NPA REGIONAL PROGRAMME

MID TERM REVIEW REPORT

25 June 2018

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CONTENTS

ABBREVIATIONS

ABM	ABAHLALI BASEMJONDOLO (SHACK DWELLERS)
ACHPR	AFRICAN COMMISSION ON HUMAN AND PEOPLES' RIGHTS
AIDC	ALTERNATIVE INFORMATION AND DEVELOPMENT CENTRE
ANC	AFRICAN NATIONAL CONGRESS
ASC	ACTION SUPPORT CENTER
CIZC	CRISIS IN ZIMBABWE COALITION
COSATU	CONGRESS OF SOUTH AFRICAN TRADE UNIONS
CSAAWU	COMMERCIAL, STEVEDORING, AGRICULTURAL AND ALLIED WORKERS UNION
CSO	CIVIL SOCIETY ORGANIZATION
FGD	FOCUS GROUP DISCUSION
KII	KEY INFORMENT INTERVIEW
M&E	MONITORING AND EVALUATION
MOZ-	MOZAMBIQUE
MTR	MID-TERM REVIEW
NGO	NON-GOVERNMENTAL ORGANISATION
NORAD	THE NORWEGIAN AGENCY FOR DEVELOPMENT COOPERATION
NPA	NORWEGIAN PEOPLE AID
OECD-DAC	THE ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT'S DEVELOPMENT ASSISTANCE COMMITTEE
ORAM	ASSOCIACAO RURAL DE AJUDA MUTUA
PEA	POLITICAL ECONOMY ANALYSIS
PTARM	PROGRESS TOWARDS ACHIEVING RESULTS MATRIX
R2K	RIGHT TO KNOW
RPSA	REGIONAL PROGRAM-SOUTH AFRICA
S.A.	SOUTH AFRICA
SABC	SOUTH AFRICAN BROADCASTING CORPORATION
SADC	SOUTHERN AFRICAN DEVELOPMENT COMMUNITY
SAFCEI	SOUTHERN AFRICAN FAITH COMMUNITIES ENVIRONMENT INSTITUTE
SAITA	SOUTH AFRICAN INFORMAL TRADERS ALLIANCE
SALO	SOUTHERN AFRICAN LIASON OFFICE
SASOWNET	SOUTH AFRICAN SOMALI WOMEN'S NETWORK
SMAIS	SAM MOYO AFRICAN INSTITUTE FOR AGRARIAN STUDIES
SNI	STREETNET INTERNATIONAL
TCOE	TRUST COMMUNITY OUTREACH AND EDUCATION
TNCS	TRANS-NATIONAL COOPERATIONS
TOR	TERMS OF REFERENCE
ZANU-PF	ZIMBABWE AFRICAN NATIONAL UNION- PATRIOTIC FRONT
ZELA	ZIMBABWE ENVIRONMENTAL LAWYERS ASSOCIATION
ZIM	ZIMBABWE
ZSF	ZIMBABWE SOLIDARITY FORUM

EXECUTIVE SUMMARY

This report catalogues findings and recommendations of the Norwegian Peoples Aid Regional Program (RPSA) Mid Term Review (MTR) process, instituted in February 2018. The four-month MTR process found that:

1. The RPSA is a strategic, needed, and valued intervention, which the NPA has so far piloted with success.
2. The majority of NPA stakeholders are clear on what the program seeks to achieve at a conceptual level, although they percieve, interpret and articulate its design and structure differently.
3. the RPSA is well heeled in context, tackling critical issues of (re)distribution of economic and political power, based on a deep analysis that is both contextual, historical and strategic.
4. The RPSA aptly contributes to the NPA's vision and strategy in the Southern Africa Region and globally.
5. The Regional Program's results framework makes theoretical sense. It is clearly articulated regarding desired effects and their observable implications (targets and indicators for output and outcome areas).
6. The RPSA is an effective program, performing at optimal levels and is well on course to achieving the bulk of the results set out in the strategy. 12,5% and 62,5% of the indicators tracked under the RPSA are performing at optimum, while 18,75% and 6,25% are in danger of performing at sub-optimal levels.
7. The RPSA's laudable performance is a function of various factors including:
   a. effective and adaptive program management,
   b. dynamic design and set up of the program unrestricted by dogmatic strictures of a linear design,
   c. partners commitment to achieving tangible results, and,
   d. the NPA's efforts at adding value to its partners through technical, formal and informal capacity building.

The MTR recommends the following to sustain program relevance, efficiency, effectiveness, and value addition.

NPA REGIONAL PROGRAM MID TERM REVIEW RECCOMENDATIONS
RELEVANCE
1. The NPA must preserve the regional program, and work towards alignment of perspectives and clarity on structure and design.
2. The NPA Regional Program should facilitate the accommodation of increased demand for Regional cooperation from its partners, and ensure greater involvement of the Mozambique program.
3. The NPA is advised to calendar and institute a participatory planning process that more fully reflects on the Regional Program/RPSA design to inform follow-on strategy (beyond 2019). The process must subject the Regional Program design and implementation to a fuller assessment to facilitate change and improvement based on suggestions from Figure 6 and Box 2, as well as engendering the program more and bringing on board some missing but critical and strategic sectors like youth.
4. The NPA must in build more engagement amongst partners and across the NPA country programs, taking cognisance of language barriers and contextual sensitivities to allow for information and competence sharing as well as to enhance collective responsibility, leadership and ownership of the Regional Program.
5. The NPA is advised to consider harmonizing program cycles and implementation modalities across country programs to mitigate negative effects of different operating systems across country programs given decentralisation of funds disbursements and assessments.
6. The Regional Program must continue to ground itself and allied interventions in context, allowing interventions to be informed by local manifestations of the trends and dynamics noted as regional concerns in the context analysis. This will assist the regional strategy to be emergent and dynamic, not fixed and stationary.

	EFFECTIVENESS
7.	Sharpen NPA's articulation of democracy both in terms of how it intends to impact it as a program.
8.	The NPA must clarify and include indicators of democratizing institutions which foreground its intentions on nurturing democratic institutions and organizations beyond democratically elected structures. Pursuing this slightly expanded definition should allow the NPA Regional Program to achieve impact regarding institutional democraticness (deliberative, inclusive, representative, equitable, etc.).
9.	The NPA Regional Program should account for both the long term and unpredictable nature of policy and law influencing work. It may need to disaggregate results around policy influence to accommodate milestones towards policy and law reform at local, national, and regional as well as international level. Failure to acknowledge the presence and attainment of these milestones can create the impression that nothing or little is being done when a lot has been invested and achieved by partners towards attainment of desired results in the long term.
10.	The NPA Regional Program team should audit the Enablers and Impediments Matrix and develop solutions to real internal impediments, which are within the programs sphere of control. Impediments, which are a function of perceptions, misconceptions or limited information, can be clarified, while those requiring action can be acted on.

11.	The NPA is advised to institute a systematic process of allowing partners in the RPSA to take advantage of enablers internally and externally, as well as to mitigate the impact of negative externalities and internal impediments.
	    a. This could be through instituting a running political economy analysis that allows the RPSA to stay on top of emerging issues, or
	    b. through the NPA accessing analytical support and from partners, other actors, and relations, with outputs of such engagements shared with partners.
	    c. NPA could also conduct PEA alongside partner meetings annually.

	EFFICIENCY
12.	The NPA Regional Program should institutionalize positive processes that allow for adaptive leadership and program management through codification for purposes of institutional memory as well as sharing good practice.
13.	The NPA should improve coordination amongst country programs and establish sharing and communication protocols between its partners and other country programs, to avoid asymmetry of information between the partners, the country programs, and the RPSA program.
14.	The NPA Regional Program team should consider populating all outcomes with targets and all outputs with success indicators.
15.	The NPA should consider ways of further simplifying proposals and reporting templates to limit technical complexities given the wide variation in types of organizations that are party to the RPSA and their technical aptitudes.
16.	The NPA should consider increasing tailored technical and in-house trainings to improve reporting quality across organizations, not just with NPA RSPA point persons.
17.	Encourage RPSA partners to be more deliberate and structured in their approaches to gender in ways that deal with structural impediments to gender equality within their projects and organizations. Ensuring deliberate gender analysis, engendering projects and results, and mainstreaming gender tinkering, tailoring and transforming (dependent on specific partner challenge) may help.
18.	Highlight and emphasise the intersectionality of issues so that partners do not see cross-cutting issues as new issues that they need separate interventions on, as these are "crosscuting" and may need to be mainstreamed.
19.	Continue facilitating and sponsoring collaboration amongst RPSA partners including through "unusual" synergies that allow for intersectionality of issues to be exposed.
	VALUE ADDITION
20.	The NPA is encouraged to continue with pursuing its value addition intents which so far have measured up to expectations to sustain improvements
21.	The NPA should audit the extent to which The NPA can enhance partner capacities for political dialogue and influence to make change happen, including through originally envisaged joint communication strategies.
22.	The NPA should consider ways of increasing opportunities for networking within the Southern Africa region and with Norwegian counterparts through exchange visits, learning and sharing platforms, study tours and stakeholder dialogues.

1. INTRODUCTION

The Norwegian Peoples Aid Mid-Term Review (MTR) of the Implementation of the Regional Program in South Africa (2016-2019) commenced on the 14th of February 2018 as an utilisation-focused intervention, aimed at reviewing the 2016 - 2019 NPA Regional program. The MTR sought to (i) establish the implementation status of the program at the end of 2017 regarding NORAD result areas, (ii) assess the program structure, setup and NPA's added value as it relates to effectiveness in achieving results, and (iii) review the existing monitoring and evaluation (M&E) tools and propose changes to improve the framework and tools.[1]

This report, together with the MTR's findings and recommendations, offer a critical assessment of the Regional Program in South Africa (RPSA) based on the terms of reference. It focuses on the implementation of the programme and lessons learnt, flags out some issues needing attention from the RPSA implementation from 2016 and 2017, and suggests some steps for enhancing the program during the remainder of the performance period (2018 and 2019), building into a new program post 2019.

The report benefits from two primary processes. First, it benefits from a close reading of NPA Country Strategy for South Africa, an intimate understanding of the motivation behind the MTR and Regional Program, as well as a close reading of proposals, reports and other briefs from the Regional Program's partners (see Appendix 1 for documents reviewed). Second, it benefits from multiple conversations with a broad cross section of NPA stakeholders, including representatives from all 11 NPA partners, Program Managers, and others. The stakeholder conversations took the form of key informant interviews, group interviews, focus group discussions, and an inception meeting on the 22nd of March 2018. At the Inception meeting, a roadmap and process for the review was outlined and participants had an opportunity to refine and agree on the methodology and schedule.

1.1   Program Background

The RPSA, which the MTR reviewed, seeks to strengthen democratisation in Southern Africa through facilitating (1.) Civil Society influence on political decision-making, (2.) mobilisation around common issues, and (3.) enhancing the program partners' effective organising of people around collective action problems.

The NPA developed the RPSA on the back of a solid political economy and power analysis, which located South Africa (in the main) and the SADC region (focusing on Zimbabwe and Mozambique) in historical context as well as dynamic contemporary developments. This allowed the program to identify issues of concern to the program, as they manifested at the time of program design and as informed by history. This honesty in analysis captured the long-standing character of some of the challenges confronted by and confronting the program, especially around the distribution of power and resources in South Africa.

During the MTR process, it was apparent that the NPA took participation and co-creation of the program seriously through several participatory processes that informed the Country Strategy, and consequently the RPSA with former and current NPA partners and stakeholders. These processes included:
- ✓ A participatory "Baseline Analysis: Potential Regional Partners for the Southern Africa Regional Programme for the Period 2016-2019",

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[1] Derived from NPA TORs as per call.

- ✓ The NPA Consultative Dialogue: Inequality in Southern Africa: Nature Causes and Responses – 12th May 2015,
- ✓ Consultation with Social Movements and Popular Organisations – 28th May 2015.

The abovementioned consultative processes culminated in the "NPA Country Strategy for South Africa 2016-2019", which the MTR used as the guiding framework for strategic direction of the RPSA, and as such the main basis on which the RPSA would be reviewed.[2]

1.2   Historical And Contemporary Context Informing the RPSA

The NPA Country Strategy for South Africa (2016-2019) located the RPSA's interest and intervention in historical inequalities dating back to apartheid South Africa, and South Africa's transition to democracy in 1994. The strategy stressed how, post-apartheid, the ANC made compromises that allowed white economic dominance to persist, retaining the extant capitalist framework. This protected white privilege through neoliberal policies, as well as constitutional protections of property rights that kept historical inequalities (mainly on land, capital and natural resources) intact. As a result, the ANC government failed to meet its target of transferring at least 30% of the land, leading to the increasing salience of political discourse around expropriation of land without compensation. In the face of skewed land ownership patterns along race lines, the Land Expropriation Bill was promulgated in 2016. The strategy also captures similar continuities regarding corporate interests and influence on the state, highlighting the "state capture" phenomenon as the vehicle through which corruption filters into the system and patronage politics is entrenched in South Africa.

