitations of the log-frame. Some of this criticism has been sharp.

²¹ The intention is not to impose a frame on EO's but rather to have conceptual clarity of the type of RBM that meets the particular needs of partners and struggles in the region and is adapted appropriately to meet the needs and challenges of each EO.

²² Doing aid centre-right: marrying a results-based agenda with the realities of aid, 21 October 2010
<http://www.simonmaxwell.eu/blog/doing-aid-centre-right-marrying-a-results-based-agenda-with-the-realities-of-aid.html>

²³The linear view of change, prompted by the log-frame, where processes feed into each other in an orderly hierarchical manner is perhaps a Western construct and is certainly one imposed by agencies from above, bearing little relation to the "reality" of development work.

The generic project form [...] is similar to a production engineering model. It is grounded in the idea that all inputs must be foreseen, and that every input should lead to a measurable outcome. The 'logical' framework analysis is based on this hypothesis, and its kissing cousin – results-based management – is the same. It is basically about doing and measuring things. It avoids the importance of a process [...] Real achievements cannot be realized by avoiding the importance of time and the complexities of the great forces arrayed against change: culture, politics, money, markets, technologies, attitudes, vested interests. In real development projects [...] achieving the efficiencies of the engineering model will always be a fantasy. (Smillie 2001)"

There is an underlying issue with some of the more political partners that some of these frames especially the log frame is an imposition and a means of controlling development in a manner that does not allow for a build up to challenge the system and is not suitable for a strong political transformative thrust. Some of this criticism emerged strongly in the SAP and SARP South African based partner meetings to introduce RBM and in follow-up field trips. Two meetings/workshops on RBM were held with these partners.

In addition there are also significant pieces or writing on how a western construct with its complex terminology fits into the culture of the South and on this continent.

3.5.3 Some key points for consideration and surrounding factors that impact on RBM - See attached flowchart in Appendix 9.

Is the type of RBM that we espouse informed by the requirements of the international strategy – what are our resource sources?

The resource booklet –Results Management in Norwegian Development Co-operation – A practical guide – published by NORAD and the Norwegian Ministry of Foreign Affairs is used as one of the resource tools for RBM. Some of the practical guides from this booklet are also used in the Zimbabwe EO resource booklet. On page 16, the NORAD document looks at OECD Evaluation criteria and some relevant issues to look into in a Review/Evaluation. One of these issues is relevance. I would like to add in the light of the international strategy some key questions/criteria that NPA could pose. Indeed NPA could pose other questions/criteria for other relevant issues like eg. Impact.

Relevance	
The extent to which a development intervention conforms to the needs and priorities of target groups and the policies of recipient countries and donors.	
OECD Evaluation criteria on relevance	Some additional criteria that NPA should ask informed by its international strategy?
<ul style="list-style-type: none"> • Is the intervention consistent with the livelihood strategies and living conditions of the target group? 	<ul style="list-style-type: none"> • Is there a contextual analysis that examines the fundamental causes of poverty, inequality and the growing uneven distribution of resources and

²³ Lucy Earle, INTRAC Research Department, December 2002, Paper for INTRAC's 5th Evaluation conference, Measurement, Management and Accountability? 31st March -4th April 2003, The Netherlands

<ul style="list-style-type: none"> • Is it consistent with a policy of supporting partner country ownership? • Is it a technically adequate solution to the problem at hand? • Does the intervention have a potential for replication? • Is it consistent with Norwegian policies and priorities? • Is it consistent and complementary with other development interventions? 	<p>power?</p> <ul style="list-style-type: none"> • What is the balance of forces analysis? • Are social movements, civil society organisations getting stronger and more sustainable? What are some of these challenges and how are they being addressed? • Are human rights being viewed as building blocks for development and empowerment? • Do programmes reflect gender and specifically visible and active women's empowerment? • Are national and regional alliances being developed?
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The OECD criteria on relevance are important but so are the more political criteria that will drive NPA closer to increased relevance and the realisation of the strategic objectives of the international strategy. The theoretical resources used are important in that they need to reflect congruence with the international strategy. One of the challenges with moving from implementation from the broad strategy framework to application is the design of appropriate tools. It is therefore appropriate for NPA to develop an appropriate set of resources. The recent NPA publication *Observing change: Promise or practice? Showing results in planning, monitoring and reporting (PMR)* does provide a good resource to simply explain RBM and assist with unpacking some of the requirements to enable a clearer articulation of results in the context of the type of partners that NPA works with. It also provides with "real -life" NPA examples in PMR. However it does draw heavily from NORAD RBM theory and perhaps needs to take into account some of the points mentioned in this section.

The range of formats is not fair on development and people

The coming of RBM needs to be seen in the context of a variety of models that are sometimes imposed on partners.

Some partners expressed this in a three day workshop on RBM for Zimbabwe EO partners held in Zimbabwe in September 2008. "Pressure to please the donor: Some partners complained about the lack of consistency among donors, which results in them having many different proposals and reporting formats. This increases the workload of organisations as they respond to various donor needs. Furthermore there is pressure to use certain big words in order to impress the donor and increase chances of being funded." This is generally true, however it should be noted that SARP has tried to encourage simplicity and generally in NPA the emphasis is to demonstrate results and at times just one significant result.

Nevertheless, the Northern agencies have a responsibility to work together so that there is a greater degree of conformity and less fragmentation.

There is an important assumption. This conformity is also dependent on the funding partners development paradigms. If for example, a funder funds a comprehensive HIV/AIDS/ARV's/

counselling and delivery project in a community, in service delivery mode, it is easier to plan and measure the impact of this project. There are certain inputs and outputs and the log-frame type or RBM process can perhaps be used and be appropriate, even though log-frames have also even been critiqued in this type of scenario.

However if it is a political project, like the SARP regional partners: the environment; the creative tension between engagement and protest; the build-up and contestation with power; the general contextual complexities and internal organisational challenges become important determining factors that impact on the achievement of results, gains, advancements and challenges.

The importance of the context and strategy and tactics for social movements, CBO's and NGO's who are involved in transformative change.

This has been largely covered in the case study attached in Appendix 10 as part of the Zimbabwe EO report. The conclusion summarises the main finding: "The international strategy calls for fundamental change. Comprehensive contextual analysis, strategy and methodology and its variables are essential dimensions. This is of primary importance and due priority should be given in the frame and methodology of RBM. In the absence of addressing these two dimensions more comprehensively in planning, documentation and reporting, it is a tool that reflects some inadequacies for the implementation of the international strategy."

The internal capacity of partners is a key factor in reporting on results, gains, achievements and challenges.

Well managed and stronger partner organisations have fewer problems with RBM, in particular demonstrating results, achievements and gains. The reasons for this is that they have sound programme administration, good leadership, documentation, rhythms of work and reporting and trained staff. There is accountability and good performance. In addition there is clarity of contextual analysis and programme/organising concept.

²⁴On the one hand partners have stated that they need attention in many of the areas listed above and that organisation development support was needed in addressing issues of:

- Documentation;
- Establishing time-frames;
- Establishing baselines;
- Establishing learning's of both successes and failures;
- Developing tools and systems to check progress in our organisations;
- Focusing on qualitative gains and progress;
- Political education;
- Focus on building leadership with a clear vision, programme of action, accountability, transparency, democracy;
- Training our constituencies to train others.

²⁴ 29th October, Partner meeting to present main findings and trends of the MTE. One of two groups reported on this and had representation from most of NPA partners. These issues also came through during the field work and information gathering process of the MTE.

Partners are at uneven levels and perhaps some with specific challenges. The issues listed above was not tested against each organisation but was part of group work discussion. It is therefore important for partners to identify their OD challenges and address them. Partners that have come forward and requested support, SARP and the EO's have provided assistance as OD is one of the key areas of NPA work. The OD support provided by NPA has resulted in positive institutional strengthening.

Clarity of programme concept and clarity of methodology/s, strategy in particular movement building strategy impacts strongly on the quality of results, gains, advancements and the surfacing of challenges.

The MTE could like to take youth work support in this particular period with particular reference to South Africa but also noting Zimbabwe and Mozambique. It is imperative that youth work has a mass reach a movement building component or under repressive conditions a broad influence that will surface and demonstrate its mass at the correct moment.

Example – Case Study Youth: It is said that youth structures and social movements are fragile – They certainly do not need to be fragile and have and can be built into stronger formations.

An organisation may display very strong political analysis and even display the traits of a strong institution but reflects weaknesses in its organising strategy. Given the uneven development of youth structures with some strong and others weak the following would be important in order to shape an organising and youth building strategy that can be developed through an action/learning process:

- *Relevance* - An analysis of the external environment with particular reference to the plight of the youth as a marginalised group. This will include the space to organise and maximising the space.
- *Relevance* - A clear analysis and understanding of the objective conditions confronting the youth in their organising terrain.
- *Strategy and tactics and a holistic programme* - An assessment of what works and why and what does not work and why? Why are some groups strong and others weak? This will bring out the key factors that enable the building of strong organisations. This is the basis for developing a concept in youth organising that meets the challenges of the current period and organising initiatives that grow through an action reflection process. As one informant in a MTE interview said "We have strong political analysis and this is good but we need to merge this with and face the challenges in organising".
- *Institutional capacity and a progressive culture* - An identification of the internal OD challenges, building the institutional capacity including a progressive organisational culture.
- *Reflection* - Building, sustaining and growing CBO's and social movements moving them out of their sometimes fragile existence is complex. Space to stop, check and reflect if objectives are being achieved and to identify challenges should become part of an organisational culture.
- *Shared leadership* - Analysis of sound shared leadership potential - creating space for others to develop and develop leadership skills and lead. A feature of fragile groups is that they are at times dependent on one person and usually a man.
- *Women's empowerment* - Women's empowerment and leadership development. Ensuring that more women get into leadership and creating the space and political will to develop women's empowerment, women's rights and gender empowerment.

- *Documentation and developing strategic competence* - The action learning method needs ongoing documentation on the extent to which objectives/results are being met/not met and the challenges that will inform the refinement of strategies.
- *Exposure and solidarity* - For the stronger groups to play a leadership role in assisting other weaker groups.

In planning for movement building, an analysis of the context; the organising concept and its application and reflection are crucial elements. These elements, combined with strengthening the capacity of the youth organisations to grow their institutional strength with vibrant and creative programmes are important in developing stronger more resilient youth organs.

3.5.4 THE COLLECTION OF DATA SYSTEMATICALLY – “COMMUNITIES CAN TELL THEIR STORIES”

Documentation is key to the gathering of information. NGOs, CBO’s, Social Movement branch leaders, field officers, programme managers, organisers all need to be involved in information gathering and analysis at as many levels as possible, especially around strategy, consolidation and programmes to advance and build on the basis of gains and challenges. Documentation weaknesses, which many of the partners raised, impacts on the quality of the information gathered and is generally an OD challenge and emerged regularly when visiting some of the partners. More so in a contested variable terrain poor documentation and insufficient reflection could weaken the strategic competence abilities of leadership.

However, partly the pressures of verification and attribution have pushed data gathering to be in the realm of the professional. This entails in the RBM theory, suggestions of large-scale research, surveys, qualitative and quantitative research, longitudinal research projects and external consultants conducting evaluations. The MTE contends that these methods have their place and role but are not exclusive; neither should information gathering be extractive, disempowering and lose its primary purpose of facilitating action learning. The primary purpose of information gathering is to advance struggles and build alliances to challenge power. Loss of sight of this purpose with the emphasis on empirically backed verification and attribution could lead to information gathering being vested in the interest of the academics and intellectuals and not the community or sector.

Communities can tell their stories and have been telling their stories for years. Eg. Branch organisers in a community based social movement can be capacitated to assess their branch to define the “best practice branch” and then take steps to get to that best practice branch and document the extent to which they are getting to what they define as an ideal branch, share their reflections and support each other so that the foundation of the movement becomes stronger.

Information gathering should not be extractive and should involve the community. TCOE have placed a strong emphasis on Participatory Action Research. Young Voices Network, SAYVON and YFSM have emphasis on participatory research. These are empowering tools with the research process leading to potential multiplicity of results, including, awareness raising, confidence and greater ownership and community participation in actions and campaigns. Campaigns and actions at times can be difficult to predict how they will unfold. PAR enables communities to define how they are to take up their struggles. The process of empowerment throughout the PAR process has a whole set of process results which need to be documented.

The table below from the Zimbabwe Handbook on RBM illustrates the point that is being made above. The booklet draws from and is similar to guidance provided in the NORAD handbook on Results management.

Level	Question to ask	How and when to collect data	Who collects data?
Long –term result(impact)e.g. No violence against women in community x	*How many women continue to experience violence in community X since the inception of the project? *Is this figure lower than it was when the project started or is it higher?	-Large-scale survey -At or after project has terminated	Evaluation Consultant/Project Directors.
Medium-term results(outcomes) Eg .Community X takes action against violence towards women and girls.	*What specific action have community members taken in reaction violence against women? *What was the outcome of these actions, that is how many of these actions were successful and how many were unsuccessful? *Which members of the community were involved in these actions?	Qualitative and quantitative research e.g.in- depth interviews and focus group discussions with project beneficiaries and stakeholders	Project Managers and Senior Management; Evaluation Consultant.
Short-term results (outputs). Eg women and men in community X are aware of and understand the provisions of the Domestic Violence Act.	*Do women and men have access to the Domestic violence Act? *Have community members read the Act or had it explained to them? *What misconceptions do community members have pertaining to the act?	-Mid-project evaluation and end –of- project evaluation -Observations during community functions/recording views that are expressed by community members	Field Officers /Project Officers and project volunteers
Activities eg. Domestic Violence Act workshops for community members	How many people attended the workshop? Men Women? Youth? How many community members were aware that such an Act exists?	Regularly as part of the day to day activities of a project. Attendance Register Observations made during workshops/notes taken during workshop. Pre-workshop assessment.	Trainers/Project Officers.

3.5.5 PLANNING AND REPORTING SHOULD BE AN EMPOWERING PROCESSES

Some of the partners found the shift to RBM a disempowering process and complained about the “to-ing and fro- ing” between the EO and the partner. In some cases there was a loss of confidence and a feeling of being disempowered. According to some, emphasis was at time on results and the interpretation of words.

Little did partners know that staff in NPA also found the shift initially a confusing process that dented their confidence due to the “to and from” between the EO’s and HO, including a staff member that said “I felt like giving up.” It is therefore noted that NPA staff struggled with RBM and the levels of confusion and lack of common understanding impacted on partners negatively. The Zimbabwe and Mozambique office used consultants to support follow-up with partners. The SAP/SARP staff did this themselves and in the process got to know their new partners much better. A lot of work has been done with partners.

Change is never easy and the arrival of RBM that has linkages to the log-frame is bound at one level to surface critique not just with the particular NPA RBM approach, but also reflect a long standing general frustration with log-frame type tools.

Whenever there is change it is important that at all levels there is a process that builds maximum cohesion and minimises confusion. NPA has an international strategy frame, a partnership policy, values and principles and this should form an important basis for defining clearer concepts, policies and processes that reflect a greater degree of congruence with the strategic line of march of NPA.

3.5.6 SIMPLICITY –mystification can be disempowering

During the MTE field visit to UPCT in Tete province Mozambique, one of the peasant leaders asked the question.

What is an intermediary goal? The evaluator replied if you have a goal that by the end of 2011 we would have achieved the following.....? An example of an intermediary goal is what have we achieved by the end of June (half way)? The leader replied: then why can't it be put simply?

Planning is often made complicated and technical and becomes mystified and therefore denting people’s confidence. The same can be said of financial management and even medicine. One of the most profound development resources that tackled demystification and impacted substantially on health was ²⁵Where there is no doctor – by David Verner. Three of its six beliefs in the introduction have resonance for how we work with communities and social movements.

“3. Ordinary people provided with clear, simple information can prevent and treat most common health problems in their own homes—earlier, cheaper, and often better than can doctors.

4. Medical knowledge should not be the guarded secret of a select few, but should be freely shared by everyone.

5. People with little formal education can be trusted as much as those with a lot. And they are just as smart.”

As NPA works more with social movements and community based organisations it is challenged to develop formats and systems that are simple, logical and understandable and those systems become a source of empowerment and confidence.

The following therefore becomes important:

²⁵ Werner David, with Carol Thuman and Jane Maxwell, (2010) Where there is no Doctor – a village health care handbook, Page 7, - Published by: Hesperian, 1919 Addison St., #304, Berkeley, California 94704 • USA hesperian@hesperian.org • www.hesperian.org

On the basis that systems need to be congruent with the international strategy and that it is important for partners and NPA to measure results the following is important:

- Simplicity and common understanding of the RBM and adaptation to meet the specific requirements of incorporating the context, its variables and strategy and its variables;
- The difficulties in measuring process results and qualitative gains needs work;
- Partners need to address their OD challenges and equip themselves;
- The weaknesses and challenges with regard to the particular milieu of partners of NPA sector needs to be addressed;

3.5.7 Towards an appropriate adaptation

"So you have critiqued what is the alternative?" - said to the evaluator by a NPA staff member during the MTE.

RBM needs to be adapted to meet the needs of building strong and resilient civil society organisations in particular, social movements and community based organisations. Much of what has been raised above needs to be incorporated into a design that is appropriate. It is noted that that SARP has taken strides to simplify and adapt RBM. The design could have some of the following features:

Feature	Comment
Reflects and takes into account a strong contextual analysis.	Determines relevance and should inform a transformative approach and congruence with the international strategy.
Takes into account the overall strategic objectives of the partner for its strategic period.	Congruence with the mission, vision and strategic line of march of the organisation. This avoids compartmentalisation and facilitates different sections in the partner organisation working together. Often partners fund sections of work within an organisation.
Takes into account a terrain/sector/community analysis and isolates the variables with regard to the sector/terrain of organising.	These variables impact on the extent to which the projected results/objectives are achieved. Eg. Balance of forces and the importance of building social weight etc are some of the areas that could emerge with more clarity.
Outlines the methodology and strategy employed.	Addressing the above features well will logically assist in defining a methodology and strategy which demonstrates in broad terms how the objectives and results are to be achieved. The visionary and missionary nature of the generally broad goals of the struggle for justice emphasises the importance of breaking down strategy and methodology.

Does a baseline of the present status of the programme and a summary of some of the processes undertaken thus far.	The basis for measurement, acknowledgement of work done thus far and the importance of processes that build results or surface challenges.
There is a more specific objective/result based measurable and time frame planning, monitoring and reporting format.	The above features could paint a more holistic feature to the format.
Identifies internal capacity and variables that will impact on the achievement of objectives and results.	Organisations are never static the internal variables are bound to impact on the progress either for better or worse.
A documentation and reporting format that will surface the strategic issues, gains, challenges for action learning, discussion and could assist in informing the agenda for strategic discussions	Struggles are contested and therefore strategy and strategic conversations become important. Shifts towards a culture of documentation and reflection are necessary in many organisations.
There should always be space for thinking, reflections and reporting "outside the box" including case studies, stories, visuals and appropriate reflection forums both at an individual organisational level and with alliance partners.	

RECOMMENDATION 10 – RBM

That guided by the findings and analysis of the section on RBM, that NPA examines how it can adapt RBM to be more appropriate to the needs, challenges , critical issues that confront partners.

That in future methodology shifts should be examined and appropriate tools and resources be developed in the context of the demands of the international strategy, principles and values of NPA and therefore will be more likely to be in line with the needs and critical issues of the particular type of partners that SARP has.

Informed by the point above that SARP and the regional EO's with the support of HO develop a broad common understanding and a guiding framework for RBM.

3.6 SARP FOCUS ON LAND AND WOMEN AND LAND.

In the rural areas many of the poor are dependent on land for survival. They are confronted with growing challenges around food security and addressing the importance of sustainable and growing agricultural production. Women play a dominant role in ensuring survival and holding families and communities together.

Privatisation, land-grabbing, heightened extraction by a combination of local and international corporations and the negative impact of climate change is causing great instability and suffering.

SARP has worked closely with land movements particularly in Mozambique (UNAC), South Africa (TCOE) and also Tanzania. Most of the SARP work has been:

- SARP staff keeping in touch with the issues in the sector through partners, participation in key events, study and through a network of people in the sector;
- Assisting to build alliances by being one of the many partners that support Peoples Dialogue which is an initiative of land movements in the region and land movements from Latin America. In particular facilitating NPA partner participation in People's Dialogue. This has been appreciated and impacted positively on partners in terms of building confidence and solidarity of the South;
- Supporting a conference called by PLAAS - analysis and information was shared and solidarity developed across the region;
- Facilitating exchange visits with Mozambique and Angola;
- Supported TCOE to host the Rural Women's Assembly which is linked to Peoples Dialogue. The Assembly focussed on land and rural women's empowerment and came up with a declaration which besides reflecting the problems that women face, also reflected joint positions and strategies for achieving access to land and the identification of campaigns against, domestic violence, sexual violence and rural poverty. 260 women from 10 countries including 30 women from Swaziland participated and it is planned that this development which will continue and be developed as a space for empowerment of women leaders from the land sector.
- Facilitated participation of partners in IDRC Symposium on women's rights and access to land.

3.6.1 SARP support is firmly rooted in organised responses to land and women and land.

During the MTE field trip to the Western Cape winelands, the communities and members of Mawubuye were visited. We had a good focus group meeting in Bonnievale, a small farming town situated in a valley. We listened to all the hardships, challenges and gains of Mawubuye (initiated, supported by SARP partner TCOE). After the focus group meeting we went on a trip just over a big hill to visit a community living in a squatter camp.

This community once lived on a hill in shacks which were built around a piggery. The community was relocated across the valley, provided with corrugated iron sheeting and built their shacks. There are a few communal toilets with broken doors and this community would be cut off from the rest of world if there is heavy rain or flooding. Sitting on the concrete slab outside the communal toilets was this 8/9 year old girl. She was extremely dirty, a traumatized look on her face and a very damaged dirty bandage around her leg. She carried on her lap her baby brother and he clung to her without a nappy and she also clung to him. The slightly older brother sat closely, snuggled next to her. She looks after these siblings. This is the face of some of the worst South African poverty coupled by the highest HIV/AIDS infection in the world.

Many such communities in wine farming communities are devastated by alcoholism and alcohol foetal syndrome from the old tot system, violence, drugs and violence against women and children. This "out of sight out of mind" scenario is all too familiar in rural and urban South Africa since the implementation of the neo-liberal macro-economic frame work GEAR. GEAR has propelled South Africa to an elite transition and the reinforcement of the structural imbalances. The leadership are basking in the glory of an elite transition with one of the best constitutions and a functioning democracy on this continent.

TCOE has done significant work in supporting the building of Mawubuye and other rural movements nationally. The wine farmland communities are one of the most marginalised, neglected and socially devastated sectors in South African society and display some of the worst inequality and poverty.

Therefore the activation of this sector, the long hard process in building this organised form and the challenges for consolidating, advancing and sustaining of a movement in these complex conditions needs to be sufficiently appreciated.

3.6.2 Women should be at the centre of land organisations

In the Mawubuye focus group discussion, the vast majority of leaders were women. It was a vibrant and highly participative meeting.

During the meeting a women leader said "we are the eyes at home the eyes in the community and the teacher, the doctor, the worker, the police the councillor and the mother."

The women leaders later went on to state that even in the most depressed environments it is the women who try to hold things together, who are action orientated and therefore the focus on women is the best way to build sustainable organisations.

TCOE formed women's forums and it is the creative use of this space that has empowered women to challenge power relations and they now occupy positions in organisations that were usually dominated by men. The same with SCR, women are in charge and in control and they say "We have dealt with women oppression in our organisation." The same can be said of WADZANAI in Zimbabwe who work with women and land and rights issues. All these are partners of NPA with many going through the WCDI programmes. There is a strong element, linkage and integration with WCDI with regard to women and land.

3.6.3 Facilitating the building of Solidarity

Regional Forums like the Rural Women's Assembly are important events in building solidarity, however women's empowerment programmes need to take place back home so that the constraints to gender equality and meaningful women's participation are addressed and organisations become homes for women's rights, gender empowerment and women's empowerment. All too often women are the majority members in social movements, including peasant movements that continue to be dominated by men. There are workshops and a lot of "speak" but fundamentally are power relations changing? The women's forum approach, employed by TCOE is one way of addressing the imbalance of power. WCDI's development and visioning will be important for this tool to make a more significant impact in changing power relations in the local context and conditions and to address the various constraints that confront gender and women's empowerment.

3.6.4 The importance of Research

SARP has also kept in touch with research developments through contact with IDRC and by facilitating partner participation in IDRC events. One concern raised was that some of the research presented was too academic. Ultimately if events are going to serve the interests and needs of the organised response to the land question, then presentations needs to take into account the audience at the same time it is the responsibility of participating organisations and movements to empower its leadership to understand the various issues raised in research that will impact on their struggles. This will enable more effective engagement with research findings in the context of the conditions confronting land movements.

3.6.5 The importance of a political orientation that is transformative and builds mass weight, solidarity and unity.

Referring to the growing land grabbing and privatisation in Tete Province Mozambique, a UPC Tete leader said.

"So if one is hurt in one part the whole body hurts. – often things are happening and they overtake us. We must be on top of the issue – the context has changed how are we to be relevant? Are we to react or be proactive? It is about our rights to land it is about solidarity with each other.

Another leader referring to land-grabbing said:

"We were colonised by the Portuguese. If someone comes with authority we just accept it. We must educate, build levels of confidence and good coordination."

The rise of privatisation in Mozambique and the resultant extraction, commercial food production, crops for bio-fuels, infrastructure developments like dams are some of the issues impacting on the peasantry and food security and sustainable agricultural development. The need for peasants to know their rights, to develop a common challenge will be important.

More importantly the underlying issue is privatisation and the adoption of the neo-liberal paradigm which threatens not only the peasants but all the poor and marginalised in Mozambique. A stronger political response is required. This will increase the visibility of the movement and will start to make an announcement to the corporate world, governments and local elites that they are accountable and that there is a development paradigm that puts people and their development first.

3.6.6 Some key challenges.

Supporting the consolidation and advancing of movements

Mayubuye – has demonstrated its power on a number of issues eg. evictions, services, being visible, the rural festival, it is known by government, the growth of confidence and growth of awareness about rights, the member gardens as a seed for the development of larger agricultural projects.