While the strategy locates the above issues in South African history, the colonial inheritance of inequalities, insulation of elite interests, and the resultant postcolonial contradictions around the acquisition of political freedom with no economic justice or redress is a familiar tale that easily applies to other countries that the RPSA targets like Zimbabwe and Mozambique. This historical location also stresses the seriousness of the challenges that the RPSA tackles around entrenched political and economic inequalities that have been persistent for generations. In this respect, the program makes no bones about the challenges it seeks to address, and the confusion, discontent and contradictions around democracy's failure to deliver "jobs, wealth, health care, better housing and services to the people"[3] across the Southern Africa region.

The NPA developed the RPSA intervention within the context of a dynamic regional context. While the historical challenges it identified around spatial and horizontal inequalities persisted, there were changes in other areas. The strategy informing the RPSA notes the shifting terrain of South African politics, with the emergence of rupture in the ANC's coalition, the vibrancy and gains of the opposition in elections, and resurgent protest culture in South Africa, as contextual realities as well as opportunities for the program. It notes especially the breakup of ANC hegemony on South African politics, and the splits within COSATU as indicative of a shifting terrain and a "working class break" with the ANC amidst accusation of the ANC having lost touch with its working-class base and communities, becoming beholden to capital ala "state capture." As a consequence, the ANC's support is reported as reduced, with recorded losses of support to the opposition, indicating a possible shift in "future voting market" in favour of the opposition.

At the regional level, the strategy noted the shrinking civil society space amidst state repression, limited democratisation, and instability in Mozambique, Zimbabwe and Swaziland as critical contextual markers. It is also noted the dominance and entry of South African capital into the region on the

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[2] See the NPA MTR Inception Report of 20 March 2018 for further discussion on this conclusion.
[3] NPA Country Strategy for South Africa 2016-19

strength of mutual dependency between state and private corporate elites. The strategy identifies this regional economic incursion by South African elites, as well as international corporates who use South Africa as a launch pad, as detrimental to other SADC people's interests. It points out how this exploitation contributes to reductions in revenue bases for the client countries, as well as environmental degradation, and deals that do not account for the poor and or community interests in client countries.⬚

The Strategy locates potential counterweights in political parties, traditional leaders, Trade Unions and Civil Society (Social Movements, labour organisations, NGOs, Networks and Coalitions, and Research Institutions). It also identifies the ANC and COSATU ruptures, elections in the region, SADC and South Africa's ascension as chair, as processes that could impact the distribution of power and resources in South Africa, and the SADC region. ⬚

While the above context informed RPSA program development, NPA and its stakeholders duly noted it to be dynamic and in constant flux. Two years after the inception of the program, some anticipated changes have come to pass, while others were not borne out. The MTR assessed what and how some of these external factors impacted partners' abilities to achieve results. As a result, where they had a negative impact, the MTR report makes suggestions on mitigation during the remainder of the performance period, and where they were advantageous, it suggests how to continue to spot opportunities from context.

1.3   RPSA Results

The RPSA was developed in line with the NPA's mission to support "…processes towards democracy and equitable distribution of power through mobilisation, popular participation and collective organisation."[4] It had several intervention areas as shown in figure 1 below, and pursued three main results as shown in figure 2.[5]

NPA REGIONAL PROGRAMME INTERVENTION AREAS

ACCESS & CONTROL OF RESOURCES
- Community Mobilisation
- Community Education & Capacity Building
- Social Movements & CSO Actions protecting rights and Just distribution of resources
- Strengthening organising capacities
- Policy Advocacy
- Strengthening Social Movement Advocacy
- Evidence & Knowledge based accountability advocacy
- Protecting communities tenure, security & Access to markets
- Strengthening gender roles in struggles for land

DEMOCRATISATION
- local & National mobilisation around accountability
- Strengthening communities ability to hold governments accountable
- Supporting safety & protection of activists
- Supporting protection the constitution & human rights - e.g. expression & association
- Create cross programme (zim& Moza) synergies on land, extractive industries & informal trade.
- Strengthen local organising
- Facilitate regional research on common issues.
- Influence National policies
- Building linkages & alliances across the region
- Strengthen work & engagement at regional level (SADC policies and processes)

Figure 1Regional Program Intervention Areas

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[4] NPA Country Strategy 2016-2019
[5] Results are drawn from the NPA Regional Program MTR Tour, programming areas from the Country Strategy for South Africa 2016-19 and indicators from the NPA 2016-2019 results country level framework
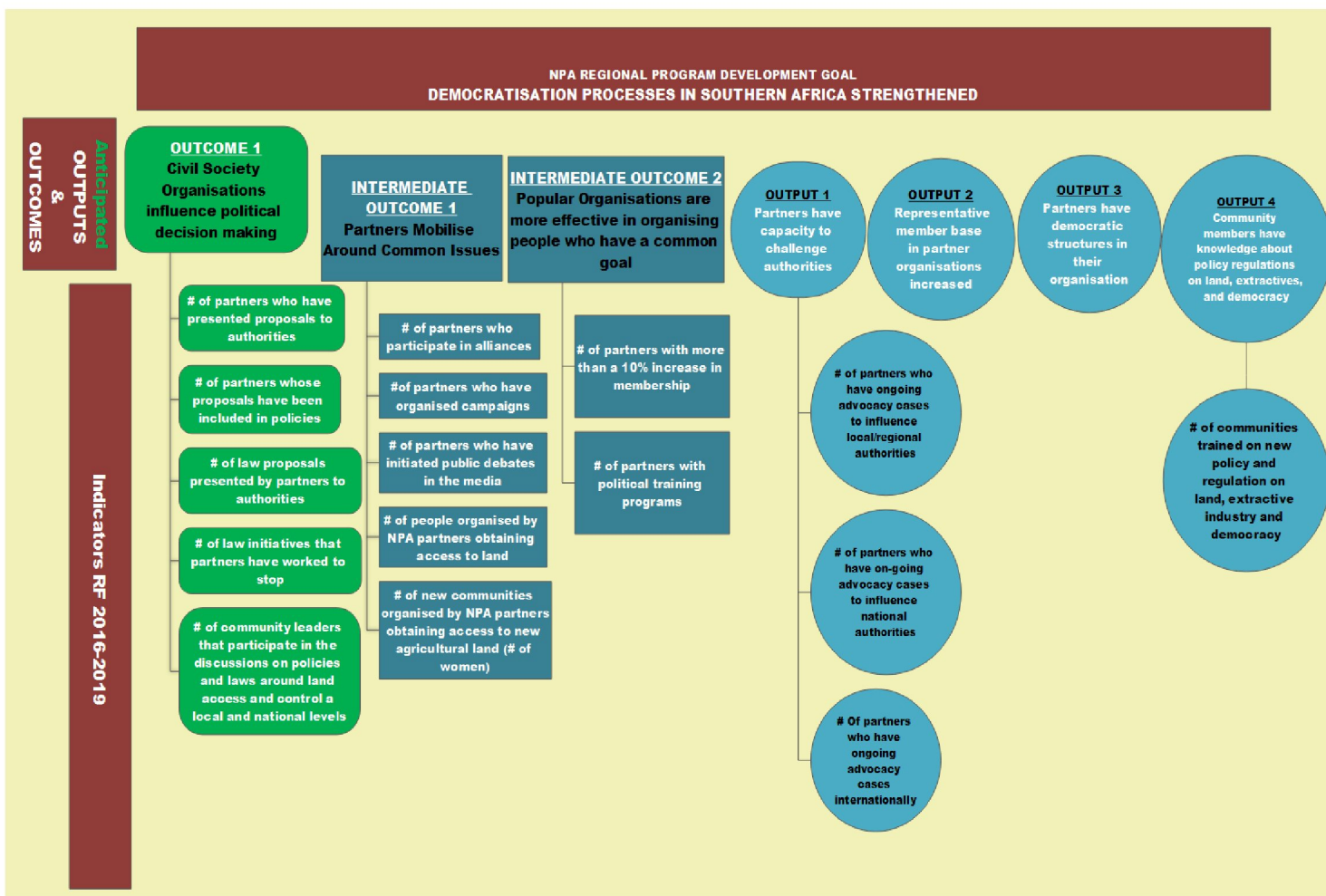
NPA REGIONAL PROGRAM DEVELOPMENT GOAL
DEMOCRATISATION PROCESSES IN SOUTHERN AFRICA STRENGTHENED

Anticipated OUTPUTS & OUTCOMES

Indicators RF 2016-2019

OUTCOME 1
Civil Society Organisations influence political decision making

- # of partners who have presented proposals to authorities
- # of partners whose proposals have been included in policies
- # of law proposals presented by partners to authorities
- # of law initiatives that partners have worked to stop
- # of community leaders that participate in the discussions on policies and laws around land access and control a local and national levels

INTERMEDIATE OUTCOME 1
Partners Mobilise Around Common Issues

- # of partners who participate in alliances
- #of partners who have organised campaigns
- # of partners who have initiated public debates in the media
- # of people organised by NPA partners obtaining access to land
- # of new communities organised by NPA partners obtaining access to new agricultural land (# of women)

INTERMEDIATE OUTCOME 2
Popular Organisations are more effective in organising people who have a common goal

- # of partners with more than a 10% increase in membership
- # of partners with political training programs

OUTPUT 1
Partners have capacity to challenge authorities

- # of partners who have ongoing advocacy cases to influence local/regional authorities
- # of partners who have on-going advocacy cases to influence national authorities
- # Of partners who have ongoing advocacy cases internationally

OUTPUT 2
Representative member base in partner organisations increased

OUTPUT 3
Partners have democratic structures in their organisation

OUTPUT 4
Community members have knowledge about policy regulations on land, extractives, and democracy

- # of communities trained on new policy and regulation on land, extractive industry and democracy

Figure 2: Reviewer's construct of NPA RPSA's Results Framework

2. PURPOSE AND SCOPE OF THE MTR PROCESS

The NPA RPSA Mid Term Review was an utilisation-focused intervention aimed at reviewing the 2016 - 2019 NPA Regional Program. It intended:

1. **To establish the implementation status of the program as at the end of 2017 regarding NORAD result areas,**
2. **Assess the program structure, setup and NPA's added value as it relates to effectiveness in achieving results and**
3. **Review the existing monitoring and evaluation (M&E) tools and propose changes to improve the framework and tools.[6]**

The utilisation-focus meant that the MTR process was less an exercise in judgment, but more to reflect on implementation, its strong and weak points, and the assets and liabilities gleaned from programming for purposes of improving performance and attainment of results. This was achieved through an intentional lesson learnt approach based on mixed-methods as outlined in Section 3 below.

The review covered the RPSA's performance period of 2016 and 2017. It focused on the 4 Outcome pillars identified on Figure 2 in relation to the two broad programming areas defined in Figure 1. The MTR reviewed and assessed the program partners' activities under the four outcome areas for their relevance, effectiveness, efficiency, impact and sustainability regarding the attainment of the Development Goal, and the NPA's vision. The MTR thus covered the activities and initiatives of NPA's 11 partners on the RPSA to assess their experiences with the program, document their lessons learnt and success stories and seek their input on ideas for enhancing their projects and program for the remainder of the performance period.

3. MTR CONCEPTUAL FRAMEWORK

The MTR process was conducted using a multi-method qualitative research design, which sought to answer both the "what" and "how" elements of the issue areas and questions proposed in the TORs. It struck a balance between theory and standard based evaluation, as well as discursive democratic engagement. This framework was adaptable, and while initially designed to cater for just Key Informant Interviews and 1 FGD, it was adapted in practice to accommodate at least 4 Group Interviews. The conceptual framework drew upon the DAC Principles for Evaluation of Development Assistance and OECD-DAC (201)[7] Quality Standards for Development Evaluation, which was used to frame some of the direct questions (as shown in the next section) as well as outline the critical analytical nodes of the MTR, as well as White's (2009)[8] theory-based impact evaluation, and After Action Review methodology. Figure 3 outlines this Conceptual framework in graphic form.

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[6] Derived from NPA tors as per call.
[7]OECD-DAC. 2010.DAC Guidelines and Reference Series: Quality Standards for Development Evaluation. Paris: OECD Publishing.
[8] White, H. 2009. Theory-based Impact Evaluation: Principles and Practice, 3ie.
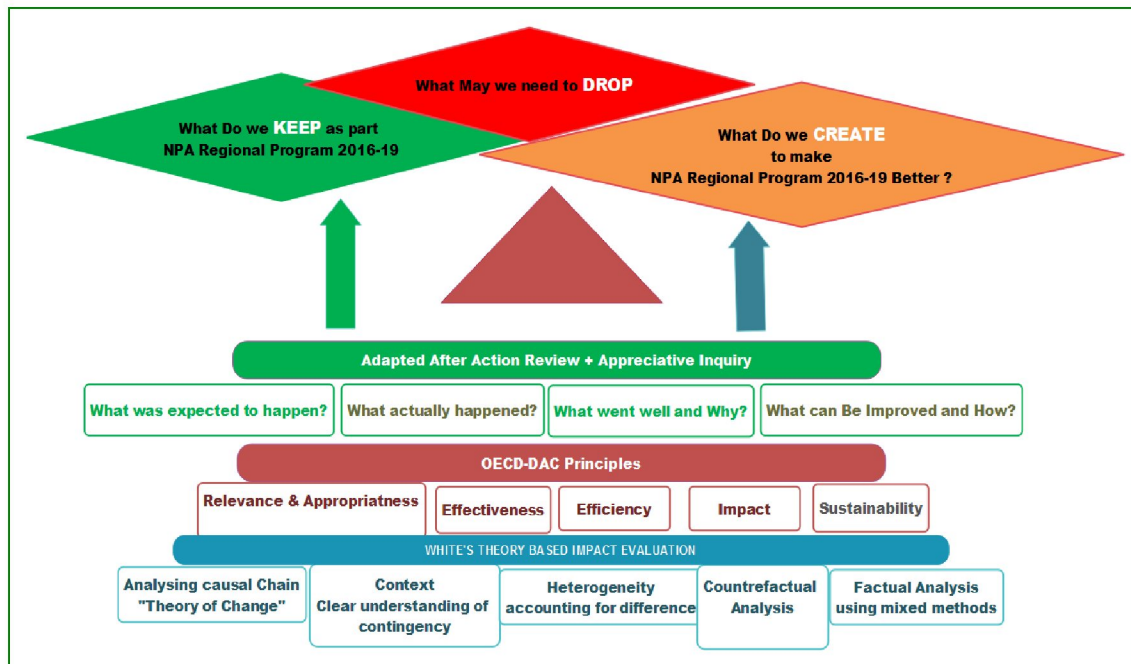
Figure 3 NPA MTR Conceptual Approaches

The above amalgamation of approaches ensured that the MTR remained Goal-based but also took into account heterogeneity amongst partners, allowing for the same information to be gleaned using differing tools appropriate to the participants.

3.1 Methods

The MTR process adapted the methodology outlined in the TORs and the conceptual framework outlined in Section 2 into four distinct but connected data collection procedures. The procedures adopted for data collection were (1.) Document Analysis, (2.) Key informant/in-depth interviews, (4.) Group Interviews and Focus Group Discussion(s), and (4.) Observational site visits. ▢

3.1.1 Document Analysis

The consultant conducted document analysis, reviewed and coded 26 documents during the first Four (4) weeks of the MTR process. These documents included NPA's results framework, country strategies, baseline analysis, annual reports, and partners' reports from 2016 and 2017. From this review, the consultant noted some issues for follow up during face-to-face engagements (see NPA RPSA MTR Inception Report). Document Analysis picked up some general points, which were discussed and clarified during face-to-face meetings with the different stakeholders.

3.1.2 Key Informant Interviews (KII) And Group Interviews

The MTR process involved 19 KIIs with respondents from the NPA, its Regional Program Partners, including former and serving members as well as staff and board members. The initial projected target of 21 KIIs during April and May 2018 was not met as some of the KIIs were staged as group interviews. To this end three (3) group interviews took place as part of the MTR process. These were with SALO (Cape town), Action Support Centre (Johannesburg) and SALO (Pretoria). This brought the total number of interviews to 22.

KII and Group Interview respondents were purposively sampled from principal point persons on NPA projects, and organisational secondments. They included six (6) interviews with NPA staff, and were guided by interview guides developed post document analysis and tailor made to pursue different lines of inquiry incumbent on the NPA RPSA results that the partners were contributing to (see Appendix 1 and 2 for question guides).

3.1.3   Focus Group Discussion

By design, the MTR process made provisions for one (1) FGD with a consortium of NPA partners working in solidarity with Zimbabwe through the Zimbabwe Solidarity Forum (Crisis in Zimbabwe Coalition, Southern African Liaison Office and the Action Support Centre; ZSF). However, there ended up being three (3) FGDs, one with SALO staff members in Cape Town; and another with Abahlali BaseMjondolo in Durban. The MTR process treated engagements with more than one (1) but less than five (5) participants as Group Interviews, and these are captured as such in section 3.1.2. The FGDs took on a flexible format based on the After Action Review Framework (See FGD Guide Appendix 3), with participants seconded by participating organizations.

3.1.4   Observational Field Visits

The MTR process involved three (3) observational field visits to beneficiaries and project implementation sites in Johannesburg, Durban (Abahlali Base Mjondolo), and Cape Town (R2K and TCOE). After the inception process, four field visits had been anticipated, but due to time pressures the fourth, with ZELA in Zimbabwe did not occur. The visited sites were purposively selected as areas of interest for the NPA Regional Program and were (save for the Zimbabwe visit) outlined in the TORs.   The table below highlights the engagements stated in Sections 3.1.2 to 3.1.4

Organisation	#	Types of Engagements
2. The Alternative Information and Development Centre (AIDC)	1	Key Informant Interview
3. Trust Community Outreach and Education (TCOE)	3	2 KII (TCOE & Union) & 1 Field Visit
4. Sam Moyo African Institute for Agrarian Studies (SMAIS)	1	KII
5. Zimbabwe Environmental Law Association (ZELA)	2	KIIs
6. Action Support Centre	3	1 KII, 1 Group Interview & 1 FDG
7. Crisis in Zimbabwe Coalition	2	1 KII & 1 FGD
8. Right to Know Campaign (R2K)	4	1 KII, 1 Field Visit (Cape Town) & 2 Office visits (Johannesburg & Durban)
9. Abahlali baseMjondolo (Shack Dwellers)	2	1 group Interview & 1 Field Visit (Durban)
10. StreetNet International (SNI)	1	KII (Durban)
11. South African Informal Traders Alliance (SAITA)	3	2 KII & 1 Market Tour
12. Southern African Liaison Office (SALO).	3	1 KII (Pretoria), 1 FGD (Cape Town) & 1 FGD (Johannesburg)
13. NPA	6	KIIs (3 x Programme Managers, 1 x Advisors, 2 x Regional Directors – Outgoing and Incoming)
Total	30	

3.2   Review Questions

The MTR process was guided by the MTR TOR's 11 founding questions, which were expanded and broken down into four lines of enquiry guided by the NPA's RPSA result areas and the MTR's intents. The questions focused on (1.) influencing political decision-making

processes (10 questions), (2.) mobilising on common Issues (11 questions), (3.) effective organising (12 questions), and (4.) program efficiency, effectiveness and sustainability (6 questions). The foregoing applied to the NPA partners, while for members of staff of the NPA, a separate list of 10 questions guided engagement. Appendices 1, 2 and 3 outline the questions that the MTR used as guides. However, for purposes of reporting, the MTR uses the founding questions to guide analysis, and clusters them under the categories of Relevance, Effectiveness, Efficiency, Impact and Sustainability, as follows:

Relevance	Effectiveness & Impact	Efficiency	Sustainability
Is the design and setup of the program relevant to the current context?	What is the extent to which the program has already achieved its objectives and results or is likely to achieve them, including the extent to which the lives of the project/program beneficiaries (women, men, girls, boys) has already been improved. Also, the extent to which supported institutions have already benefitted people particularly in terms of organising and achieving impact.	What are the strengths and weaknesses in terms of planning, management, implementation and monitoring?	To what extent did the project/program contribute to organisational development of partners?
Are the current indicators still relevant and valid in the current context and moving forward?	What were the major factors influencing the achievement or non-achievement of the set outcome(s) /expected results/outputs? (Also consider any other factors which were possibly beyond the control of the project)	To what extent have all project/program stakeholders collaborated as planned?	To what extend has NPA added value to the work of the partners in achieving their goals?
		What is the extent to which crosscutting issues (gender and environment mainstreaming) were applied?	

This approach was pursued to ensure that a good read on progress towards achieving results was established, and then buttressed by more strategic thinking on key issues concerning program implementation modalities and design. Each partner's engagement was restricted to the result areas they are contributing to, while the engagement with NPA staff had a broader strategic remit.

3.3   MTR Implementation Timeline

The diagram below shows the implementation timeline that was followed for the RPSA MTR process.
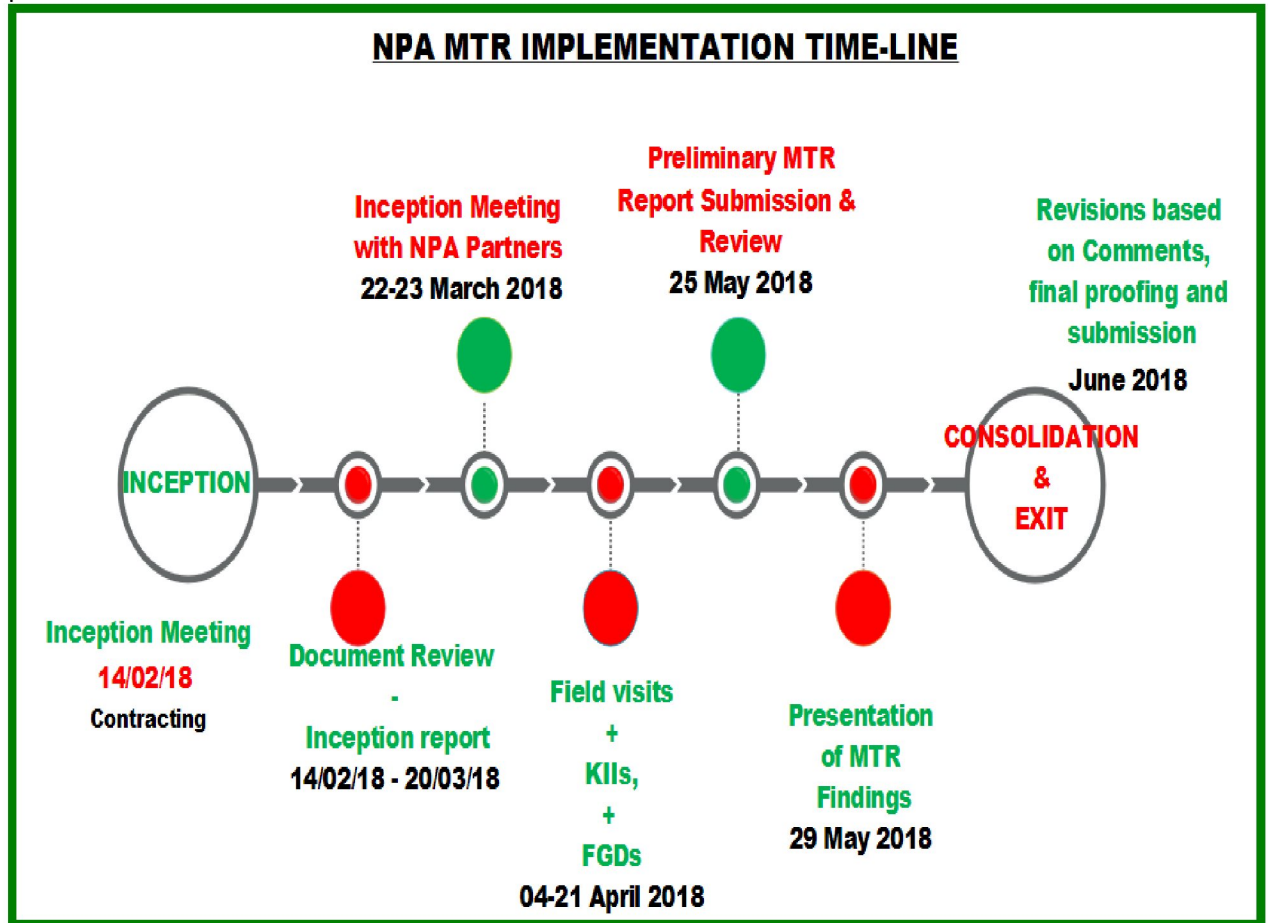
3.4   Limitations To The Review

Outside minute scheduling and logistical challenges, the MTR process progressed smoothly, with ample time provided for each element of the review, as well as sufficient time for in-process consultations and adjustments. The process took longer and had slightly more consultations than had been originally envisaged, but these changes were, in the main, all well managed and contained within the period designated for the process, although the time became constrained towards the end.