UNAC and its affiliates have negotiated and some communities resisted land-grabbing. Cruzeiro Do Sul, an NPA partner is conducting participatory research on mapping land grabs. The land movement has great potential for change not just in Mozambique but for its struggles to have resonance in Southern Africa.

The key challenge for SARP is to support the consolidation and growth of these gains in a manner that builds the political and institutional capacity and a progressive organisational culture with a strong women's empowerment concept of partner movements. In addition the appropriate skills necessary for the institutional requirements and leadership development as movements grow and the contestation unfolds are needed. Of importance is the development and consolidation of critical mass in each formation and the support for field work and the building of unity, solidarity and alliances locally, nationally and internationally. The multiplier factor of a cadreship development will be an important strategy that sees the imperative of developing cadre and layers of leadership with a strong and dominant women's component. Dominant in the sense that the majority of the membership of this sector is women.

However more longer term visioning and resources are going to be needed to support consolidation and advancing. Consultations with partners in developing a programme to support these critical issues over the next strategic period will be important.

This development dimension should have collaborations with like-minded funding partners like Afrika Groups of Sweden, Afrika Kontak and others. Collaborative work can address more substantially challenges and strategic issues and thus impact on advancing land struggles.

The importance of correct partners who can facilitate.

SARP facilitates and thus it is important to find the correct partners that can play this role. In the period under review a partner was not suitable in that it displayed some institutional weaknesses. This can stymie progress.

TCOE is the regional partner and displays the following traits necessary for a partner to lead regional work.

- It is a well established organisation in broader civil society with a good track record, strong credibility locally internationally and regionally.
- It supports and is deeply involved in grassroots work.
- It has the institutional capacity to manage funds and sound finance management and the size of the NPA funding is very small in comparison to the overall budget of TCOE.
- It possesses strong leadership and a range of leaders nationally that it can draw on. This is despite the general weakening of civil society organisations, post 1994 in South Africa.
- It is a political NGO with a strong critique of the neo-liberal paradigm and the espousing of alternatives.
- Despite its experience and knowledge it is always prepared to learn.

The Development Dimension of SARP.

In the period under review the SARP has been involved in preparing proposals for greater impact. An example is the proposal to IDRC which was for a period of 36 months with a budget of US\$3.3 million. The proposal was titled "Surviving On Shifting Ground: Food Insecurity, Land Rights and Gendered Livelihoods in East and Southern Africa. It proposed to involve The Royal Institution for the Advancement of Learning/McGill University, Canada and the University of Cape Town and partners in Kenya, Mozambique, Tanzania, South Africa and Zimbabwe. This proposal was not successful but points to important thinking that should be developed in the development dimension during the next strategic period.

However, in order to play this role more effectively the following is important:

- Additional capacity in the SARP/SAP office thus freeing the RD and PM to develop the development dimension on land and women and land;
- Based on the key issues raised in this section of the report to start a consultative process with the key partners and key resource people/organisations/HO advisors in order to develop a comprehensive development programme in the next strategy period that will see the facilitatory role deepened and addressing the critical issues raised in this section of the report. It is in this way that SARP can contribute to and impact substantially on its Long term goals and programme purpose;
- Stronger financial management.

RECOMMENDATION 11 – Land and Women and Land

That informed by the findings and analysis of this section of the report,

That SARP continues to work with and through the present set of partners to give effect to its focus on land and women and land.

That SARP continues to develop the development dimension of this area of work in collaboration with and through partners, other appropriate organisations/institutions and like minded funding partners.

That SARP continues to emphasise the importance of movements addressing the fundamental and underlying causes and the development of a transformative dimension to the land question and sustainable agriculture.

General Recommendation regarding SARP work through partners:

SARP expresses its work by getting into partnerships with appropriate organisations who can give expression to its strategy:

That NPA SARP finds and/or continues to work with regional partners who have the capacity to meet the requirements and criteria necessary for effective regional partners.

3.7 SARP FOCUS ON YOUTH

SARP has identified youth as a key area of focus. Youth and especially young women are marginalised. As with any marginalised group the organising challenges are much more complex.

In section 3.5.3 of this report a case study on youth addresses some of these challenges

YFSM is a SARP partner with a regional presence and has had impact at SADC level which is viewed as positive in YFSM and SARP reports. The MTE has been exposed to SAYVON in Limpopo. The youth organisations were generally found to be fragile and tended to be project orientated and if this remains their sole expression, this initiative will not impact on transformation. Due to their fragility there is also a significant turnover of member organisations. The sense that the MTE got in the Limpopo discussion was recognition of the importance of lobby and advocacy. Lobby and Advocacy also came through as a firm point of discussion during the interview with the Co-ordinator of SAYVON and YFSN. In Zimbabwe the context drives youth organisations to be more political as youth are often the source of recruitment for repression and dishing out the various forms of OVT that has become a regular feature of Zimbabwe over the last decade. In Mozambique the youth partner seems to be a threat to government and is closely watched. Its membership is approximately 500 and if developed into a stronger critical mass it can make gains by picking up on the issues that led to the spontaneous youth uprising of September 2010.

YFSM has been strong on participatory research and the hearings have enabled thousands of the youth voices in the region to be heard. This is a strength. It has gained credibility and respect at SADC level and SADC has used the report from the youth hearings to guide its five year plan. YFSM is represented on the SADC Civil Society Desk and is in a position to influence decisions and youth policies. It is also part of a technical committee on OVC and part of a working committee to establish a youth desk. From starting and advocating on the outside of SADC, YFSM is on the inside and has stated that this does not mean that it will not be vocal on youth issues in each country.

Engagement with SADC is complex, some of the key issues are:

- The context section in this report has outlined that SADC's effectiveness is influenced by historical, political and economic factors, the continued liberation struggle friendships and solidarity, elite pacting and the impact of structural adjustment and the neo-liberal

development paradigm. These are contributory factors in entrenching the youth as a largely unemployed and marginalised sector.

- The dominant neo-liberal ideology undermines workers, the poor and in particular women and youth in the region and benefits the local elite.
- There is a huge gap with regard to policy formulation and implementation at SADC. Getting all members to ratify a protocol can be protracted. Eg. 5 years after the adoption of the Protocol on the facilitation of movement of persons, only five countries had signed the protocol by 2010. Then how long will implementation take?
- SADC's effectiveness is heavily compromised by the principle of member states sovereignty and non-interference on national affairs. Zimbabwe has clearly ignored summit and tribunal decisions. SADC has a challenge of holding member states accountable for decisions and commitments.
- Significant lobbying has taken place at SADC with some results on the Zimbabwean question. Civil society although divided with the Southern African Civil Society Forum and SAPSN, who have convened separate events during heads of state summits, has made an impact. There is also the danger that civil society could get more and more professionalised reflecting a bureaucratic and managerial elite who are more comfortable with "boardroom advocacy" than political mobilisation and sustainable campaigning.

Ideally lobby and advocacy should be backed by political mobilisation to give it legitimacy, social weight and to also hold those who advocate accountable to a mass base.

It is clear that YFSM through its participatory processes have made inroads with gender empowerment and inroads into SADC. As argued earlier in this report, despite all the contradictions these are important spaces to engage. Understanding the limitations, building mass weight and maximising the space with regard to policy formulation, monitoring and implementation at member state level is important.

In this regard building the youth base becomes important to:

- feed in the issues. YFSM has done well to feed in youth issues and concerns with credibility;
- build organising around these issues with strong political content;
- feed into youth policy formulation;
- hold YFSM movement accountable;
- to mobilise in each participating country for the adoption of policy and protocols and for implementation;
- to mobilise at SADC level to show the weight and base of the youth movement.

Significant development work needs to go into building on the gains made thus far. Once again it calls for collaboration with a range of partners including the involvement of SAPSN and the Southern African Civil Society Forum which is an alliance pact of Fellowship of Christian Councils in Southern Africa (FOCCISA), SATUCC and SADC-NGO.

In addition as raised earlier space needs to be created to unpack and support various youth formations in building sustainable youth organisations and alliances with strong political content.

YFSM and SAYVON are highly dependent on NPA funding. They need to broaden their funding base. Substantial resources are going to be needed for the development dimension similar to the suggestions made with regard to WCDI and Land.

RECOMMENDATION 12 - Youth

That SARP continues to work with its present partners in the EO's and YFSM in the region.

That SARP encourages a stronger political orientation that will enable youth to be involved in fundamental change in a manner that builds their political consciousness; advocacy, lobby and engagement skills; resilient organisations and their mass social weight.

The MTE recognising the complex challenges with regard to building youth organisations in this particular period and in different country contexts within the region recommends that SARP suggests to partners that an event be held and possibly in collaboration with like minded partners to:

- Examine and analyse the requirements for building sustainable and resilient youth formations in this particular political period;
- Evaluate and explore appropriate strategies, including engagement with SADC;
- Develop longer term visioning and planning;
- Explore the raising of resources to address the requirements of building sustainable and resilient youth formations in this particular political period.

That YFSM is provided with support to develop a fundraising strategy to broaden its funding base.

General Recommendation regarding SARP work through partners:

SARP expresses its work by getting into partnerships with appropriate organisations who can give expression to its strategy:

That NPA SARP finds and/or continues to work with regional partners who have the capacity to meet the requirements and criteria necessary for effective regional partners.

3.8 SARP FOCUS ON POLITICAL EDUCATION

Political Education is a key component of NPA. This has been reinforced based on the analysis, findings and recommendations in the section on context.

The Khanya College annual winter school provides valuable political education, skills development and sectoral networking for CSOs in the region. A number of NPA partners in the region have been exposed to the winter school. Generally participants have found the school to be an important learning event. One informant in Zimbabwe from a prominent human rights organisation stated that learning's from the school helped to reshape their media programme. Some concern has been expressed that the school needs to reflect more of a Southern African presence in relation to presenters and facilitators. There has been some difficulty in measuring the impact of such an event and it is a challenge to measure for example, deepened understanding of the theoretical and political issues arising from the global economic crisis.

Telephone calls to some of the participants post the event has provided some information with regard to impact. The results framework for the Winter School is as follows:

(a) Long-term Result of the Project

The long term result of the Winter School:

1. Increased social justice

(b) Medium-term Results of the Project

The medium term result of the Winter School is strengthened organisation through:

1. Activists understanding the present global crisis and begin to formulate appropriate strategies for resistance
2. Networks established at the Winter School strengthening organisations and their struggles
3. Activists using the skills learnt at the School to build and strengthen their organisations

(c) Short-term Results of the Project

The short term results of the Winter School are:

1. Skills acquired from skills workshops
2. Deepened understanding of the theoretical and political issues arising from the global economic crisis
3. Heightened profile of artists, cultural works, NGOs and CBOs
4. A reading culture encouraged.

Do workshops and once off events contribute to the process of building struggle? It helps shape thinking and deepens analysis and an understanding of some of the fundamental problems confronting the poor and marginalised. However, its impact on strategies and the strengthening of organisations is dependent on a number of variables including the external and internal challenges that organisations are confronted with in struggle. (some of which has been outlined in this report) This is beyond the control of Khanya College.

The major assumption is that learning's, be it analysis and/or skills will be applied in the context of reality back home. Khanya College does not have the capacity to provide the back up and support post winter school application of learnings. In addition it would need substantial funding to do so. The college has in recent times also experienced a turn-over of staff and this could impact on the winter school if appropriate staff is not found.

RECOMMENDATION 13 – Political Education

Political Education in the region is a crucial challenge.

The MTE recommends that the SARP gets into discussion with Khanya College to understand some of the challenges and problems that confront them and to discuss their capacity and requirements to conduct political education in a manner that impacts on building resilient organisations.

In the light of the above discussion that NPA explore with Khanya and other appropriate regional partners the implementation of political education programmes.

General Recommendation regarding SARP work through partners:

SARP expresses its work by getting into partnerships with appropriate organisations who can give expression to its strategy:

That NPA SARP finds and/or continues to work with regional partners who have the capacity to meet the requirements and criteria necessary for effective regional partners.

3.9 SARP FOCUS ON BUILDING SOLIDARITY WITH ZIMBABWE AND CONFLICT AND PEACE BUILDING.

In the period under review NPA has partnered ASC by funding the following:

- Civil Society Advocacy Learning Workshop - AU Heads of State Summit Elections, Governance and Security in Africa. Sharm-El-Sheikh – Egypt, June/July 2008 – building more effective civil society engagement with government leaders.
- In 2009 - Supporting the concert “Make some noise for Zimbabwe” organised by ASC and ZSF.
- A small grant to support political dialogue in Swaziland.
- In 2010 - A learning process on conflict with NPA partners in the region.

ASC is one of the two older SARP partners that NPA has retained. The other partner being, YFSM. ASC has considerable experience, reach and credibility on the continent in its specialist area of conflict and peace building.

The area of Solidarity with Zimbabwe and the importance of working with Swaziland is covered in other sections in this report. Maintaining and sustaining campaigns and solidarity initiatives comes with its challenges. The GNU contributed to some extent to a demobilisation of solidarity initiatives and the lack of direction to inform programmes with a changed situation. It is commonly accepted that the GNU has largely failed and that Mugabe has used it to re-legitimise himself. During the March 2011 partner meeting ASC raised the point that the constant changing situation posed a challenge for Zimbabwean solidarity.

The points below capture the extensive discussion that took place. This can be fed into future work on Zimbabwe solidarity which takes place in NPA at a number of levels.