From a process perspective:

- Field visits produced mixed results. In the main they were beneficial and eye opening, allowing the reviewer to glimpse real impact on the ground of the RPSA program. However, in at least one instance, hurried preparation for the visit limited the extent to which that particular visit was useful, and left the reviewer convinced that time allocated could have been better spent in extended conversation with the organisation than to go on an unprepared field visit.

- The value for money elements in the process were limited, as the reviewer could not conduct any in-depth financial allocations analysis. The results analysis and findings thus have a gap in respect of this element, and the NPA is encouraged to incorporate this element into future processes.

FINDINGS

4.1 RPSA RELEVANCE

Main Review Questions:

1. Is the design and setup of the program relevant to the current context?
2. Are the current indicators still relevant and valid in the current context and moving forward?

4.1.1 RPSA Design And Set-up

During the MTR process, the RPSA's design was one of the biggest and most engaging talking points for NPA members of staff. While the questions on the design and implementation modalities was also posed to NPA partners, they were keener to engage on modalities, and the generality of them had not invested much thought into the program's design "as long as it allowed them to do the critical work they felt needed doing." While this nonchalant approach is understandable from a means and ends perspective, it is critical to note that the RPSA's design is a critical cog that conceptually, structurally and practically facilitates implementation of the program. In this respect, the RPSA's design elements are like a roadmap, which identifies interconnected structural, conceptual, and programmatic elements that are part of the RPSA as a solution to the challenges identified in context and interventions to achieve change. It is in its design that the challenges to be addressed are identified, interventions are formulated within a circumscribed framework (See Figures 1 and 2 in Section 1.3 for results and programming areas), and implementation modalities mapped out as are monitoring processes and the tools associated. This section of the MTR report focuses its attention on the first two elements, as well as structural concerns, and leaves the latter two elements on implementation modalities and monitoring for later sections specifically allocated for that.

Perceptions of RPSA Design

The MTR process found that RPSA stakeholders have varying conceptions of what the Regional Program is. These variations in conceptual understanding also lead to variation in understanding the strategy of the RPSA and its implementation modalities, box 1 below captures some of these varied understandings.

BOX 1: VARYING PERCEPTIONS AND UNDERSTANDING OF THE RPSA'S STRUCTURAL DESIGN AND STRATEGY

1. The RPSA as a program aimed at strengthening democracy through changing policy towards democratisation and socio-economic justice at regional and South Africa level through various forms of engagement.
2. The RPSA as the center that coordinates the 3 country programs, which have different national programs focusing on different elements of interest to the NPA, i.e. democratisation, social justice and demining. It connects the national programing processes for amplification and solidarity building across boarders as well as administers a purely regional focus with contact and impact at regional levels and platforms.
3. The RPSA as creature of necessity which merges a country program (South Africa) with a regional program to foster regional cooperation to boost impact at local level through connecting democracy and social justice struggles across boarders, exposure, networks and sharing capacities on the ground.
4. The RPSA as mainly a country program (SA) that recognizes and leverages South Africa's regional footprint politically and economically to facilitate organic civil society linkages in the region and

influence SA policy and attitudes towards democratisation in the region (especially Zimbabwe) as well as mitigate the impact of SA imperialism (through its multinational companies' footprints) across the region especially on land and water issues as well as mining affected communities.

5. The RPSA as a regional program run from the South Africa office that connects the dots on democratisation and distribution of resources challenges at the regional level through leveraging South Africa's status as a middle-income country and hub for commercial, media, diplomatic and civic initiatives.

6. The RPSA as a program that seeks to solve the puzzle of why in a wealthy region, Southern Africa, inequality is so rampant. It seeks to do this through a 4-year context analysis and strategy that places redistribution of wealth and power at the centre of its interventions. It supports politically through solidarity funding partners who seeks to move this agenda forward, locally and regionally through movement and coalition building, as well as challenging and influencing power through advocacy at multiple levels.

The different perceptions on what the RPSA is amongst NPA stakeholders betrays a lack of consensus on understanding of what the RPSA is conceptually. In light of these divergent views, it is clear that the RPSA program is able to operate, function and deliver, not necessarily based on conceptual clarity, but on account of a committed and dedicated team that goes over and beyond its normal remit to coordinate, hand hold and reconcile the varying partner and NPA conceptions.

4.1.1.2 The Reality of RPSA's Design

Given the above, the RPSA design framework is an interesting mixture of the novel and the orthodox. It is fairly experimental and unique because of its dual national and regional approaches, with the uniqueness stemming from inverting the pyramid. In most instances development programs are nested hierarchically with the lower implementation planes nested within the higher implementation plain (e.g. states nested in a regional block as shown in Figure 4 below).
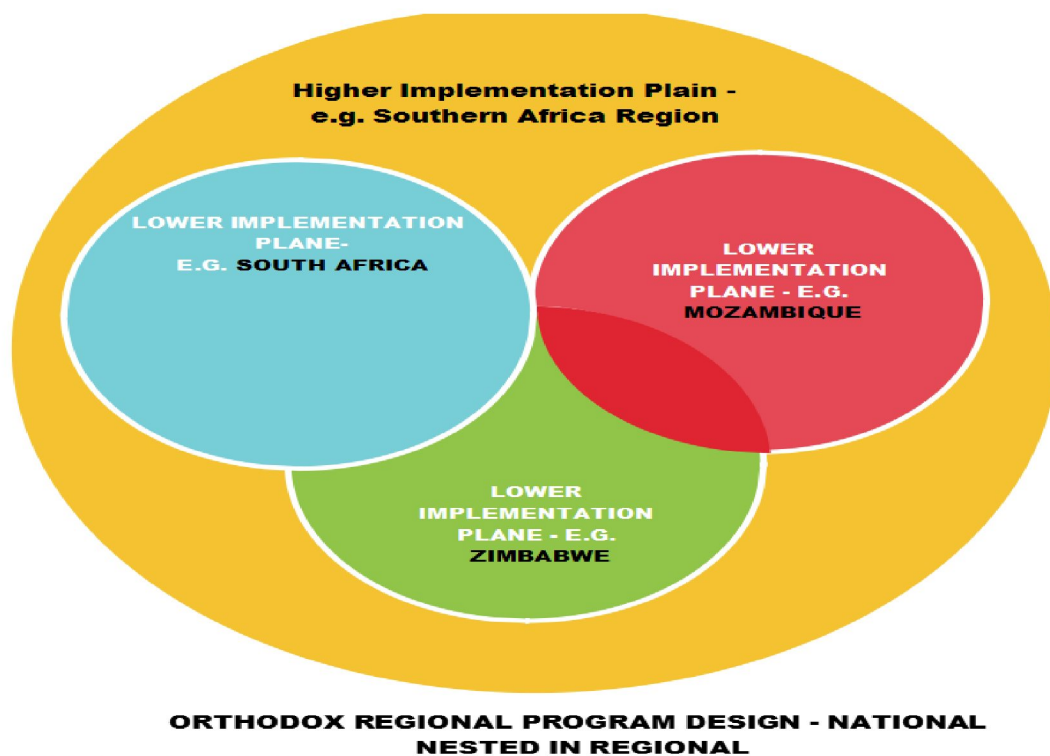
Figure 4 Orthodox Nested Regional Program design

The RPSA's structural design departs from the neat logic of the orthodoxy represented in Figure 4, and does more than invert the pyramid (i.e. have the "higher" implementation plane –Regional, nested within the lower implementation plane - National). It is set up, structurally, in a fairly eclectic and catholic approach that places South Africa at the centre but with connections to the two other NPA Country programs, the SADC Regional and Global initiatives (See Figure 5).
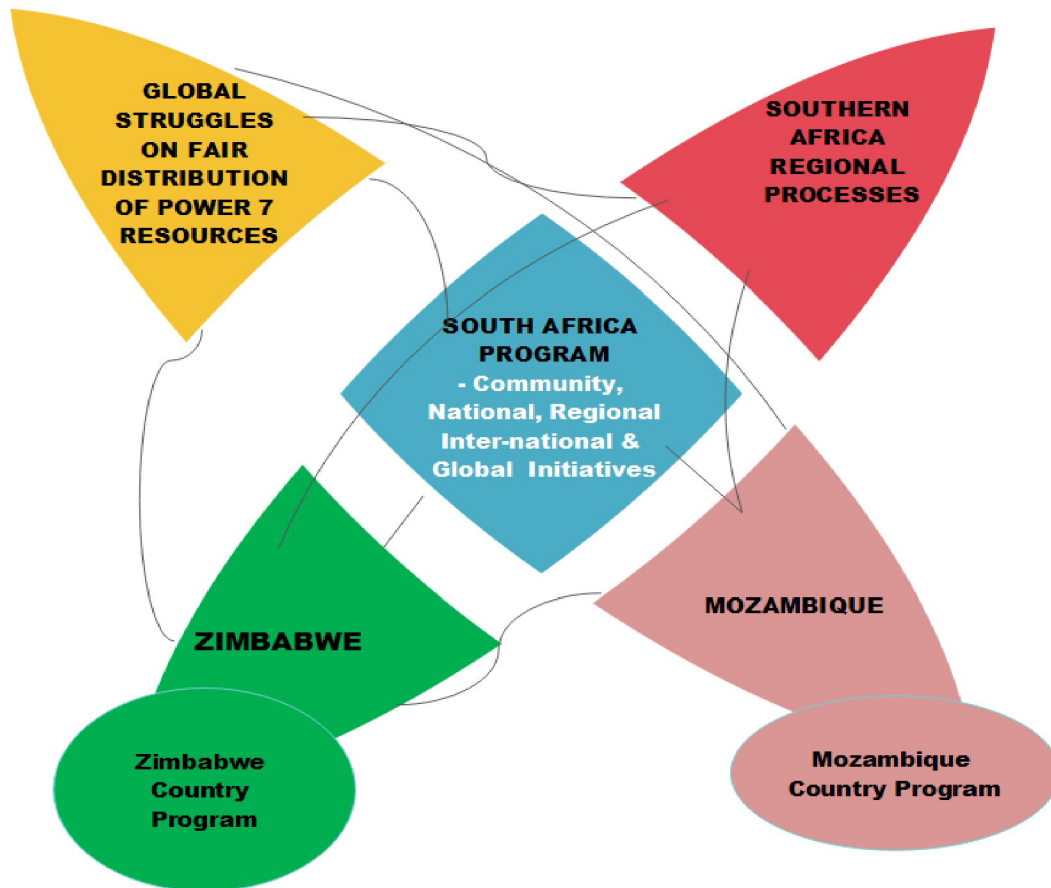

Figure 5 Reviewer's construct of RPSA's Structural design[9]

Figure 5, while illustrative, demonstrates both the dynamic and complex nature of the current RPSA structural design. It shows that the RPSA is a South Africa Country program (at the centre with most partners -8) with a regional flare (Mozambique and Zimbabwe), and its partners operate at multiple levels and geographic spheres in and beyond South Africa and the region. It locates South Africa's central place politically and socio-economically in the region, and its influence on regional policy and practice as a potential lever of influence, and facilitates collaboration between partners at local, national and regional level.

4.1.1.3 What Works in terms of RPSA's Structural And Strategic Design

The MTR process solicited views on what would work structurally and strategically for the RPSA. To answer this question, it sought first to establish what wasn't working. As previously alluded to, for most partners, the current RPSA design and its implementation modalities

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[9] This graphic was designed for illustrative purposes; it over simplifies the structural and strategic relationships for purposes of this conversation. The MTR notes the differences in approach and status of Mozambique and Zimbabwe regarding the RPSA, especially given that there are no organizations from Mozambique drawing funds from the NPA's RPSA program, while the opposite is true for Zimbabwe.

(focused on in later sections) did not present too many challenges, and was working. For NPA internal stakeholders, differences related mostly to three elements: (1.) the founding logic, based on the necessity of a regional approach to justify continued NPA programming in a middle-income country, and (2.) what the main thrust should be and how coordination and clarity could be achieved under the current set-up in ways that leverage the NPA's country programs, and benefits its 35 partners across three country programs. (3.) Where resources are located, how they are deployed and whether the current modalities are the most optimum.

The MTR noted that the current framing of the RPSA had presented some challenges for some partners in South Africa who felt "compelled" to have a regional element to their work despite their own state of readiness for such, as well as interest in the same. For some partners outside South Africa, being on the regional program seemed to subliminally entail some promotion as they were operating at the higher plain. In both instances, the perceptional challenges were dealt with through constructive engagement, and on a scale, did not constitute major fallouts or challenges.

4.1.2 MTR Notes And Recommendations On Relevance Of Structural Design

Given the above, the MTR finds no substantive reason to tinker with the RPSA design mid-strategy. It suggests instead that a conversation around changing program design be calendared for conversations on the next strategy (beyond 2019) where the RPSA design and implementation will be subjected to a full evaluation and possible redesign issues dealt with more concretely. The tenets of the proposed conversation are captured in Figure 6 Below and elaborated in Box 2.
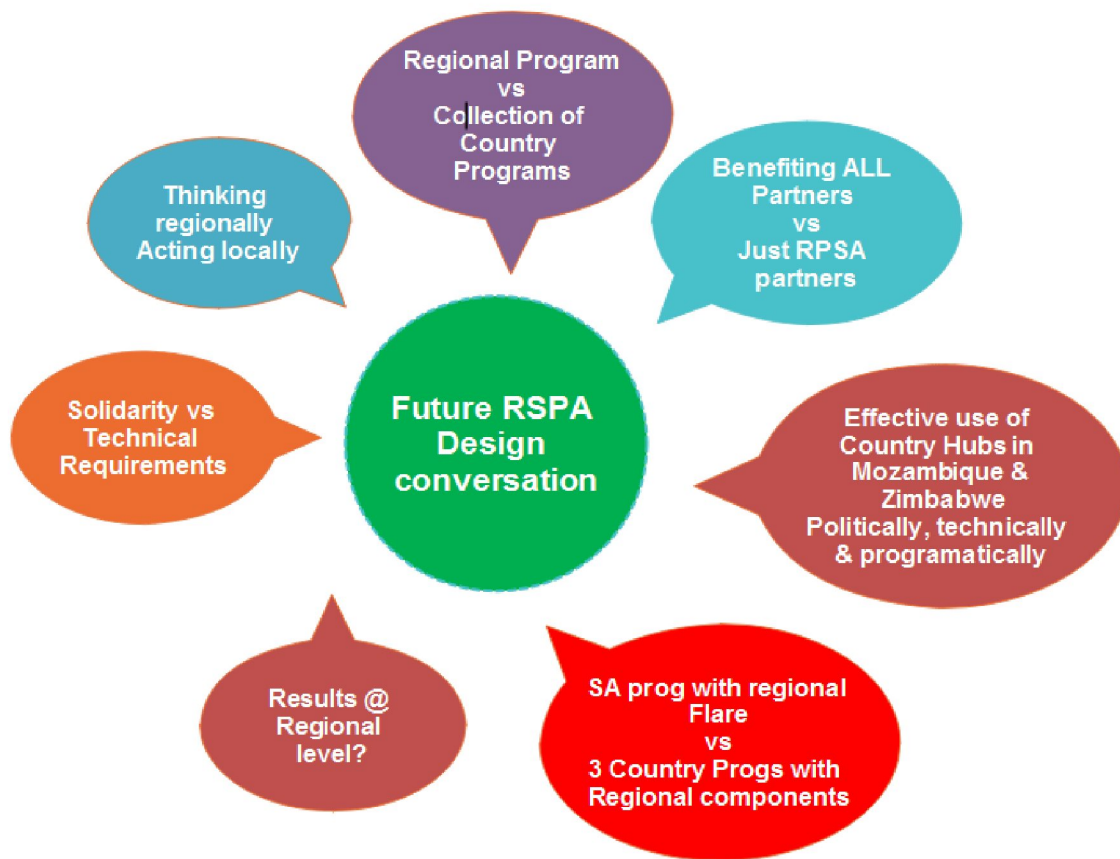
Figure 6: RPSA structural Design Future Discussion Points

Box 2: 9 Points To Ponder on Future Structural And Strategic Regional Program Redesign

1. Re-conceptualising NPA's role as a solidarity organisation, which is political but has technical prerequisites that need to be met for donor support to the regional program.

2. How to make the regional program stronger and better in ways that allow NPA partners to think regionally but operate at multiple levels (e.g. local and national and regional).

3. How to establish a design that does not leave the regional program as a collection of country programs but has a real regional focus centred on what can be done at regional level as contributing to global developmental dynamics which have local manifestations and ramifications. What role can the NPA play in facilitating a regional approach that has a longer-term goal, with a sharper focus on common issues that partner and country programs can confront their leaders together on?

4. How the NPA's regional program and presence can benefit all NPA partners interested instead of just those selected to be part of the "regional program." This could build on pre-existing partnership models within the RPSA like AIDC's work on the Peoples Tribunal and related projects, TCOE's work with the rural women's assembly, the NPA's fostering of collaboration between SALO, Crisis and ASC. It could also build on other partnerships across country programs but outside the remit of

> the RPSA which are happening on an ad hoc basis, for example, ZimRights (Zimbabwe) and Action Support Centre (South Africa) exchange program, Abahlali and ORAM's partnership, and so on.
> 5. **How program effectiveness can be institutionalised through greater shared conceptual clarity so as not to over-rely on the commitment and dedication of the RPSA team and agency instead of structured sustainable arrangements.**
> 6. **How to optimise NPA's presence in Mozambique and Zimbabwe to ensure effective program administration and management with partners on the regional program should the design not change.**
> 7. **How to ensure that "regional" partners local work and results (at country level) are not lost because of the imperfect fit of Mozambican or Zimbabwean local results within the South Africa program with a "regional flare."**
> 8. **Whether to change the design from the current SA program with a regional flare design to three country programs with regional components.**
> 9. **Whether to have some clear results at regional level with clearer programming regionally by some partners or regional organization's.**

While the suggested points to ponder in Figure 6 and Box 2 are conversations for the future, the MTR suggests the following to enhance current RPSA design operationalisation:

1. Facilitate a shared understanding of the regional program, its strategy, operations and results amongst RPSA stakeholders.
2. In build more engagement amongst partners on the program and the NPA family across country programs.
3. Encourage better and more engagement across barriers like language through acknowledging sensitivities and differences in levels of participation that emanate from processes that do not acknowledge and manage difference.[10]
4. Institutionalize better/greater coordination among country programs to ensure that the information loop amongst managers and partners is closed, allowing a sharing of information and competences, and enhances collective responsibility, leadership and ownership of the RPSA.
5. Consider harmonizing program cycles and implementation modalities across programs to mitigate negative effects of different operating systems across country programs given decentralisation of funds disbursements and assessments.
6. Consider beginning a process of engendering the RPSA more, as well as bringing on board missing sectors like youth more directly.

4.1.3   Relevance vis-à-vis Context

One of the few things that was uncontroversial through out the RPSA MTR is its relevance, both in terms of its aptness as a response to critical contextual issues, as well as a vehicle to propel the NPA's vision and strategy forward (see 4.1.2). Given that the conversations informing this report were conducted with stakeholders to the RPSA, one may be tempted

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[10] *This is especially the case for the programs work in Mozambique, where some partners reported difficulties in establishing partnerships because of language barriers, as well as reports from Mozambique that often participation at regional level is limited to those organization's with English speaking competences. Translation across Anglophone and Lusophone lines becomes key.*

to think that asserting the relevance of the program would be in the best interests of the stakeholders. While this may be so, the following empirical facts attest to the RPSA's relevance to context:

1. The long view to context analysis that steeped the program's understanding of its environment in its proper political, socio-economic and historical context as mentioned in section 1.2, ensured that the RPSA was relatively well informed by extant conditions where its issues of interest were concerned. This analysis is made stronger, thus strengthening program relevance, by the actor and power analysis that was conducted in strategy formulation. This analysis identified the kind of actors that could have an impact on the context in relation to equal distribution of power and resources towards democratisation in the region.

2. A sound appreciation of the dynamic nature of the context and its shifts and turns, which the RPSA placed front and center even as the program was being developed. Accepting that the environment is dynamic, allows the program to be equally dynamic and open to amendments to implementation modalities.

3. The continued existence of major democratic deficits and horizontal and spatial inequalities in the Southern Africa region, and especially chinks in South Africa's democratic credentials amour. The persistence of these challenges is underlined by the stabilisation of inequality at extremely high levels in sub-Saharan Africa (Namibia, Botswana and Zambia also rank in the top ten of highly unequal countries),[11] and South Africa's dubious distinction as the most unequal country in the world.[12]

4. Dramatic changes in context which make impacting political decision-making, mobilising around common issues, and organising communities more urgent to positively influence democratic and economic trajectories across the region. These changes include but are not limited to:
   - Changes of guard in the major political parties and countries in the program (Zimbabwe, and South Africa in November and December 2017, after Mozambique in 2015).
   - Popular citizens action and rising agency (for example In SA around the impeachment of President Zuma for corruption, increasing advocacy on expropriation of land, and access to information and associated rights. In Zimbabwe, citizen's actions around socio-economic challenges, political challenges).

All these challenges were noted by the RPSA and accounted for in programming to retain relevance.[13]

4.1.4 Relevance vis-a-vis Strategy And Vision

The MTR found the RPSA's relevance to the NPA strategy and vision to be very high. This is in all likelihood from the organic development process that included multiple thinking and planning processes. The RPSA's Development Objective (DO) "Partner organizations, and the

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[11] See Facundo Alvaredo, Lucas Chancel, Thomas Piketty, Emmanuel Saez, and Gabriel Zucman (2017) "The Elephant Curve of Global Inequality and Growth." WID.world Working Paper Series (No. 2017/20), forthcoming in American Economic Association Papers

[12] See Sulla, Victor; Zikhali, Precious. 2018. Overcoming Poverty and Inequality in South Africa : An Assessment of Drivers, Constraints and Opportunities (English). Washington, D.C. : World Bank Group. http://documents.worldbank.org/curated/en/530481521735906534/Overcoming-Poverty-and-Inequality-in-South-Africa-An-Assessment-of-Drivers-Constraints-and-Opportunities

[13] See South Africa Progress Report 2017: NORAD Cooperation agreement QZA-15/0443

communities where they work, influence democratization processes in Southern Africa" is well attuned to the NPA's development cooperation aim "to strengthen (local organizations) ability and to fight for a more equitable distribution of power and resources in their communities." These objectives segue into the NPA's long-standing approach of practical and supportive action within the context of solidarity at home and abroad.

In addition, the RPSA's three nodal result areas (1.) Civil Society influence on political decision-making, (2.) mobilisation around common issues, and (3.) enhancing the program partners' effective organising of people around collective action problems, all contribute to both the Country DO and the Global aim.

In short, the RPSA is very relevant to the NPA Strategy at both local and global levels.

4.1.5 MTR Notes And Recommendations On Relevance in Context And Strategy

The MTR's positive findings on the RPSA's relevance in terms of context, broader NPA strategy, and vision. This is not without contradictions; clarifications and sharpening of the following areas is encouraged.

1. **NOTE: Inherent contradictions from a Regional Program ensconced within a country program.** The MTR found that the contextual analysis that informs the program is very steeped towards South Africa, with the net effect being that the resultant analysis interrogates regional trends in a limited fashion. While the practical necessity, at inception, of locating the regional program within a country program is noted, the fact that the program does have regional elements calls for a more graduated and balanced analysis of the regional trends and dynamics that across the three target countries. While interventions are in most respects informed by local contexts, the conversations with partners during the MTR reviewed that the major issues **that the RPSA tackles are regional concerns, and can be flagged as such in analysis, and still leave room for interventions to be informed by the local manifestations of the trends and dynamics noted as regional concerns in the context analysis.**

2. **Local manifestations and global dimensions**: The issues that the RPSA tackles, while manifest in South Africa and the Southern Africa region, are also global concerns. As such, while the analysis of the context, which informs relevant programming is deep, historical and apt, it is this way only to the extent that it analyses the issues in a limited spatial frame.[14] It may be useful to show in analysis the macro nature of the challenges confronted, with clear links from the local (micro), national (mezzo) and global (macro). This may allow for easier connection between partner interventions in the program with global campaigns that they are involved with and which the NPA is also party to at a global level. This is especially so, as some global political and economic changes, as well as increasing integration and action by global role players (like states and capital) may have an impact on local and national developments in the three focal countries.