Some points raised:

- The purpose of analysis is to get to the root causes of problems. This includes identifying and analysing the underlying issues and being in a stronger position to work on future scenarios. For example, if we look only at human rights violations and not examine why they take place and the need to dismantle the repressive machinery we are missing the point. There are some who have said that the GNU would be an attempt by Mugabe to re-legitimise himself and ZANU PF and that the MDC has not exploited the space that was created within the GNU. Zimbabwe now faces increased repression/OVT as it moves towards elections;
- Internally there needs to be a spirit of activism, looking at the underlying issues and lack of leadership generally to build activism, WOSA is the exception. The MDC has not led this important dimension. Some felt that there were poor tactics and strategies employed by the MDC within the GNU. It could have heightened struggle, sharpened contradictions, consolidated and advanced its structures on the ground and advanced its struggle in preparation for the inevitable elections and the repression that accompanies elections;

- Generally concern was expressed that activities are very much stuck in the human rights paradigm and are at times event driven eg. SADC and AU. That even within the human rights framework there is not sufficient attention given to socio-economic rights.
- Need to mobilise pressure of a growing mass of South Africans to put pressure on President Zuma and expose his collusion with Mugabe and the role of South African Corporations.
- Hit the economic points through the unions.
- Be on top of the situation – develop a plan and strategy not only when there is heightening repression.

The area of conflict management, transformation and peace building is an important dimension both in national and regional conflicts and in the tensions and conflicts that occur in most organisations. Skills and confidence to deal with this area is a clearly identified need. This has been the need expressed by NPA partners in the region in a ASC consultative process that led to the finalisation of a project on a learning process on conflict with NPA partners in the region.

Work with conflict has developed into a project that is more longer term with an unfolding process. It clearly avoids the once off workshops. This is a shift from the support for the workshop in Egypt. Once off workshops make minimum impact as compared to a process of consultation, learning, constant communication, follow-up and dealing with “on the ground challenges” when it comes to implementation and change. This particular project involved extensive consultation with NPA partners in assessing their needs and the need for the project. The proposal took an extended period to complete and caused some frustration on the part of both ASC and NPA. With regional initiatives in particular, clarity of concept, buy-in from partners and longer term potential impact needs to be clear. This fits into what this MTE has referred as the development dimension of SARP. In addition, as raised in other sections of this report institutional stability, consistent staff, regional credibility and adequate capacity are also important dimensions. Added capacity on the part of NPA could have speeded up the process of completion of the proposal. In addition bringing in specialist help in “unpacking the concept, strategy and process” could have also assisted. The bar in terms of conceptualisation, strategy and efficiencies with regard to regional initiatives is set at a higher level as compared to what is required from some of the in country partners.

Both partners have created the space to be open with each other and this is constructive. This MTE affirms and stresses the importance of clarity of concept and process and also the importance of a speedy completion of proposals.

In its one page project description on the regional capacity building consultation process, ASC refers to conflicts and tensions as a result of scarcity of resources as one of the reasons for conflict in communities. This fits in directly with the NPA framework that states that as a result of globalisation and present neo-liberal economic paradigms there is a re-enforcement and a widening of the gap with regard to the distribution of power and resources. The ASC uses a conflict model that elaborates on the key areas of analysis, strategising, planning and action. At the point of analysis it is important for communities to look at a more “root cause” and transformative analysis. It is through conscientization, mobilisation and a united programme of action that communities have understood why there is this mal-distribution of resources and the imperative of struggle. This evaluation therefore encourages a stronger political analysis with regard to understanding the root causes of conflict. In some cases organisations try to reflect a culture and practice that is based on an

alternative set of values. It is through this practice that conflict is at times minimised and leadership equipped to respond constructively and creatively to conflict.

At the participating organisational levels, work with conflict and tension is important in that often internal conflict is a great stumbling block to progress and has seen many organisations crumble as a result of not being able to use the inevitable conflict creatively. This dimension is directly connected to the OD thrust of NPA and often conflict is avoided when a progressive organisational culture is developed that espouses values of transparency, participation, women's empowerment, democracy etc. A tie-in with the emerging OD perspective in NPA that raises the importance of a progressive organisational culture should also be stressed.

Appropriate recommendations have been made about Zimbabwe and Swaziland elsewhere in this report.

RECOMMENDATION 14 – Conflict and peace building

- That this MTE affirms the longer term nature of the process of consultation with regard to learning process on conflict with NPA partners in the region.
- That a stronger political analysis is encouraged and that falls in line with the international strategy and transformative change.
- That a progressive organisational culture is encouraged as part of alternative, empowering and progressive ways of developing organisations.

General Recommendation regarding SARP work through partners:

- SARP expresses its work by getting into partnerships with appropriate organisations who can give expression to its strategy:
- That NPA SARP finds and/or continues to work with regional partners who have the capacity to meet the requirements and criteria necessary for effective regional partners.

CHAPTER 4 - A GENERAL REVIEW OF THE WORK OF SARP

4.1 GENERAL FINDINGS

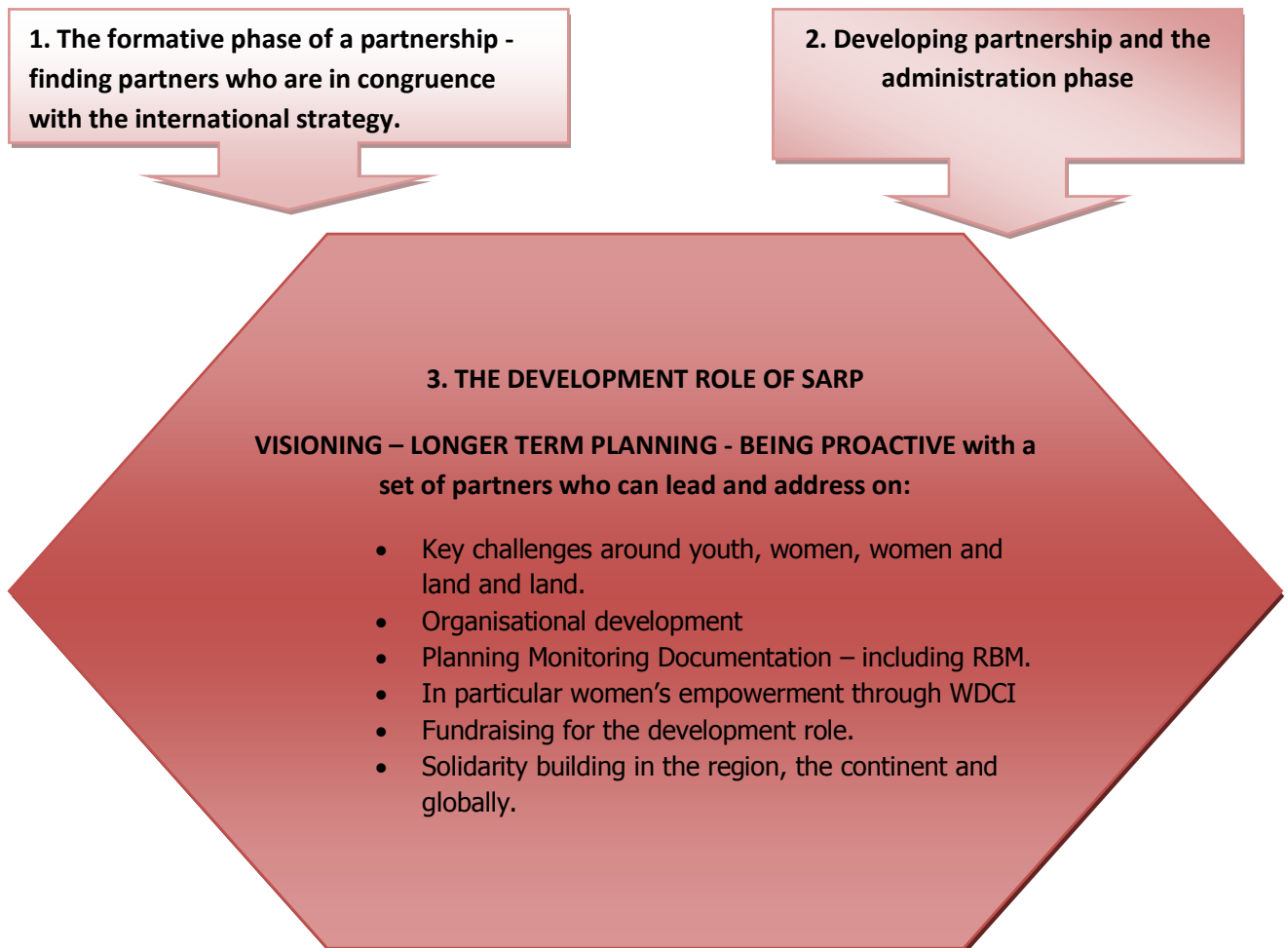
- The reorganisation in SARP to be in congruence with the international strategy is new, so is the implementation of a more cohesive regional programme based on a regional strategy. The period under review is a foundation phase and should be viewed as such.
- There is general congruence with the partner/project selection and the international strategy with all partners both at country EO and SARP levels.
- The SARP has developed a strategy that gives expression to the international strategy. With minimum resources at its disposal, SARP has carefully chosen to support partners with initiatives and programmes on land, land and women, women, youth, participation peace and conflict, education/capacitation. However more longer term political visioning and programming is needed on these focus areas. The extent to which it can deal with this range of issues in development mode is dependent on expanding its own internal capacity and the strength, capacity and range of partners who can take up regional programmes relevantly, effectively and efficiently.

- All SARP partners/project leaders with long term relationships are based in South Africa. Project level support has gone to UNAC. It is important to find projects and partners from other SADC states or events that are co-convened by partners from different countries in the region.

4.2 PARTNERSHIPS WITH ORGANISATIONS

“A funder came to us and said we will fund UPC Tete but we need to place one of our staff in your office. We told them that trust and partnership is important and that they should visit NPA office in Maputo to learn about partnership and how they work with us” UPC Tete leader during the MTE focus group discussion.

This section on the assessment of the SARP needs to be seen in the context of the broad categories of work of SARP NPA.



During the period under review SARP concentrated more on 1, 2 and some of 3. Space is needed to develop the thoughts around point 3 by both the RD and PM and this can only be done if there is additional capacity at the SARP/SAP office. The evaluation is of the opinion that the present SARP capacity for all three areas is inadequate. The foundation phase and the new international strategy from 2012 to 2015 should set the basis for the developmental phase of SARP work with greater

visioning and building on work done thus far. It also involves putting together programmes that are cross-cutting and would involve fundraising. This will also enable SARP to measure results and impact on its longer term objective and programme purpose more substantially.

4.2.1 ASSESSMENT OF IMPLEMENTATION OF PARTNERSHIP POLICY

²⁶NPA sees partnership as a two-way cooperative relationship, sharing the complementary resources of various partners in terms of finance, skills, technology, information, knowledge of particular realities, and thus power – in order to fulfil their objectives related to oppressed social groups.”

<i>NPA's approach to partnership as a relationship:</i>	Assessment
1. NPA practises partnership with organisations that have compatible visions and values.	SARP has a set of partners compatible with the vision and values of NPA. In addition it covers the key sectors of youth, women, land and women and land.
2. NPA promotes partnerships based on an active dialogue, mutual trust and accountability, openness, commitment, and respect for each other's autonomy, integrity and identity.	There is continuous contact and dialogue with partners. There is active dialogue. There is openness and commitment and honesty in raising issues of concern. At times this does not go down well with some partners. However the active dialogue and mutual respect helps address this. The arrival of RBM has impacted negatively on this approach. Some partners have felt undermined in the process and it is perceived in some quarters of having tones of being an imposition.
3. NPA recognizes that partnerships are context-specific and must adapt to local conditions with respect to values, economic, social, cultural and political conditions and the strength of civil society.	Partners felt that NPA's activist political perspective and the NPA staff ability to understand the issues that confront partners with regard to their context and programmes was found to be useful by partners who expressed their appreciation of having a partner that was in solidarity with their cause. SARP is in touch with local conditions. SARP has a good understanding of the local conditions and activism. There is more hands on support with some community based social movements and this has contributed to a growing understanding. Bridging the gap between the HO and what happens on the ground will be a continuous challenge.
4. NPAs focus in the partnership process is on the type of partner organization and the role it plays in social and political processes. Projects are tools for agreed action within the partnership.	The SARP partners are critically engaged with the fundamental problems confronting the region. However they are comparatively very weak as a force for change when viewed against the balance of forces. The work on land, OD and WCDI are good development programmes of NPA and if taken forward strongly with more vision, they can make a significant difference

²⁶ From Summary presentation by Virginia Magwaza-Setshedi, SARP/SAP NPA Programme Manager, summarised the Norwegian People's Aid Partnership Policy (approved and valid from February 2009) , *Minutes of the NPA Partner Training on the Results-Based Management*, 28 – 30 April 2009, Johannesburg

	to the strength of movement and alliance building. Ultimately this will impact substantially on change. More comprehensive resourcing is necessary to consolidate and advance these key areas.
5. The partnership is subject to dynamic interactions, changes, and external factors, calling for continuous analysis of the context and the relationship.	This happens but could happen more comprehensively so that the political analysis of the international strategy can be given political content in the local context. Some partners are stronger than others and it will also be important to build a set of resource partners that NPA and present partners can draw from to keep in touch with contextual developments
6. NPA will respect the partner organisations agendas and their varying contexts, avoiding standardised approaches.	This is present and it is the clear intent, although it has been dented by RBM which got a hostile response from some partners while others have stated that it has been disempowering. At the same time it has helped some to focus. RBM has been covered extensively in this report.
7. NPA aspires to have a supportive attitude and approach towards its partners, and aims at strengthening their leading role.	<p>SARP clearly plays a facilitator role. A good example is the WCDI and its outreach and impact with a strong NPA facilitator role. This should not exclude the possibility of NPA developing longer term visioning as part of its facilitator role. It should be done in consultation and with the participation of its partners. Example, in close consultation and with the participation of partners to develop proposals for a comprehensive OD programme that will address the individual and collective critical issues of social movements in a manner that that can impact on them becoming stronger, more relevant, effective, efficient and resilient organisations. The EO's have provided ongoing and consistent support to partners which have impacted positively on strengthening their leading role. There is always willingness to assist partners when help is requested, partners value this. There is an open door and flexibility.</p> <p>The networking and exposure that NPA has provided to Southern African events and processes. Some of these are WCDI, Peoples Dialogue, Women and Land, Youth, Land, Social Forum, Khanya College Winter School has provided a basis for growth, learning, networking and a sense of solidarity. These opportunities and exposure have generally impacted positively developing cadre and leaders.</p>
8. NPA acknowledges that varying access to resources and authority may create relationships of inequality between parties, and thereby a traditional donor-recipient relationship. NPA's cooperation with partners aims at reducing such imbalances.	This is a difficult one. NPA has resources, makes decisions on the basis of clear guidelines. Even so generally funders have the power to decide: do we have a presence in this country? do we fund this partner and the extent of funding? At one level there is inequality and in order to have a constructive challenge there must be a sense of equality. Are partner's generally brave enough to challenge? Is there a risk factor that would be at the back of their minds? Has SARP and partners created conditions to reduce these imbalances?