3. **Building on the founding context analysis, especially around South Africa's place, politically and economically in the region**. While a number of the RPSA's interventions, like AIDC's work on dismantling corporate power may touch on South African economic interests in other Southern African countries, the MTR found limited evidence from

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[14] *Mainly, South Africa and some times Southern Africa*

interventions in Mozambique and Zimbabwe that highlight the connections between South African corporate interests and impacts on land or mining affected communities in the two countries. This is despite that some of the NPA's partners in the country programs are dealing with these issues, e.g. ZimRights and Tongaat Hulett (Head Quartered in Durban) in Zimbabwe and Mozambique, or Glencoe and mining affected communities in Mozambique, as well as Anglo-Gold and Ashanti's cross boarder interests.

4.2 RPSA EFFECTIVENESS
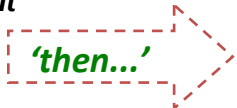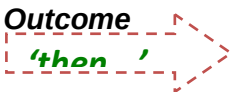
Main Review Questions:

1. **What is the extent to which the program has already achieved its objectives and results, or is likely to achieve them, including the extent to which the lives of the project/program beneficiaries (women, men, girls, boys) has already been improved? Also, the extent to which supported institutions have already benefitted people particularly in terms of organising and achieving impact.**
2. **What were the major factors influencing the achievement or non-achievement of the outcome(s) /expected results/outputs? (Also consider any which were possibly beyond the control of the project)**

The section looks at program effectiveness and impact. While issues of impact are usually not within the purview of mid-term reviews, the MTR found that in some instances impact was already discernible and is incorporated as part of an assessment of the RPSA's progress towards results. But to conduct the above processes effectively, the MTR first assessed the logic and tested the theory behind the results framework.

The MTR found that the RPSA results framework is a cogent articulation of desired effects and the observable implications of such effects as outlined through clear targets and indicators. The RPSA's outputs, intermediate outcomes and outcomes present a logical IF and THEN theory that constitutes a plausible development hypothesis, as shown in the table below.

Input 'If RPSA Partners…'	Output 'then…'	Intermediate Outcome 'then…'	Outcome & Impact
ACCESS AND CONTROL OF RESOURCES 　Educate, capacitate and mobilise communities on access and control of resources and democratisation 　Conduct actions to protect rights and just distribution of resources 　Strengthen their organising capacities and social movement advocacy 　Conduct policy and evidence/knowledge-based advocacy on accountability 　Protect communities' tenure, security and access to markets 　Strengthen gender roles in the struggle for land. **DEMOCRATISATION** 　Mobilise locally and nationally around accountability 　Strengthen communities' abilities to hold governments accountable 　Support and strengthen safety and protection of activists 　Support the protection of the constitution and human rights (e.g. freedoms of expression and association) 　Create cross program (South Africa, Mozambique and Zimbabwe) synergies on land, extractives, and informal trade, 　Strengthen local organising 　Influence national policies 　Build linkages and alliances across the SADC region 　Strengthen work and engagements at regional level (SADC policies and processes).	PARTNERS WILL HAVE CAPACITY TO CHALLENGE AUTHORITIES REPRESENTATIVE MEMBER BASES IN PARTNER ORGANIZATIONS WILL BE INCREASED PARTNERS WILL HAVE DEMOCRATIC STRUCTURES IN THEIR ORGANIZATIONS COMMUNITY MEMBERS WILL HAVE KNOWLEDGE ON POLICY REGULATIONS ON LAND, EXTRACTIVES, AND DEMOCRACY	*POPULAR ORGANIZATIONS WILL BE MORE EFFECTIVE IN ORGANISING PEOPLE WHO HAVE A COMMON GOAL* *PARTNERS WILL MOBILISE AROUND COMMON ISSUES*	*CIVIL SOCIETY ORGANIZATIONS INFLUENCE POLITICAL DECISION-MAKING* *AND* *DEMOCRATISATION PROCESSES IN SOUTHERN AFRICA WILL BE STRENGTHENED*

4.2.1 Progress Towards Achieving Results Matrix (PTARM)

The RPSA's progress towards achieving results is mapped by way of a Matrix, which summarises the program's progress towards achieving outcomes, intermediate outcomes and program outputs. The Progress Towards Results Matrix (PTRM) uses a colour-bar rating based on the reviewer's judgment calls emanating from the empirical facts and does this for the 16 indicators ascribed to the RPSA. The legend below explains the meanings of the colour codes:

PLATINUM	Representing results attained or a highly satisfactory rating towards meeting outcomes.
GOLD	Represents satisfactory attainment of results or that the program is on track to achieving the results,
SILVER	Represents a range of moderate satisfaction to moderate dissatisfaction with results attainment, while
BRONZE	Encompasses performance in the poor range.

4.2.1.1   MTR Summary On Progress towards Results Attainment

The MTR generally found that the RPSA was an effective program, performing at optimal levels and is well on course to achieve the bulk of the results set out in the strategy. This finding is only qualified by the fact that while most of the indicators were clear, targets for some of the outcome and output areas are not, or are articulated at project rather than program level. Figure 6 shows the status of progress towards results in graphical form.
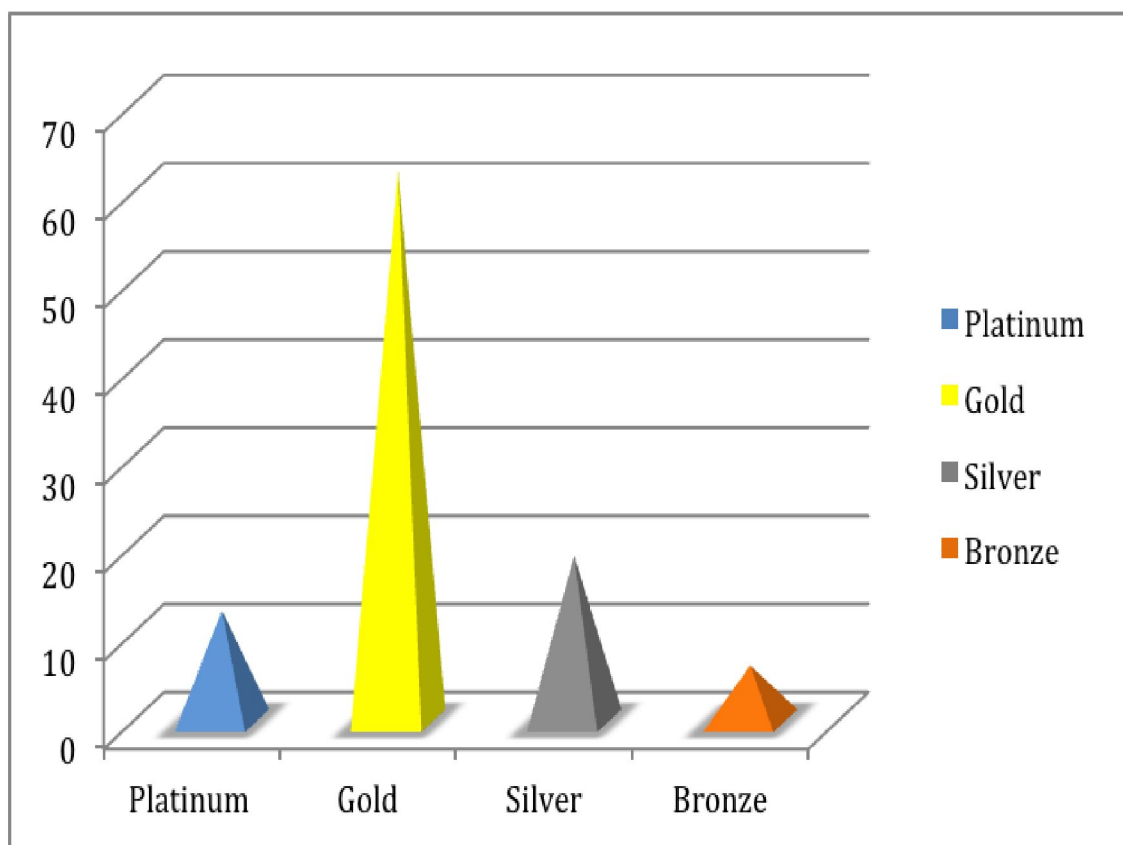
Figure 7: Proportions of Result Areas per Rating Scheme

The MTR found that:

1. 12,5% of the indicators tracked under the RPSA were performing at Platinum level, representing two out of 16 indicators. These high performing areas, where results have already been achieved as per set standards and targets, are partners participating in alliances, and partners increasing their membership by at least 10%.

2. 62,5% of the indicators tracked in the program were in the Gold category, meaning the program is well on course to achieve the desired results during the RPSA strategy's performance period. This relates to 10 of the 16 indicators across all outcome and output areas.

3. 18,75% of the indicators tracked for progress under the RPSA were on the margin and could swing either way- towards optimum and sub-optimal performance. This represents 3 out of 16 indicators, and are in the areas related to partners policies being included in policies, law initiatives that partners have worked to stop, and partners on-going advocacy cases to influence local/regional authorities.

4. This precarious situation emanates from the reality that the outcomes being pursued are outside the sphere of influence and the manageable interests of the partners, and could thus swing either way. In addition, given that the areas are policy areas, as explained in the matrix, there are additional questions around attribution that arise around the extent to which partners interventions are responsible (solely) for policy outcomes.

5. The MTR only found 1 indicator area where the RPSA is SERIOUSLY LAGGING BEHIND results attainment. This one area represents 6,25% of the indicators, and relates to partners having democratic structures in their organizations. The MTR viewed this indicator as out of the control of the RPSA on account of different formation and set-up modalities of organizations.

6. While some types of organizations are amenable to democratic structures and structuring, some are not, as is explained in the matrix. As such, intentions of democratizing structures of NGOs for example, are likely to fail, as their set-up and modus operandi may not be amenable to such " democratic structuring".

The Performance Towards Results Matrix below, explores these findings in greater detail.

Intended Outcomes& OUTPUTS	Indicators	Partners Focusing on Aim/Pillar		Illustrative Attainments (Self-reporting)	Level Of Attainment Rating & Comments			
					Platinum - Achieved	GOLD On-target	SILVER Half & half	BRONZE Off-target
OUTCOME								
1. *Civil Society Organisations influence political decision-making.*	# Of partners who have presented proposals to authorities	• SMAIS • AIDC • Right2Know • SALO	• StreetNet • TCOE • ZELA • SAITA	- At least 8 RPSA partners presented policy proposals to authorities at local, national and international levels. - At least 6 partners had their proposals included in policy - 9 partners presented legal reform proposals to authorities. - 4 partners were able to stop 4 adverse legal initiatives against their and the RPSA's areas of interest (e.g Land Invasion Law (Municipal Law)- Abahlali BaseMjondolo, The Prevention and Combating of Hate Speech and Hate Crime bill-R2K, The Traditional Khoi-San Leadership Bill-TCOE, Mines and Minerals Amendment Bill -ZELA - At least 109 community leaders in Zimbabwe & South Africa including traditional leaders, members of parliament, engaged in discussions on policy and law around land access, control, and use.	Almost all RPSA partners are involved in one way or another in influencing policy and proffering alternatives at local (e.g Abahlali), national (e.g R2K &SALO) and regional and International levels (e.g. AIDC, ZELA).			
	# Of partners whose proposals have been included in policies	• SMAIS • AIDC • Right2Know	• SALO • StreetNet • ZELA		A number of proposals by RPSA partners were adopted at a self-reported proportion of 66%- which is impressive. However, this success is muted due to challenges around evidencing this kind of impact and attribution challenges as there are always a lot of factors at play in policy & law making beyond RPSA partner interventions			
	# Of law proposals presented by partners to authorities	• Abahlali • SMAIAS • AIDC • R2K	• SALO • StreetNet • SAITA • TCOE		Almost all RPSA presented policy alternatives at local (e.g Abahlali), national (e.g R2K &SALO) and regional and International levels (e.g. AIDC, ZELA).			
	# Of law initiatives that partners have worked to stop	• Abahlali • R2K	• TCOE • ZELA		Work within this indicator is commendable. Success towards attaining results in this area is fairly ad hoc as some of the initiatives have to be responsive based on what state			

					actors initiative.
	# Of community leaders that participate in the discussions on policies and laws around land access and control at local and national level	• SMAIS • StreetNet	• ZELA • TCOE		The RPSA has a significant amount of community leader engagement. The indicator appears under reported officially (NPA level) as it subliminally adopts a limited definition of community leaders (restricted to formal community leaders (traditional chiefs & MPs) at a fairly high level. Such a limited definition may lead to under reporting, as organization's like Abahlali which (according to their reports) engage community leaders at Local Government level, and are in the business of building power with community leaders like local business owners; church leaders, and the academy are left out of the counting process on the indicator. The same applies to organizations like R2K, which often engage leaders in specific communities like the media, or AIDC's work confronting and engaging the business community.
INTERMEDIATE OUTCOMES					
2. *Partners mobilise around common issues.*	# Of partners who participate in alliances	• Abahlali • SMAIAS • AIDC • R2K • StreetNet	• SAITA • TCOE • ASC • SALO • ZELA	- All 10 RPSA partners were involved in and participated in campaigns and alliances as part of and outside the RPSA at local, national, regional and global level. - 7 of the RPSA partners initiated campaigns, - All RPSA partners initiated and animated public debate through multiple media channels including radio,	The RPSA seems to have inculcated a spirit of collaboration within (e.g. the ZSF joint initiative, Peoples Dialogue and Tribunal) and without the program amongst its partners. All the RPSA partners are engaged at different

				television, news papers, own media, social media, press briefings, op-eds and public debates. - Just under 2000 families accessed land for multiple uses through RPSA partner interventions in Gonakwane, Hannover (KZN), Eastern Cape, Western Cape, in South Africa as well as Chiadzwa and Marange in Zimbabwe, through the efforts of Abahlali baseMjondolo, TCOE, and ZELA	levels in alliances and campaigns on various issues. Consultations with partners indicate that this is set to continue in the second half of the performance period, while engagements with NPA staff indicates a commitment to foster partnerships, facilitate and encourage them.
	# Of partners who have organised campaigns	• Abahlali • SMAIAS • AIDC • R2K	• SAITA • TCOE • ZELA	- At least 20 communities accessed new land – 13 for agricultural use, 7 for resettlement.	Work along this indicator is fairly impressive and set for impact. The RPSA partners who work on organising and in coalitions (at local, national and international levels) have largely done so through campaigns, while others outside this categorization like ZELA and SMAIS have also initiated campaigns.
	# Of partners that have initiated public debates in media	• Abahlali • SMAIAS • AIDC • R2K • StreetNet	• SAITA • TCOE • ASC • SALO • ZELA		As illustrated, all RPSA Partners were engaged in sponsoring public debate. While the indications are good quantitatively, it is still left to be established what impact the engagements had on either, winning hearts and minds of the publics or shifting perceptions of key wielders of power and influence on the issues animated for debate in the media. This is more qualitative and may be easier to discern at evaluation rather than mid-way through implementation.

	# Of people organised by NPA partners obtaining access to land for housing and trade. **# Of communities organised by NPA partners obtaining access to new agricultural land**	• ABAHLALI • TCOE • ZELA			Work in this indicator stream by RPSA partners is on course to achieve real impact. The work affects foundational rights around, shelter, land, food and livelihoods and speaks to decency of human beings. As this work progresses, and depending on the targets partners set for the 2nd half of the performance period, it is likely that impact will be achieved. Based on engagements with Abahlali (plus field visits for Abahlali and R2K) and SAITA, the achievements on the ground are not fully reflected in reporting, making it possible their interventions and the RPSA may be positively affecting more lives and people than reports reflect.
3. *Popular organisations are more effective in organising people who have a common cause.*	# Of partners with more than 10 % increase in membership	• Abahlali • TCOE-CSAAWU • SAITA • R2K		- Abahlali membership has increased exponentially during the performance period from just over 20000 in 2016 to over 50,000 across 5 provinces (KZN, Gauteng, Western Cape, Mpumalanga and Eastern Cape), with branches increasing from 38 to 47. - TCOE's work with Inyanda & CSAAWU, e.g. CSAAWU membership increased from 3100 in 2016 to 3700 at the close of 2017. - R2K's network has expanded, ASC ZSF membership has increased, and SMAIS-ZILAN network has also grown	**MTR found that progress towards achieving this results has far surpassed the 10% increase earmarked at the beginning of the RPSA for the explicitly membership driven organisation. This status is aided by the presence of a clear target in the indicator, which is not the same for other indicators**
	# Of partners with political training programmes	• Abahlali • SMAIAS • AIDC	• StreetNet • TCOE • ZELA		All RPSA partners working with and organising communities at different levels have conducted "political" training programs. The MTR found that other organizations like R2K also train and up skill their activists through various processes that reporting has

					not identified as political training. It may be useful to develop some shared understanding of what political training entails and what it relates to, in order to measure progress on this indicator more effectively.
				OUTPUTS	
1. *Partners have capacity to challenge authorities*	# Of partners who have on-going advocacy cases to influence local/regional authorities	• Abahlali • Right2Know • TCOE and CSAAWU	• AIDC • SAITA • ZELA	This output indicator is allied to efforts at local and regional efforts to influence political decision-making. At least 6 RPSA partners have on-going advocacy cases at Local government (e.g. stopping evictions-Abahlali, and environmental impact assessments-ZELA) Central governments (e.g. Protection of personal information-R2K and working conditions-TCOE) and regional and international levels (e.g. work on international business and human rights conventions-AIDC and ZELA). Internationally, AIDC's work with the UN Intergovernmental Work Group on TNCs, Abahlali's successful Communication at the ACHPR, and ZELA's work on Africa Mining Vision are strong performances that strengthen this result area, although they are initiatives that are not just supported through the RPSA.	The volume of work by RPSA partners in this area is impressive, and judged at just the output level the rating could be higher. The MTR process however, rated this out-put area as 50-50 bearing in mind that the intention is not that partners guarantee the outcome but have been stronger to conduct advocacy, and are doing advocacy. The indicators speak to the latter- doing advocacy, but not the former – strengthened capacity. As such, while the advocacy cases are there, this counting does not speak to the quality of advocacy initiatives based on partners capacity which has an impact on outcomes, which are also largely pending. Influencing authorities is a long game that hinges on building relationships and pressure, which are both functions of the quality of interventions not just their number. The effects of such actions can usually only be seen over the longue duree rather than in the short term. The MTR hopes that an analysis of the results
	# of partners who have on-going advocacy cases to influence national authorities	• Abahlali • ASC-ZSF • SMAIAS • AIDC • SALO	• StreetNet • TCOE • ZELA • R2K		
	# Of partners who have on-going advocacy cases internationally	• AIDC • StreetNet	• TCOE and CSAAWU • ZELA		

					achieved can be used to infer the quality of initiatives. At the time of the MTR, the outcome of these output areas (covered under outcome 1 in this PTRM) is mixed (gold and silver).
2. *Representative member base in partner organisations increased*		- Abahlali - SAITA - TCOE-CSAAWU - ASC-ZSF - SMAIS-		This output is allied to Intermediate outcome 3. Under this output, for instance is the exponential rise in Abahlali membership including a 10% increase in female membership, increase of women in leadership (12 local women chairpersons elected in 2017) and the accommodation of youths (35% of Abahlali members are youths with 56,3% being female)	This indicator's work area is greatly advanced by the increases in membership broadly. There are promising signs of improvement and progress towards results that increase female participation at all levels of the work done by the institutions associated with this output area. The 'Women Can Do It' initiative has been credited with assisting partners to improve the status of women in organizations as well as building up their confidence levels and participation in leadership positions.
3. *Partners have democratic structures in their organisation*		- Abahlali - R2K		- Abahlali and R2K have popularly elected leaderships, as does SAITA. - The bulk of the RPSA partners are NGOs whose boards and leadership are subject to internal processes, and in some instances perpetual succession outside the remit of popular selection.	It is not clear (1.) what the NPA RPSA's target is regarding this indicator, (2.) what the definition of democratic structures (representative, deliberative, social etc.) is. It would help to define and have a shared understanding of both these aspects. However, taking the narrow version of representative democracy, the work in this indicator area is unlikely to meet impact levels as the bulk of the organisation processes and infrastructure for RPSA partners is outside the sphere of influence of the

				program (e.g. NGOs and trust). In addition, for those that do have representative democracy elements like Abahlali and R2K women's representation as activists and leaders, remains at low thresholds and can be improved.
4. Community members have knowledge about policy regulations on land, extractives and democracy	# Of community members trained on new policy and regulation on land, extractive industry and democracy	• TCOE • SAITA • ZELA • SMAIAS	- At least 819 people received training on new policies and regulations on land and extractives.	The documented results restrict sharing of knowledge to trainings. This is direct, but the RPSA partners, as reported also conducted extensive public engagement work through various types of media. While the latter may be hard to count and account for, it is important to factor in as knowledge on policy regulations, extractives and democracy can also be shared and attained through various means.

4.2.2 MTR Notes And Recommendations On Progress Towards Results

Program performance is on track and in good shape. This status is a function of several factors that include effective and adaptive program management, dynamic design and set up of the program, unrestricted by dogmatic strictures of a linear design, as well as partners commitment to achieving tangible results on the ground. The MTR noted that to enhance performance the NPA needs to:

✓ Sharpen its understanding of democracy, both in terms of how it intends to impact on this as a program, an alternative framing can be the social democratic approach or democratic social justice approach, which regards social justice in terms of three R's: Representative (political), Recognition (social), and Redistribution (economic) regarding democratic deficits in the target areas.

✓ Adopt a slightly broader definition of its intensions around nurturing democratic institutions and organizations, which goes beyond democratically elected structures to include democratic processes/natures. Pursuing this slightly expanded definition should allow the NPA RPSA to achieve impact regarding having democratic structures beyond representativeness to include democraticness (based on being deliberative, inclusive, representative, equitable etc) of the structures and institutions.

✓ Account for both the long term and unpredictable nature of policy and law influencing work. It may help to disaggregate results around policy influence to accommodate milestones towards policy and law reform results at local, national and regional as well as international level. Failure to acknowledge the presence and attainment of these milestones can create the impression that nothing or little is being done when a lot has been invested and achieved by partners towards attainment of desired

results in the long term.

4.2.3 Enablers And Impediments Matrix

The RPSA operates within a context (both internal and external to it) full of factors and variables that militate or mitigate results attainment. The table below is a 2X2 Matrix that lists some the MTR's findings on factors influencing results attainment:

	Enablers/Positive	Impediments/Negative

External	1. Institutionalised relations with state institutions, e.g. MOUs
	 2. Non-confrontational strategic engagement.
	 3. Functioning accountability system in SA, e.g. Departments held accountable in Parliament allowing meaningful advocacy to take place across the accountability chain.
	 4. Progressive State & Party allies, e.g. Lindiwe Zulu's return to the ANC's IR Committee & deployment as SME's Minister
	 5. Nov 2017 coup – signaled some opening in Zimbabwe
	 6. States commitment to Global, Regional and UN processes, e.g SA government's leadership and work on the Intergovernmental Working Group on TNCs (AIDC), Zimbabwe Government's Reengagement processes (SALO, ZSF, ZELA)
	 7. Advances in technology
		1. Macro-economic factors and realities
		  - Unemployment and shrinking social security
		  - Activists in precarious situations where they are forced into survivalist mode or commodification of the struggle mode.
		  - Unemployment as a disorganizer.
		 2. Political party and key movements (e.g. labour) Factionalism
		  - Dysfunctionality and gridlock in government on account of factions around succession (SA & ZIM).
		 3. *Dearth in working class movements – due to unemployment (S.A) informalisation, casualisation of labour (Zim) – forcing potential pools of activists into survivalist modes that prioritise day to day survival rather than engagement in systematic struggles to deal with these systemic issues. It also increases interventions chances of being prone to commercialization and commodification of struggles as activists engage not just out of passion and commitment but also the search for whatever stipends are associated with participation.*
		 4. Leadership turn-over in state and state institutions, e.g ANC, ZANU-PF
		 5. Fatigue- donors, public, influencers
		 6. Non-binding nature of international instruments, e.g SADC guidelines and principles
		 7. Uncertainty- *fluid and constantly*