	<p>The extent to which partners felt free to give feedback in the presence of NPA staff at the meeting where the main findings of the SARP evaluation was presented was an indicator of the openness and the freedom to give each other critical feedback. For a set of new partners this is a positive sign and the constant contact and visits to partners assists in building greater levels of trust.</p>
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4.3 CONCERNS RAISED BY PARTNERS:

The grant period and the transmission of funds

The one year grant period is not conducive to enable partner longer-term planning. In addition funds are transmitted on receipt of the annual audit report. In 2009 funds arrived late from NORAD. This mode can be managed by some partners only if those partners have multiple donor funding, reserves and can manage their cash flows. If funding from NPA is a substantial portion of a partner budget it creates negative consequences. An additional factor that impacted on the late transmission of funds is the extended length of time that it took to process proposals with the coming of RBM. It has taken time at all levels in NPA for staff to familiarise themselves with RBM and then to get partners to understand and for partner proposals to reflect clearer results. This in addition to the capacity pressure at SARP office has resulted in some delays with some proposals going back and forth between NPA and partners. There have also been delays on the part of some partners.

Some of the consequences of this are:

- With funds arriving late there is a rush to spend funds and this does not make for good practice and results. Example, if funding was received in April, the implementation could be cut down to nine months or even seven months if received later.
- In the event of a partner being largely dependent on NPA funds, implementation starts late, salary and other payments are not made on time and this puts pressure on the programme and on individuals employed.

This is not good and sound development practice and needs to be addressed urgently as follows:

- a longer term commitment for a period of four years is needed, subject to availability of funds and the meeting of reporting, and other specified requirements including capacity to manage funds. This can be expressed in a MOU with annual contracts.
- A risk analysis should be conducted so eg. an established NGO that has an excellent track record with a range of funders should not have to wait for its first tranche of funds after the submission of an audited statement. On the other hand a "fragile" social movement with institutional challenges would need funding on an annual basis or even in tranches subject to eg. Improvement in finance and narrative reporting.

Communication

A number of partners raised the importance of more effective communication from the SARP/SA EO. SARP needs to examine its present communication systems and improve on communication from its side. It should be noted that communication is a two way process and at times it is also partners who do not respond promptly or even at all. Eg. During the evaluation process the RD sent out a communication that NORAD auditors will be visiting NPA funded projects, these mails were copied to the evaluator. Only one partner acknowledged receipt of this and offered for the auditors to visit them. This was also an opportunity for partners to profile their work with NORAD and which will be reflected in the auditor's report.

4.4 LEVELS OF FUNDING

The table below is a consolidated view of funding transfers to SARP partners.

SARP Partner	2008 NOK	2009 NOK	2010 NOK	TOTAL NOK
FAMSA	<i>199 747.31</i>	<i>246 003.34</i>		<i>445 750.65</i>
PLAAS		<i>436 804.83</i>		<i>436 804.83</i>
YFSM	<i>311 688.00</i>	<i>438 624.73</i>	<i>222 552.25</i>	<i>972 864.98</i>
ASC	<i>242 733.21</i>	<i>246 684.66</i>	<i>339 019.56</i>	<i>828 437.43</i>
Khanya		<i>319 589.42</i>	<i>100 000.00</i>	<i>419 589.42</i>
TCOE			<i>364 051.06</i>	<i>364 051.06</i>
TOTALS	<i>754 168.52</i>	<i>1 687 706.98</i>	<i>1 025 622.87</i>	<i>3 467 498.37</i>

Analysis of Funding:

- The total funding to partners for the three period was NOK 3 467 498.37;
- From the older partners FAMSA was phased out and YFSM and ASC retained. Khanya College and TCOE are the new partners who assist SARP in being in alignment with the international strategy;
- The PLAAS funding was project funding;
- In 2010 the funding reflected support for youth, conflict and peace-building, political education and land and women and land;
- YFSM took up 28% of the total funding to partners for the period 2008 -2010, although it is noticeable that there is a reduction in 2010 and YFSM needs to broaden its funding base beyond NPA;
- 2010 sees a drop in funding to R1 025 622.87. This is due to the external evaluation costs and OD programme costs;
- Funding to Khanya College was reduced in 2020 due to two factors – Khanya was late in submitting their proposal and the delay was compounded by Khanya having some difficulty in demonstrating results. It should be noted that SARP needs to spend all its money that it has at its disposal for its programme on an annual basis. In the event of an organisation’s proposal being delayed the funds that were initially planned to go to that organisation could be re-allocated.
- Political education has been isolated as an important challenge in the region and would need more attention.
- The other factor that attracts funding is the stability, credibility and capacity of the partner to implement and report effectively and efficiently on regional programmes.
- The funding to some of the partners is small as compared to the overall budget of the more larger partners. The rand amount transferred by NPA to TCOE in 2010 was R430 000.00. The annual expenditure of TCOE for 2009 as reflected in its annual report for 2009 is R23 084 145.00. The 2010 transfer amounts to NPA making a 1.86% contribution as against its 2009 budget.
- The development role of SARP as elaborated in various parts of this report could see more substantial funding and activity going to stable, politically congruent SARP partners who have the regional credibility and capacity to deliver. Partners have also called for more funding especially given the political congruence that they have with NPA’s international strategy.

4.5 DEADLINES

Some of the reporting as per contractual obligations is not being met by some partners. These partners need to understand that they need to meet the obligations in a contractual agreement. NPA EO needs to report to the HO and in turn HO to NORAD. This is part of the accountability process in NPA. In the event of reports being late or if there are internal organisational problems or challenges, NPA has always demonstrated an openness and understanding. Some partners also raised concerns about the length of time taken to finalise the proposals. This can be attributed to the shift to RBM and the under -capacity of the office.

4.6 THREE IMPORTANT FINDINGS ON THE SARP OFFICE:

Pressure and under capacitated

The MTE has found the SARP office to be under pressure with inadequate capacity. This impacts negatively on efficiency. It must be kept in mind that there are two programmes the SARP and the SAP. Finding new partners, developing the relationships, defining the programme, the particular nature of working with social movements has required a number of inputs from staff and therefore lots of pressure. If SARP is to develop the gains made and significantly impact on achieving its objectives, the programme then needs to play an increasingly developmental role. The seeds have been sown through a number of project funding activities. SARP needs added capacity to exploit the potential of regional work.

Leadership

The office and region is very well led by the RD. The RD is very participative and supportive and has built a good team in the SARP office and in the region. There is a sense of ownership of the programme and plans by the region. Concern has been raised by staff and partners about the RDs departure to Oslo and the importance of the replacement being properly orientated and fitting into the political thrust and the progressive organisational culture that has been developed.

There will be a handover process and it is hoped that the correct candidate will be found and will build on the good work started by the outgoing RD.

The RD, PMs and Programme Co-ordinators in the region form an informed, skilled and very committed core who interact very well with each other and work hard at their programmes. As part of the MTE, a 2 day regional meeting was observed and the evaluator observed the team participate in the Rwanda international strategy discussion. The regional staff meeting is an important forum to share and grow in staff understanding of key areas of work, isolate key issues that need to be addressed and to plan and inform EO planning. The chairing and minutes are reviewed and the levels of participation, openness and mutual respect and congruence of thinking was impressive. It is also up to the current PM's and Co-ordinators to ensure that this progressive organisational culture is maintained and developed when the new RD arrives.

The nature of the work in the region is political. The new RD will need to be open to significant learning, unless he or she is well schooled on the situation in the region and in particular Zimbabwe, Mozambique and South Africa and will be open to building on what has been achieved thus far. In addition the incumbent will need to understand the civil society component and in particular the challenges and opportunities presented by working with social movements and community based organisations.

Administration and Accounting:

The evaluation found the administration to be efficient and well organised. Records are easily accessed and tasks allocated to the administrator are followed up promptly. However there are challenges that need to be addressed and some of these go beyond the conventional administrative challenges.

The present administrator works part-time in the Mozambique EO and part time in the SARP office. When the administrator is not in South Africa some of the administrative tasks are then followed-up by the PM and the RD. This included organising some of the logistics for the MTE's. It is understood that some flexibility is required in a small office. It is important that management concentrate as much as possible on their core areas of work and using their core skills and experience. One of the roles of administration is to support programme staff and to take as much administration off their workload. In a small operation under pressure clearer demarcation of areas of work is necessary.

The area of financial management needs to be taken off the RD and placed on the Administrator with expanded responsibilities. Regular meetings are held to discuss statements and variances. Appropriate statements and financials, financial analysis, financials and forecasting need to be produced regularly. Budgeting and assisting with the finance planning for the development aspect of the NPA work is necessary. The present administrator with support could grow into these functions and has a sufficient skill base to do so. There is demonstration of some good traits that are necessary for good and sound administration. As part of this process a format was designed with the staff for partner transfers.

The Zimbabwe office is a well run and organised outfit. It has good systems for management and development of their programmes. It may be useful for the PM in the SARP office and the incoming RD to be exposed to workings of the Zimbabwe EO and learn and share with this office. Recent indications from the Zimbabwe field trip point towards similar finance management challenges in Zimbabwe. This MTE did not examine this aspect as there has been a specific MTE of the Zimbabwe and Mozambique EO's.

RECOMMENDATION 15: SARP/SAP OFFICE

Although the SARP/SA office is a small office and some flexibility is required, it is important that clearer roles of the RD, PM the proposed PC and administrator be more clearly defined. This should also accommodate the importance of the RD and PM concentrating on their core areas of work including the visioning and implementation required from the development dimension to NPA's work in the region.

That SARP explore concrete support and opportunities to learn from in particular the Zimbabwe EO.

RECOMMENDATION 16

That the SARP/SA office has the following staff complement

- Full time Administrator – (at present part-time)
- A full time Program Co-ordinator SA and SARP (new post)
- A full time PM for SA and SARP
- A RD

RECOMMENDATION 17 - GRANT PERIOD

That NPA review the grant period and the process of remission of funds to partners based and informed by the point above to:

- enable a longer term funding and commitment to partners and a system of funding that enables partners to get their funding as early as possible in the year
- enables partners to plan over a longer period of time.
- speeds up the process of proposal finalisation.

CHAPTER 5: ROLE AND RELATIONSHIP WITH THE HEAD OFFICE

Globalisation calls for a comprehensive response in the South. There is also need for an organised response in the North. The lack of a clear response demonstrating significant social weight is perhaps one of the reasons for the shift to the right in Europe.

NPA is a membership based organisation and therefore has greater potential for developing a critical mass, political mobilisation and social weight. It is in this context that feedback on the role of the HO emerged during the MTE. Some of the points raised were:

- Making the NPA political voice more visible and strong externally and internally in particular bringing the membership and all staff in line with the NPA political voice guided by its international strategy.
- The HO has some good examples of mobilisation and solidarity on Palestine. It has limited capacity and needs to look at other countries also. One example is to explore how NPA supports for example the issue of privatisation, pressure on land and natural resources and its impact on food security and sustainability. It can become a global issue with partners from East Asia, Latin America and Africa participating.
- In alliance with a broad range of progressive forces to develop advocacy programs to influence the politics within Europe to curtail or minimize a big right wing influence on foreign policies in Africa.
- Networking and alliance building with other civic bodies working to highlight the crisis caused by the inequalities of the distribution of resources.
- Within Norway to research which Norwegian companies are involved in the extractive industries, its impact on the poor and marginalised and then with relevant EO countries to work on programs and projects. Another example of research that can lead to action, eg. the Norwegian government is giving substantial aid to the Mozambique government. Where is this aid going to? What is its impact? Is it going towards its intended purpose?
- Use of media to highlight the inequalities in collaboration with relevant EO/region
- Creative and innovative resource mobilisation and widening of the resource base so as to have un-earmarked funds for NPA to use for solidarity, mobilising work in the Norway and the South.
- Capacity building of staff in the required knowledge and skills to implement the revised international strategy.
- There is also space for EO's to "propagate/lobby" for their issues to be given priority.

The participative process in developing the international strategy is a progressive step. The involvement of the region and PM and CD in the Rwanda meeting and other meetings to take place will go a long way in refining the international strategy, building congruence at all levels in NPA and developing the required capacity. It is clear that given the present balance of forces at a global,

regional and national level alliance; much more substantial resources are needed to impact positively on fundamental change.

The above suggestions should be fed into the international strategy discussion and help refine the concepts of solidarity noting that there needs to be heightened political struggle both in the North and the South.

Generally the relationship with the HO and the EO's is good. Advisors support the programmes and the support service departments like the Accounts and IT provide good support even though at times under pressure as resources are limited. IT and new media need to be constantly explored and developed. Some of the staff seem to have nagging problems with their IT. Support systems need to be strengthened. The support of advisors is widely appreciated. In addition the leadership style of the head of IPD is much appreciated by SARP.

The space that EO's have to express their programmes within the framework of the international strategy, regional strategies and EO plans is much appreciated and is the dominant response.

However, there is a feeling at times from the region, including the EO's of a top down approach and this depends on the culture in the organisation, the extent to which HO staff are in touch with what is happening on the ground and the extent to which there is openness to feedback on both sides. There is a sense that at times there is micro-management and that HO at times requires their request to be attended to urgently and there is a perception that there is less value placed on the inputs from EO's. Respect was called for inputs from EO's including feedback from reports. At the same time it is also important for EO's to be open to learning. It is important that there be a mutual respectful culture and a greater appreciation and understanding of what is happening on the ground. One of the challenges of the new international strategy will be to refine an organisational culture that reflects the values and principles of NPA. This MTE affirms the PM meetings as an important space to impact on a positive organisational culture.

Another challenge is the importance of Advisors continually updating themselves in order to provide advice partly based also on what is happening on the ground. This will be important in that the SAP has shifted to supporting CBO'S and social movements. This is a sector as outlined in various parts of this report that has particular challenges. It is therefore important for a process of feeding up and exposure to what is happening on the ground more consistently. This could include visits by some of the leadership and the stronger partners visiting Oslo and making presentations to staff and members.

The move back by the current RD to Oslo and her experience of working on the ground will be valuable in contributing to shaping and refining how the HO relates to EO's.

RECOMMENDATION 18 – Relationship with HO

That NPA takes opportunity in the process of refining and defining the international strategy for 2012-2015, to clarify roles and develop a stronger organisational culture that reflects the ethos, values and principles of NPA policies.

CHAPTER 6 - CONCLUSION

"The system that reinforces the imbalance of power has great resources at its disposal to maintain and entrench this system. In order to challenge it we need much more substantial resources."
adapted from a quote made by a NPA PM during the MTE process."

The long term development goal of SARP is:

"People have ownership of co-ordinated actions that change the oppressive relationships that affect their lives."

The programme purpose is:

"People driven initiatives are organised for change and democratic development influence regional policy making and implementation in a way that achieves solidarity and unity across the borders."

Given the balance of forces and the state of organised civil society that is transformative in its approach this long term development objective will remain relevant for a long period of time.

Significant work and groundwork has been done by SARP and the EO's in the period under review on land, women and land, women's empowerment through WCDI, youth etc much of which has been outlined in this report. Regional policy making has been influenced both on Zimbabwe and through YFSM. WCDI demonstrates a potential that could significantly impact on the region in the next period. SARP is one of a number of partners involved in building solidarity among the land movements. Women are playing a more prominent role in their organisations and communities. OD has impacted positively on many partners.

The work of SARP in this short period under review must be seen in the context of this being the foundation phase, a formative phase during which the strategy was defined and appropriate partners found. The second phase was developing partnerships and the administration of the partnerships.

Significant groundwork has been done, strengths, weaknesses and challenges have been identified and analysed extensively in this report.

However, if significant gains are to be made and if SARP is to impact more substantially on its long term development objective, it needs to build on present work in a manner that reflects more longer term visioning, planning and being proactive. This has been termed the development phase by the MTE. This is contingent on two factors to get it going more substantially. The first being added capacity in the SARP/SAP office and secondly more funding. The details of the added capacity are outlined.

The increased funding should be from both NPA and increased fundraising and collaborative efforts with present partners and like-minded organisations. Funding from NPA with the exception of those partners where NPA is a major funder is small and much more comprehensive resourcing is needed. It should be noted that many of the more political partners are experiencing difficulty with funding. Increased contact should be made with the Norwegian Embassy to explore joint projects and programmes.

The development phase based in part by the findings analysis and recommendations of this evaluation can impact more substantially on the building of relevant, effective, efficient, resilient and sustainable organisations who as an allied force will challenge and engage power at all levels in society and begin to change more substantially oppressive relationships.

It is the opinion of this comprehensive MTE that the work done thus far in the region and in SARP and the findings analysis and recommendations provide in part the basis for a much more relevant and effective programme that will impact more substantially on the overall goal of SARP which is "People have ownership of coordinated actions that change the oppressive relationships that affect their lives."

APPENDICES

APPENDIX 1 DESKTOP ANALYSIS - DOCUMENTATION LIST

1. Report: NPA South Africa/Southern Africa, Save Zimbabwe Now Campaign, Regional Culture of Peace and Solidarity - March to August 2009.
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41. ASC, Project description for Regional Capacity Building Project.
42. ASC, Phadamisa dialogue, motivation/ concept note (Swaziland).
43. 2008 AU Summit Egypt – PAD Narrative report.
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APPENDIX 2

MID TERM EVALUATIONS (MTE) OF THE SOUTHERN AFRICA REGIONAL PROGRAMME (SARP) AND THE SOUTH AFRICA PROGRAM

EVALUATION QUESTIONNAIRE – SEPTEMBER 2010

Dear Participant,

Greetings! I have been commissioned by NPA to facilitate a participatory mid-term evaluation of both the South Africa Program and the SARP.

A. BROAD PURPOSE OF THE NPA MID-TERM EVALUATIONS

The MTE is a learning process and an opportunity for the NPA South Africa and SARP team to view achievements, and reflect on the strengths and weaknesses of the program with the purpose to strategise and improve the programme. NPA South Africa/SARP will, based on recommendations and findings from the MTE be capacitated to plan and implement an efficient and effective programme in line with the guiding principles of NPA's policies and strategies.

This MTE's will not give a detailed country/regional overall evaluation of the program, but rather to prioritize and focus on critical and difficult aspects of the program, hence how many partners, re geographic, type of partners, relevant partners, the agendas of the partners and NPA's role and relations with partners.

The Evaluation will be conducted in a participatory, constructive and empowering manner, identifying and building on strengths and addressing weaknesses and challenges. It will incorporate a strong element of being forward looking.

I look forward to your participation in this process and it is hoped that through this process there will be individual, partner and NPA organisational growth. Please do fill in the questionnaire as best as you can. There will also be interviews and focus group meetings.

On completion email your response to tonymflk@gmail.com

Thank you

Alvin Anthony

B. PURPOSE OF THE QUESTIONNAIRE AND GUIDELINES

- For the core human resource component in NPA to analyse the context, relevance, effectiveness, efficiency, results and broad sustainability of the work of NPA.
- The questionnaires will surface key issues that would inform more substantial analytical interviews and focus group discussions. There may be some overlap with the questions. You may also refer to NPA reports and documents so as to minimise repeating information.
- Please answer as fully as possible and provide an analysis. Be open and honest but also substantiate and back up your views. You may use bullet points to summarise your thinking and avoid a lengthy response.
- Information submitted is for this evaluation purpose only and will be used as a basis for staff interviews.

Who will fill in this questionnaire? – Some important guidelines.

- This is a combined questionnaire for the SA programme and the SARP and this makes it a little more complex.
- Anne Cath, Virginia and Liduva will fill in both the SARP and South Africa sections. In other words every question in the form.
- The EO – Program Managers and Co-ordinators will fill in the regional sections with particular reference to their in country programmes. We are aware that each EO is going through a specific MTE. However, the programmes of Mozambique, Zimbabwe and South Africa contribute significantly to the regional thrust of NPA and as such the issue of conceptual, strategic and administrative cohesion will be an important point for analysis in this MTE.
- The HO will fill in all sections and if it is not possible to fill in detail like in point 3 below, HO will make general comments.
- Do not hesitate to contact me or Anne Cath and Virginia if you need clarity. The questionnaire was finalised in consultation with Anne Cath and Virginia.

IMPORTANT NOTE: Please give this questionnaire the time needed you will find the analysis useful for your own work. It is also important for the MTE’s to identify and analyse the critical issues and underlying issues that will inform the further relevance, effectiveness, efficiency sustainability of NPA and programmes.

C. QUESTIONS

1. STAFF MEMBER DETAILS AND SUMMARY PROFILE

Name:	Title:
Your role and responsibilities in NPA	Your core skills
How long and in what capacity? List if need be. What are your key tasks at present?	List your core skills and experience/s that you bring to NPA.
In addition to your skills and experience what would you like to learn that can impact positively on your work in NPA?	

2. ²⁷CONTEXT

The programs in NPA are informed by the NPA International Strategy 2008 -2011. This in turn guides the regional and EO strategy /programs.

From the documents there is an observation that contextual analysis is important in NPA. Attached in Appendices 1.1 to 1.3 is a Summary flowchart of the International Strategy Document, and a summary of the Regional and South Africa strategy/program. When answering the question below please do refer to these attached documents and the full versions if necessary.

²⁷ I am aware that this analysis can be very long. Please get to the core of the issues and I would suggest using summary bullet points.

2.1 IN ANSWERING THE QUESTION BELOW PLEASE TAKE THE FOLLOWING INTO ACCOUNT

- A. THE NPA external analysis from the International Strategy Document can be summarised as follows:



- B. Based on the analysis above the International Strategy of NPA has an overall strategic thrust of:



- C. NPA SARP Programme has a long term development Objective/goal of:

"People have ownership of co-ordinated actions that change the oppressive relationships that affect their lives."

- D. For South Africa - The South Africa Program Plan 2008 – 2011 has a development goal of:

"NPA partners demand democratic control of power and resources in South Africa"

2.2 QUESTION ON CONTEXT - (YOU CAN USE THE TABLE BELOW)

Analyse the current social, economic and political context. Draw out the current critical/key social, political and economic issues.

What impact/implications/challenges do these issues have on the struggle for social justice and a more equitable distribution of resources?

Global contextual analysis and Identification of critical/key issues	The impact/implications/challenges of your global analysis on the struggle for social justice and a more equitable distribution of resources.
In the light of your analysis how do you see the global situation unfolding over the next five years?	

Regional contextual analysis and identification of critical/key Issues.	The impact/implications/challenges of your contextual analysis of the SADC region on the struggle for social justice and a more equitable distribution of resources.
In the light of your analysis how do you see the regional situation unfolding over the next five years?	

South Africa contextual and Identification of critical/key issues	The impact/implications/challenges of your contextual analysis of South Africa on the struggle for social justice and a more equitable distribution of resources.
In the light of your analysis how do you see the South African situation unfolding over	

the next five years?

2.3 In the light of your analysis what should be the role of the Head Office over the next five year period.

3. PARTNERS/PROJECTS

AN ASSESSMENT OF PARTNER/PROJECT SELECTION THAT IS INFORMED BY AND IN CONGRUENCE WITH:

- THE ANALYSIS AND THE OVERALL International Strategy as summarised and attached in Appendix 1.1
- The long term development goal of SARP and its regional strategy as attached in Appendix 1.2
- And in the case of South Africa – long term Development Goal and the summary of the South Africa program plan in Appendix 1.3

²⁸**PARTNER/PROJECT ANALYSIS TABLE** – Two sets of tables need to be filled in by the External Office in South Africa. One set for all the SARP partners/projects and another set for all the South Africa office partners tabulating information of all partner/projects. Zimbabwe and Mozambique will also fill in a set of tables for all their partners. HO to make general comments informed by the table frame below.

Partner/Project details	Assessment of Partner in relation to congruence with NPA Analysis and broad strategic direction as illustrated in Appendix 1.1 - 1.3	Partner strengths and challenges with regard to their (partner/project) relevance, effectiveness, efficiency, sustainability.															
Name of partner/project: NPA funding is earmarked for: <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;"></th> <th style="width: 40%;">NPA amount</th> <th style="width: 50%;">Total Budget Partner/Project</th> </tr> </thead> <tbody> <tr> <td>2008</td> <td></td> <td></td> </tr> <tr> <td>2009</td> <td></td> <td></td> </tr> <tr> <td>2010</td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td></td> <td></td> </tr> </tbody> </table>		NPA amount	Total Budget Partner/Project	2008			2009			2010			Total				
	NPA amount	Total Budget Partner/Project															
2008																	
2009																	
2010																	
Total																	
Assessment of efficiency with regard to processing the proposal	Assessment of compliance of both parties including deadlines, quality of reports	Assessment of efficient and prompt transmission of															

²⁸ You may want to do this table in excel and in a landscape format.

	inclusive of demonstration of results	funds.
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HEAD OFFICE GENERAL ANALYSIS (FOR HEAD OFFICE ONLY)

Specifically for the HO, informed by the frame in the partner table above, to give a general analysis of partner selection and development because:

- HO receives reports from EO's and the Regional Office. There are meetings that bring Country Directors and Programme Managers together. Some Head Office Staff play an advisory and overall management role.
- That the selection and strengthening of partners/partnerships collectively impact significantly on the extent to which the overall intentions/strategic objectives of the International Strategy are addressed/achieved.