	– good because organization's can work better and reach more people BUT BAD because the third sector is not a match for capital and the state in embracing and using new technologies effectively.	*shifting political and economic environments that make planning and forecasting difficult.* 8. *Shrinking democratic space – heightened security risks for partners – "Challenging power is a dangerous game" – Abahlali, Peoples Dialogue, Zim* 9. *Limited access to state and state institutions on account of general mistrust of state actors to CSOs as well as often-times confrontational approaches to engagement with the state that CSOs adopt.* 10. *State mistrust of third sector* 11. *Militarisation and combative nature of political engagement (M-Zimbabwe & Mozambique, C-all three).* 12. *S.A. disengagement regionally as it focused on internal dynamics and politics.* 13. *State infiltration, isolation, demonization divide and rule* 14. *Language barriers – without language one cannot express valuable knowledge* 15. *Global multi-dimensional crisis* 16. *Cooption of civics by the state and subsumption as a middle class building project*
Internal	1. *RPSA as a good fit on issue & their intersectionality* 2. *NPA's dynamism and openness to changing tactics and circumstances* 3. *Organisational growth cycles– highs &lows, e.g. Crisis, ASC* 4. *History of collaboration & cost effectiveness of*	1. *Limited financial Resources – resources* 　a. *For follow on activities stemming from the engagements and policy dialogues under the program.* 　b. *Expensive nature of effective regional work* 2. *Staff turnover including death (e.g. The Death of Professor Moyo) at partners & NPA.* 3. *Patriarchy– limited space and*

collaborations.	accommodation for effective women's participation.
- Pre-existing alliances and coordination infrastructure	4. Limited gender analysis in programming
5. Strength in diversity	5. Complicated proposal and reporting formats – "tyranny of the log frame"
6. NPA's facilitation and flexibility	- Mismatch between technical writing and reporting requirements (RBM, financial assessment tools, M and E tools) with type of partners in NPA programs...?
7. Staff development & NPA Technical assistance and trainings, e.g. organisational development, M and E	
8. Internal Capacity enhancements – HR & up skilling	6. Quantitative results demanded for qualitative work
9. Partners meetings – sharing across partners	7. High level results – attribution & evidencing change & results
10. NPA's good communication	8. Organisational growth cycles- highs &lows, e.g. Crisis, ASC, SAPSIN
11. Established relations with regional state and non-state bodies, e.g. SADC secretariat, SADC NGO Forum	9. Short project cycles – year on year
	- leading to unpredictability affecting planning for results, as well as logistical and administrative chaos.
12. Strategic partnerships with sources of absent capacities – e.g. organization's allying and partnering university departments and research institutions.	10. Donor dependency – Thought experiment "what would most RPSA partners look like without NPA or other donor support?"
	11. Limited knowledge of regional terrain and limited capacity to impact at regional level
	12. Language barriers especially in Lusophone Mozambique
13. Some room for experimentation & diversity (though not always appreciated)	13. Limited staff & specialists, e.g. M and E
	14. Leadership conflicts and instability at organisational level – e.g. SAITA & CRISIS COALITION
14. NPA support in linking up local partners with regional, international and Norwegian partners – allowing for	15. Crisis of expectations from members – who believe organizations should be doing more than they can actually do
	16. Limited appreciation of the long-term nature of Movement building and Policy change.
	17. Limited financial literacy in partner

	internationalization of issues, joint advocacy, actions, and international solidarity e.g. TCOE/CSAAWU with Norwegian Labour Movements	*organizations and their members*
	15. Partners whom largely walk the talk on democratisation, accountability and rights.	*18. Limited consciousness*
		19. Limited documentation and honest reflections- limiting possibilities of evidence-based advocacy.
		20. Tensions between donor (NPA) and Back-Donor (NORAD)
		21. Limited understanding of partner perspectives when developing technocratic fixes.
		- Limited NPA capacity to empathize.
	16. Campaigns, projects rooted in ordinary peoples struggles	*22. Frequency of NPA physical visits, e.g. too many monitoring visits especially in light of other visits from multiple NPA people.*
	17. NPA informal mentoring and handholding outside formal engagements.	*23. Limited shared conceptual clarity on RPSA – No regional targets.*
		24. Limited proportionality between NPA requirements and resources disbursed
		-NPA's one size fits all approach
	18. NPA as the most supportive and accommodative partner	*25. Limited interaction with global processes.*
		26. Limited partner understanding of NPA's context, i.e. what informs NPA's decision making processes, approaches and demands on partners.
		27. Late start to projects – yet completion is due by December.

4.2.4 MTR Notes And Recommendations on Enablers And Impediments

The above Enablers & Impediments Matrix shows that impediments far outweighed enablers for most partners. Most partners attempted to take advantage of the enablers and to deal with some of the impediments in a variety of ways. The MTR however recommends a systematic process of allowing partners in the RPSA to take advantage of enablers internally and externally, as well as to mitigate the impact of negative externalities and internal impediments. It expressly suggests:

1. A running political economy analysis that allows the RPSA to stay on top of emerging issues and to make its own strategy emergent (adaptable and adapting to changes. Alternatively, this can be regularized through the NPA accessing analytical support and rigor from other actors, relations and partners with this competency in South Africa or the region and sharing outputs of such engagement with partners, OR conduct PEA alongside partner meetings annually.
2. Develop and convene a collaborative platform to fashion solutions to internal impediments as these are mostly in the programs sphere of control.

3. This is especially on key impediments and areas of concern like partner security concerns, project cycles and NPA's mandatory monitoring and other visits and partner engagement requirements

4.3   RPSA EFFICIENCY

Main Review Questions:

1. What are the strengths and weaknesses in terms of planning, management, implementation and monitoring?
2. To what extent have all project/programme stakeholders collaborated as planned?
3. What is the extent to which crosscutting issues (gender and environment mainstreaming) were applied?

4.3.1   Program Management And Strategic Decision Making

The MTR generally found that the RPSA efficiency was high. A large part of this finding is a credit to the effectiveness of the program as highlighted in section 4.2 due to appreciated adaptive program management, strategic decision-making and commitment of the team administering the program. A number of these elements are highlighted as internal enablers in the previous section, from which the list in Box 2 is extracted.

BOX 2: 10 POSITIVE NPA ADAPTIVE MANAGEMENT AND DECISION MAKING TRAITS

1. Sound understanding of the intersectionality of the issues of interest to the RPSA allowing for healthy mix in programing between economic redistribution and political power redistribution as program ends, on the part of the NPA.
2. NPA's dynamism and openness to changing tactics and circumstances, allowing for adaptive program management that allows partners to take advantage of opportunities as they emerge and context, as well as adapt strategies and tactics when context demands. This also includes some room for experimentation.
3. NPA's understanding of its partners organisational growth cycles (highs &lows) allowing it to provide tailor made assistance, be patient and understanding when tough times strike.
4. NPA's ability to promote and facilitate collaborations amongst its partners within and without the RPSA.
5. NPA's commitment to Partners Staff development and provision of Technical assistance and trainings, e.g. financial management, organisational development, M and E
6. NPA's facilitation of the Annual Partners meeting as a sharing and learning platform for partners
7. NPA's good communication with partners
8. NPA's commitment to building democratic institutions in society and within its partnership rank and file.
9. NPA's informal mentoring and handholding outside formal engagements.
10. General perceptions of the NPA as a very supportive, accommodative and supportive partner which is approachable and can be trusted not to sanction honest reflections on partner challenges and capacity gaps.

The traits captured in Box 2 are all integral elements of an efficiently administered program. However, because they are traits, and although attributed to the NPA, it was not immediately certain during the MTR process whether these were not instead traits of individuals. Should this be the case, while welcome, it would be important to develop institutionalised positive processes that allow for adaptive leadership and program management.

In addition the MTR found that while communication between the RPSA and its partners was good, in instances where the partners were not based in South Africa (read Mozambique and Zimbabwe), communication challenges existed between them and the relevant country program. This often led to some NPA Country program members being oblivious of the partners work. While this may not be an issue for partners who are supported financially from the pot of resources allocated to the RPSA, it has the potential of creating accountability and transparency challenges for those who may be participating on the program but are supported from other NPA Country programs.

4.3.2 Strategy, Design And Program Implementation

Some elements of the strategy and design of the RPSA have been touched on in Section 4.1. As a result, this section focuses on a few additional elements on Strategy and Program implementation.

The MTR found that the strategy and the program designed to carry the strategy, were not just relevant but also apt. However, there were a few elements that seemed to affect the efficiency of the program as follows:

4.3.2.1 Results and Indicators

As shown in Figure 2, the RPSA has a full suite of results, labeled Outcomes (1) and Intermediate Outcomes (2). These are in turn supported by a full set of indicators. The RPSA also has a set of 4 Outputs allied to the outcomes.

The MTR found that although the results and their allied indicators were apt, in some instances, they suffer from either limited, or unclear indicator definitions. This challenge emanates from the use of terms outside clear definitional parameters. The MTR noted two major elements on Outcome and Indicator definition and Missing Indicators, as follows:

Outcome And Indicator Definitions
1. The definitional challenge is exemplified for instance by Outcome 1 on influencing political decision-making. This outcome as defined through its indicators, **over-emphasizes legal rational notions of influencing political decision-making.** As the main outcome it is critical and has the qualities of a strategic vision to be pursued over time and space. This characteristic of the outcome makes it a dynamic and complex outcome, which requires dynamic, and complex ways of measuring success towards its attainment. However, the current indicator formulations are linear, legalistic (pertaining to changes in legislation), and policy-centric (relating to changes in policy) and as a result too boxed in and circumscribed.
2. While the rational and legal notions of measuring success mentioned above are good because they can be evidenced, it has to be noted that (1.) policy formulation and alternative law development and proposal are highly technical processes that some organization's are well built for but others are not, (2.) there are multiple ways of influencing political decision-making, which may not be discernible from changes in policy and legislation (the end), but are part of the process of achieving such an outcome (the means). It may be helpful for the RPSA to develop a broader understanding of

influencing political decision-making that allows other forms of influence to be captured (e.g. Abahlali's protest actions and occupations impact decision making but usually this is not captured in the legal-rational notion until later when regularized).

3. In the spirit of pursuing quantifiable change (that which can be noted, noticed and counted), as well as qualitative change (that which is there but not as easily discernable nor as tangible as the quantitative indications), it may be advisable to look at other forms of influencing political decision making beyond what winds up on papers. For instance, under the current indicator regime, changes in behaviour of political decision makers (e.g. changes in SABC governance, leadership and conduct on account of R2K interventions with the Information controller or SALO's influence on policy makers attitudes on certain issues), which can impact policy and law, as well as practice would go un-captured. The need to identify codified laws and policies, also allows the program to miss out on influence that leads to un-codified institutional changes, practices and actions.

4. The RPSA's outcomes, outputs and indicators are prone to two attribution challenges. First, as mentioned in the PTRM on some indicators, the extent to which the program interventions are stated as sole contributors to results, needs to be qualified as there are several cofounding variables, including the actions of other actors that also contribute to the attainment of results. Second, the RPSA went through a careful selection of partners, which allowed it to assemble a string set of partners in the various areas pursued by the program. While this often presents challenges around clear articulation of cause and effect for some of the results areas, at least the RPSA is assisted by a well performed and outlined baseline. These baseline conditions are key to constantly refer back to, to ensure that changes are indeed taking place in the program, and that the results achieved are indeed caused by or are effects of the program. Some partners do this well, but others take for granted the baseline information.

Missing Indicators And Targets

While the Outcomes and Intermediate outcomes have a full complement of indicators, only 2 out of 4 outputs have indicators. Output 2 and 3 either has missing indicators or the MTR process failed to locate these

While the challenge of "missing" indicators is at a lower results level, received wisdom in development practice and general management is that if you cannot measure it, you cannot manage it, and may fail to improve it.

Whether these are issues that the NPA needs to deal with in the RPSA or not, is largely a function of programming philosophy. The MTR noted tensions in partners understanding of the NPA's philosophy and its import on programming. This results from the notions of the NPA as not being an orthodox or traditional donor, but (as self identified by the NPA itself) a Solidarity and political partner.

As stated in Section 4.1 this philosophical clarity has to inform the way that the RPSA is set up and or moves on. However, regarding current results and indicators, one approach is to have results and targets remain sufficiently open, and if the NPA has the right partners the

right results will be achieved without being imposed. Another approach would be to ensure that there are clear targets, which indicate what success, would look like and on which the RPSA can be measured against.

4.3.3 Collaborations And Cross-Cutting issues

Collaborations

As already noted in the PTRM in section 4.2 collaborations have been a strong element of RPSA partners work. All organizations were involved in collaborations at various levels with each other and with other regional and international civil society campaigns, coalitions and alliances. Collaboration has extended in some instances to political parties and state parties. The table below shows some of the reported Internal And External Collaborations by RPSA Partners during the period under review.

RPSA Partner	Partnerships within the RPSA	Partnerships beyond the RPSA
SALO	ASC, CIZC, ABM, SAITA, StreetNet	ZCIE, ZSF, Election Resources