Head Office – General partner selection and development analysis

Mozambique:
Zimbabwe:
South Africa:
SARP:

4. RESULTS ANALYSIS

- 4.1 To what extent is NPA on track has achieved/or is achieving the stated Programme Results and Outputs of the EO Program? What are the factors that have assisted NPA to achieve this progress? (Why has it made these achievements?) (please also look specifically at youth and women)
- 4.2 To what extent is NPA not/or not on track in achieving the results and outputs of the EO Program? Why? Identify and analyse the factors that have contributed to not achieving what it hoped to achieve?
- 4.3 To what extent is NPA on track has achieved/or is achieving the stated Programme Results and Outputs of the **Regional Program**? What are the factors that have assisted NPA to achieve this progress? (Why has it made these achievements?) (please also look specifically at youth and women)
- 4.4 To what extent is NPA not/or not on track in achieving the results and outputs of the **Regional Program**? Why? Identify and analyse the factors that have contributed to not achieving what it hoped to achieve?

4.5 NPA in the period under review has attempted to make results from partners more visible. Has NPA been able to illicit better qualitative and quantitative results from partners? How and why? What are the strengths and weaknesses of the current methodology/approach to illicit better results? How can it be improved or changed?

5. OD SUPPORT

OD support is one of the important dimensions to NPA work.

5.1 What is your understanding of the OD concept in NPA?

5.2 What have been the results and impact of your OD programmes on the relevance, effectiveness, efficiency and sustainability of partners?

OD Support - Description	Results and impact

In the light of your analysis are there any suggestions for changes in the OD programme of NPA?

6. AN ASSESSMENT OF WHAT YOU DO AT NPA?

List your main role and tasks at NPA?	Make an assessment of your role and tasks and how you can be more effective?

Summarise the changes you would recommend to make your work at NPA more effective and efficient?

7. MANAGEMENT, CO-ORDINATION,²⁹COMMUNICATION AND ³⁰COHESION

As an international organisation the management, co-ordination, communication and cohesion between EO, RO and HO is important.

Broadly: If you are managed/co-ordinated? Who manages you? Make an assessment of their management and the impact it has on your work.

If you are a manager/co-ordinator make an assessment of your management style and its results?

²⁹ Communication can be within, with and between an EO, the HO and Regional Office

³⁰ The state of the smooth working together (even though there may be diversity depending on the external condition in a specific country), the extent of unity of concept, broad strategy and programmes and overall administration as opposed to a disjointed concept, broad strategy/programmes and administration.

Specifically and there may be some repetition with the question above.

EO Office	Strengths and positives	Weaknesses/Challenges	Suggested Improvements
Management/Co-ordination			
Cohesion			
Communication			
Regional Office	Strengths and positives	Weaknesses/Challenges	Suggested Improvements
Management/Co-ordination			
Cohesion			
Communication			
Head Office	Strengths and positives	Weaknesses/Challenges	Suggested Improvements
Management/Co-ordination/ Advisors			
Cohesion			
Communication			

8. Staff development, staff capacity and human resources – make a short assessment and suggestions for improvement of the staff development, capacity and human resources?
9. Administration – make a short assessment and suggestions for improvement of the administration in NPA?
10. Finance – make a short assessment and suggestions for improvement of the finance, the raising and management of funds in NPA.
11. Make an assessment of the state of technology and communication tools/equipment/skills and suggestions that can result in the upgrade/more effective use of these tools/equipment and development of information/communication/technology skills
12. Any other information that you would like to share?

Thank you please returns an electronic version to Alvin Anthony. Email address tonymflk@gmail.com

APPENDIX 3 – LIST OF INFORMANTS – Apologies if some names are spelt incorrectly – some difficulty in deciphering names that were hand written on attendance registers. Thanks to all EO office staff for checking.

CATEGORY	NAME OF PERSON INTERVIEWED/GROUP	ORGANISATION
ZIMBABWE		
Field Visit/Focus Group Youth	Ophar Munezi	YODAT
	Yowasi Duwati	YODAT
	Bulelani Musokeri	YODAT
	Gillian Muzah	YODAT
	Tinashe Maina	YODAT
	Shupikai Madaine	YODAT
	Richard Zuze	YODAT
	Tsitsi Madukubveni	YODAT
Focus Group Women and Land		
	Tsitsi Mujuru	Women and Land in Zimbabwe
	Margaret H. Svinurayi	Women and Land in Zimbabwe
	Cynthia F Manjoro	Zim Rights
Focus Group – WCDI and Youth		
	Patience Sankayi	The Women’s Trust
	Rosa Munetsi	Association of Kubatana Trust
	Apolonia Chonyera	Wadzanai
	Lillian Chingerere	The Women’s Trust
	Courage Chinokwetu	Sisters in Solidarity
	Gertrude Hungwa	Association of Kubatana Trust
	Tayiona Sanangurai	Young Voices Network
	Mercy Munatsi	The Women’s Trust
	Terry Gambiza	The Young Women’s Forum
Interview	Miss Luta Shaba	The Women’s Trust
Interview	Mcdonald Lewanika and Jonah Gokova	Crisis Coalition in Zimbabwe
MOZAMBIQUE		
Focus group meeting with UPCT	Augusto Mafigo	UPCT
	Dorica Amosse	UPCT
	Antonio Germano	UPCT
	Lusitano Francisco Jose	UPCT
	Manuela Jordao	ADEMUCHA
	Mineria Cerejo	ADEMUCHA
	Albino Gento Narvaria	UPCT
	Antonio Lapissonne	UPCT
	Culania Banko	UPCT
	Rita Tusaricico	UPCT
Interviews		

	Calisto Domingos Bila	ACCORD
	Diamantino Nhampossa	UNAC
	Dulce Mavone	ORAM
SOUTH AFRICA		
Focus Group Gauteng	Donna Balerileng	SAYVON
	Nozi Zwane	APF
	Sandisiwe Qweni	ASC
	Agnes Radebe	ASC
	Joyce Tsotetsi	SCR
	Thandi Sangweni	SCR
	N. Mdladla	SAYVON
	Charlotte Zihlangu	APF
	Phumzile Malulele	SAYVON
	Thandie Ramalekane	APF
	Millicent Phillips	APF
	Maria Manyaka	SCA/APF
	Eunice Manzini	SCR
	Mamokete Makau	IYDA
	Thanong Leyoete	SAYVON
	Mpumi Cebekhulu	Khanya College
	M. Maloka	IYDA
	Lindiwe Dzingkai	MUP
Meeting/Interviews ASC		
	Sandisiwe Qweni	ASC
	Sipho Theys	ASC/ZSF
	Philani Ndebele	ASC
Interview:	Richard Smith	ASC/ZSF
Focus Group – Limpopo		
	Tsakani Chauke	Makomba-Ndlela
	Justice Khoza	Makomba-Ndela
	Glenroy R	Makhado ICT
	Lawrence Monyai	SAYVON
	Vincent Khosa	Makhado ICT
	Ethel Kgamakga	Bathommoyo Service Centre
	Memutanzheia Patrick	Focus Youth Organisation
	Randima Mavis	PAYE-V/SAYVON
	Mudzusi M Masaia	Mutshedzi Foundation
	Matyale Machaka	Barthommogo Service Centre
Focus Group Peace Africa Centre Limpopo		
	Lawrence Monyai	Peace Africa Youth Centre – Vleifontein.
	Nemalegeni V	Peace Africa Youth Centre
	Randima Mavis	Peace Africa Youth Centre
	Samson Netsghitshethe	Peace Africa Youth Centre
	Ramduia Rete	ANC Youth League
	Monyayi Mpho	Peace Africa Youth Centre

	Tshepu Mahladsa'	Peace Africa Youth Centre
	George Lithole	Peace Africa Youth Centre
Interview		
	Lawrence Monyai	SAYVON/YFSM
Focus Group Mawubuye Womens Forum – Bonnievale		
	Siviwe Mdoda	TCOE
	Salma Marias	Mawubuye
	F. Slingers	Mawubuye
	G. Julies	Mawubuye
	Judy Sophia Willemse	Mawubuye
	Elsie Jafta	Mawubuye
	Amanda Vollenhoven	Mawubuye
	Selna Regue	Mawubuye
	Mina Kuhn	Mawubuye
	Clara Fontein	Mawubuye
	Mina Davies	Mawubuye
	Roseline Lekota	Mawubuye
	Lena Slingers	Mawubuye
	Elsie Stanfleit	Mawubuye
	Letitia Lekota	Mawubuye
	Edite Brates Souza	MST/Brazil
	Meneille	Mawubuye
	Gavin Joachims	TCOE
Focus Group WCDI and Land		
	Georgette Frolicks	WWMP
	Thandeka Ngoqo	WWMP
	Rachel Fatyela	Mawubuye
	Rosaline Lekota	Mawubuye
	Lela Jacobs	Women on Farms
	Florina Karelse	RCC
	Sophia Mpuliswana	Rawsonville Co-op WTF
	Grace Khakane	Sikhula Sonke
	Amanda Swart	Mawubuye
	Pinky La Vita	TCOE
Interview/meetings with TCOE		
	Mercia Andrews	
	Gavin Joachims	
	Siviwe Mdoda	
WWMP Interviews:		
	Lunga Zunga	
	Abdul Karriem	
	Martin Jansen	
Field Trip to Youth group in Hout Bay:	Stenford Dzikiti, Abdul Karriem and Lunga Zunga and youth members.	Young People for Development
Meeting with APF		
	Mazapela Phineas	APF

	Mamy Tladi	APF
	Vusi Nyokana	APF
Interviews:	Aubrey Masoeu	SAYVON/YFSN
Consultant	Shamim Meer	WCDI Consultant – Gender specialist.
PLAAS	Karin Kleinbooi	
FOCUS Group with SCR – extended Executive		
	Peter Radebe	
	Mpho Mothou	
	Linah Gwenya	
	Mongenzi Mabaso	
	Ayliff Matsemela	
	Zodwa Rannayadi	
	Zethu Nyembe	
	Linda Hleza	
	Dudu Khumalo	
	Percy Mbatha	
	Sam Madilonga	
	Agnes RAdebe	
	Hendrick Mogale	
	Neli Nkosi	
	Zodwa Sithole	
	Susan Lekgetho	
	Mbulelo Mnyamane	
	Maria Mazibuko	
	Mogretter Madliwa	
	Jordan Lerumo	
	Isaac Chitja	
	Dudu Khumalo	
	Nomsa Dumako	
	Mclean Phetoe	
	Moses Madliwa	
	Tiny Ngcobo	
	Thandi Sangweni	
	Dipolelo Thokwane	
	Audrey Mophosho	
	Neliswe Fakude	
	Eunice Mlambo	

SOUTH AFRICAN SARP AND SAP PARTNER MEETINGS: A – INDICATES THE PERSON AND ORGANIZATION IN ATTENDANCE.

Name	Organisation	30 th August 2010	8 th October 2011	March 2011
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Katlego Gabashane	Khanya College	A	A	
Nerisha Baldevu	Khanya College	A	A	
Ellen Chauke	APF	A	A	
Kgothatso	APF	A	A	
Gavin Joachims	TCOE	A	A	A
Simphiwe Dada	TCOE	A	A	A
Siviwe Mdoda	TCOE		A	
Lawrence Monyai	Y4SM	A	A	A
Phumzile Masingita	SAVYON	A	A	
Thandi Sangweni	SCR	A	A	A
Zethu	SCR	A	A	
Eunice Manzini	SCR			A
Martin Jansen	WWMP	A	A	
Abdul Karriem	WWMP	A	A	A
Lunga Zunga	WWMP			A
Sandisiwe Qweni	ASC	A	A	
Sipho Theys	ASC	A	A	A
Virginia Seshedi	NPA	A	A	A
Anne Cathrine da Silva	NPA	A	A	
Liduva Ferrao	NPA	A	A	A
Perpetua Bganya	NPA – Zimbabwe		A	
Frank Phiri	NPA- Mozambique		A	

INTERVIEWS AND MEETINGS WITH NPA STAFF

ZIMBABWE	
NAME	POSITION
Perpetua Bganya	Program Manager
Shingie Chimuriwo	Program Co-ordinator
Mabel Hwindingwi	Program Co-ordinator
Regina Zoraunye	Administrator
Focus Group Discussion with administrative and support staff	
Cleophas Makoni	Driver
Betty Mabhisia	Administrative Assistant
Faith Jackson	Office Assistant
Typot Muleya	Gardener
MOZAMBIQUE	
Frank Phiri	Program Manager
Orlanda Lampiao	Administrator and Program

	support?
SARP	
Anne Cath Da Silva	Regional Director
Virginia Setshedi	Program Manager
Liduva Ferrao	Administrator
Head Office – Oslo - Norway	
Interview: Orrvar Dalby	Head of IPD.

APPENDIX 4.1

³¹NPA SAP AND SARP Tool for interviewing partners

Date of interview: _____

Time and venue of interview:

Name of partner:

Length of partnership with NPA _____

Interview details:

Names, position and length of service of informants:

1. _____

2. _____

3. _____

1. CONTEXT

What are the key political, social and economic contextual issues that impact on your work and determine your continued relevance?

Share your analysis (including strengths, weaknesses, challenges, opportunities and threats) of the civil society forces that are fighting for social justice in particular _____ (referring specifically to focus area/sector/organs that the partner works with).

How do you see the future unfolding over the next five years?

2. YOUR STRATEGIC THRUST

Why does the organisation exist and what would you say is the overall objective of the organisation?

What are your main strategies employed to achieve your overall purpose as explained above?

What are your main activities?

3. NPA PARTNERSHIP –THE DEGREE ON CONGRUENCE AND CHALLENGES

³¹ These questions are used as a guide. Questions are adapted depending on the focus of the organisation being interviewed. In addition the answers to the questions listed provide a basis for further questions and analysis.

What is your understanding of the international, regional and South African strategy and programme of NPA?

What are the areas or degree of congruence that your organisation has with NPA in terms of your understanding of the context, your overall mission and strategic objectives?

What are the areas of divergence with regard to your understanding of the context , your overall mission and strategic objectives with the type of development that NPA espouses?

Describe the partnership?

What are the positives, negatives, concerns and how can they be strengthened or addressed?

In summary what would be your recommendations to strengthen the partnership?

4. ADMINISTRATION OF THE GRANT

	NPA amount	Total Budget Partner/Project	Allocated for
2008			
2009			
2010			

Describe the earmarked use of the funds? What activities does it specifically support?

What type of support and programmes are reaching the base in communities and in the sectors that you work with?

What are your challenges? How are they being addressed?

Benefit sustainability? How dependent are these communities on your services, support and resources?

Do you have funding from other funding partners for this specific project? Who and how much?

What is your general comment regarding the administration of the grant by both parties?

Assessment of efficiency with regard to processing the proposal	Positives	Negatives/Challenges

Suggestions/Solutions for both parties:

Assessment of compliance of both parties including deadlines, quality of reports inclusive of demonstration of results.	Positives	Negatives/Challenges
Compliance:		
Quality of reports F and N and demonstration of results (RBM)		
Solutions and suggestions for both parties		

Assessment of efficient and prompt transmission of funds.	Positives	Negative /Challenges
Suggestions and Solutions :		

Communication between the partners	Positives	Negatives/Challenges
Suggestions and solutions:		

Is there a sound and good working relationship between the two partners? Yes? Why No? Why? Sometimes? Why and how do we solve this?
 How do we continue to build a stronger relationship?

5. RESULTS and IMPACT OF WORK

What would you say have been your overall major success, results, impact as an organisation? And how do you attribute it to your inputs/programmes?

Elaborate on your system for planning, documentation, monitoring and reporting? What are your strengths and weaknesses with regard to this area?

What are the outcomes and impact of the specific area or project funded by NPA?

Have you been able to measure the results accurately?

What are your major challenges had how have you addressed them?

What has been NPA's interaction with you in particular about the process of measuring results and the results that you have published in your reports and illustrated in field visits from NPA? Has this process been helpful/no helpful to the organisation?

Does the RBM type/based method and format sufficiently addresses the nature of your organisation and work. Eg. If political analysis, the context and strategy and its variables with regard the internal and external context are sufficiently catered for.

6. Youth and Women

How is your organisation involving youth and women in the organisation itself and in the programmes that you focus on?

What are your challenges and how do you address them?

7. **What organisational development support** and other programmes that NPA provided/facilitated eg. WCDI or that you have been involved in/exposed to? What has been the impact of this support? What recommendations would you make regarding such programmes?

8. **SUMMARY OF the extent to which the partner is in congruence and contributed to the objective frame work of NPA.**

9. THE NPA external analysis from the International Strategy Document can be summarised as follows:



- E. Based on the analysis above the International Strategy of NPA has an overall strategic thrust of:



- F. NPA SARP Programme has a long term development Objective/goal of:

"People have ownership of co-ordinated actions that change the oppressive relationships that affect their lives."

- G. For South Africa - The South Africa Program Plan 2008 – 2011 has a development goal of:

"NPA partners demand democratic control of power and resources in South Africa"

SUMMARY COHESION AND CONTRIBUTION THUS FAR AND ADDITIONS

APPENDIX 4.2 General guide for focus group meetings – this was adapted according to the specific focus group.

1. Name and position in organisation: _____
2. How long have you been a member of your organisation? How many members in your organisation/ how many members are active?
3. What drives you to be involved in the struggle for justice?
4. What inspires you about your organisation and its struggle?
5. Talk about your organisation – why it exists and what it hopes to achieve?
6. Tell us about your community/sector and the major problems that you face?
7. What are your achievements/gains/results of your struggle and why?
8. What are your major problems and how are you managing them?
9. If your resource partner, (funded by NPA) What do they do? How do they work with you?
What would you do without them?
10. What is your experience of NPA and what do they advocate and support?
11. Have you attended any NPA events like Women Can Do It or land/youth events. What is your assessment of these events? How has WCDI impacted on women's empowerment and changing power relations so that there is more equality and empowerment for women? (Question will be adapted for land and youth) – Especially the linkages with other movements.

APPENDIX 5 - MOZAL - a regional integration project and mode of investment that reinforces poverty and inequality.

MOZAL is an industrial development zone where investors were offered a number of incentives. The MOZAL aluminium smelter has significant investment from South African companies and the South African government. This high tech operation had a total investment of US\$ 1.3 billion.³² It only created around 1,500 jobs, of which nearly a third are held by foreigners, its exports have increased Mozambique's Gross Domestic Product (GDP) by between 3.2 and 5 percent, its output represents almost half the country's growth in manufacturing and its smelters use more electricity than the rest of Mozambique combined. BHP Billiton has a 47.1 per cent interest in the joint venture. The other partners are: Mitsubishi Corporation (25 per cent), Industrial Development Corporation of South Africa Limited (24 per cent), and the Government of Mozambique (3.9 per cent). The Mozal sales up to August 2010, was ³³4,500,000 tonnes.

The Mozambique government offered lots of incentives including: a tax holiday for six years; free tax importation of machinery and supplies for production; unlimited repatriation of profits; cheap electricity provided by ESKOM and an agreement with the construction union in Mozambique (SINTICIM) that outlawed strikes. Former President of South Africa said "the outstanding success of MOZAL will speak much louder than all the promotion that President Chissano and myself make about regional integration".³⁴ MOZAL is just one of a fast growing number of FDI mega projects that are very concentrated in the extractive sector without linkages to the rest of the economy. In addition in order to continue to be a donor darling, Mozambique follows with great loyalty a neo-liberal and free market development policy.

The International Poverty Centre of the UNDP's report on Mozambique in September 2007 argued that these mega projects have created few jobs and because of tax exemptions, contribute little to public revenue and has drained financing for potentially more poverty reducing projects. It also found that Mozambique's indices of rapid economic growth were illusory at best and that 90% of the growth benefited largely the elite with only 10% reaching the poor.

The MOZAL initiative was signed in 1998 and was followed by a range of FDI extractive projects in Mozambique with close links to the ruling elite. Tete province has one of the largest coking coal reserves in the world. Tete province has also witnessed large scale land-grabbing forcing peasants off their land. A joint venture by Brazilian company Vale and African Rainbow minerals owned by South African mining magnate Patrice Motsepe has the license to mine this coal.³⁵ Former president Joaquim Chissano is a non-executive director of African Rainbow Minerals. President Guebuza and his family have extensive business interests in a broad range of industrial sectors. A trend on this continent from Azeb Mesfin, the wife of Prime Minister Meles Zenawi of Ethiopia, to Grace Mugabe of Zimbabwe and the growing Zuma family empire in South Africa. The leaders of the political liberation have become the economic elite who together with transnational corporations continue to extract from the region and not address the fundamental economic challenges confronting regional states.

Mozambique remains one of the poorest countries in the world, despite an average economic growth rate of 8% over the last 15 years. It is 165 on the 2010 UNDP Human Development Index. On

³² <http://www.irinnews.org/Report.aspx?ReportId=75790>, (December 2007) MOZAMBIQUE: What price the benefits of foreign investment?

³³ <http://www.bhpbilliton.com/bb/ourBusinesses/aluminium/mozal/aboutMozal.jsp>.

³⁴ Thomas Selemane,, Centre for Public Integrity, presentation Norwegian People's Aid, Maputo, 3rd November 201

³⁵ Joseph Hanlon, (October 2009), *Mozambique's elite –finding its way in a globalised world and returning to old development models*.

September 1st and 2nd, the face of poverty in Mozambique exploded with the food riots. The adoption of neo-liberal economic paradigm with the open invitation of FDI with a substantial portion of South African capital with strong linkages to the local elite is re-enforcing the structural balances in Mozambique. Uncontrolled FDI in largely extractive mode, working in the interests of global and South African capital with the support of the political and economic elite is not the answer.

The poor of Mozambique and South Africa subsidise MOZAL, they pay a price at two levels, the cost of electricity and with entrenchment of the fossil fuel path the cost of climate change. BHP Billiton has a Special Purchasing Agreement with ESKOM (South African Power Utility) which sells electricity to its MOZAL plant in Mozambique at less than the cost of production. This agreement was revised after public pressure and exposure led by the Sustainable Energy and Climate Change Project (SECCP) of Earth Life Africa Johannesburg. The Sustainable Energy briefing 22 of SECCP, shows that MOZAL, Anglo American, and others big corporates are still heavily subsidised by the consumer including the poor. In a press release titled: Earthlife opposes Eskom's Partial Privatisation; 4th December 2009, ELA shows that BHP Billiton and its partners made R1.3 billion from this deal. Free Basic Electricity at 200kwh per household would have supplied 289 413 poor households and with an average of four people per household 1 157 650 people would have been supplied with free basic electricity for one year. It then goes on to ask the question who is robbing who and in whose interest is the South African government serving and the government has committed South Africa to a 28% electricity tariff price increase every year for the next five-ten years. More households will go without electricity and the imposition of prepaid meters on the poor ensures self-regulation.

Appendix 10

CASE STUDY – RBM in the context of volatility – some challenges in measuring results, advances, gains and impact in Zimbabwe

Partners generally had mixed feelings about RBM. They appreciated the assistance provided by Zimbabwe EO with regard to the change to RBM. This included workshops, follow-up visits by a consultant and a resource booklet. Some partners felt it helped them to focus; many were struggling including some partners who still find it confusing.

Some staff also expressed a feeling of frustration especially the narrow confines of definitions of eg. "It a result? Is it an outcome?" The frustration was more at the extent to which the technical jargon and words become the focus. The "toing and froing" between the EO and HO was also a source of some of the frustration.

Every organisation needs to know primarily for itself if it is advancing, making gains, achieving its objectives and ultimately contributing to change. NPA needs to account to its membership and to the people of Norway. This is not the core issue.

An analysis of the context, strategy and tactics is central to the work of NPA in Zimbabwe.

It is the partner organisations and formations that NPA works with that are confronted by the stark highly complex and volatile reality in Zimbabwe, some of which has been outlined in this report. Zimbabwe presents a good case to measure and discuss some of the challenges of RBM.

Failure to view work and results in the context of the crisis and a continual analysis of a fluid context and operating environment is not helpful and will underscore gains and results. Therefore the following becomes important when reporting on progress, gains, advancements and results:

- the variables of a fluid tense context and how it plays itself out in communities.
- the strategy and tactical responses of organisations that have survived, grown and demonstrated resilience is a critical dimension. This growth and resilience has taken place despite increased and the changing nature of unfolding repression, particularly in the last decade. It needs to be appreciated and respected that not all tactical and strategic information will be shared with NPA by partners, even at EO level.
- The internal impacts of the external crisis that influence internal dynamics either strengthening or potentially weakening organisations. Fear, repression and even the threat of repression can weaken and break up organisations. Courage, tactical acumen and engaging local power tactfully can strengthen an organisation and its leaders.

The above points are critical elements in defining and measuring of progress and will therefore colour a different picture of results and impact.

In the light of the above, the evaluators observations of the following paints a different colour to results and the present frame reflects weaknesses in reflecting some of the following and more importantly will be lacking in bringing out some of the key dimensions of the international strategy:

- the confidence, courage, levels of participation, visibly displayed shared leadership of the youth organisation that the evaluation was exposed to. The youth and women earning respect and recognition in their community, a shift from victims to empowered people, the practice of participatory democracy, transparency and courage.

- The clarity of thought of mainly women and youth in focus group discussions are significant learning's and results that have taken place for a variety of complex reasons, inputs and even the challenges from the external context.
-

The international strategy calls for fundamental change and therefore of primary importance is contextual analysis, strategy and methodology and its variables. RBM needs to be adapted to bring in these two dimensions more substantially. This MTE strongly contends that in the absence of catering for these two dimensions substantially it reflects inadequacies as a tool for the implementation of the international strategy.

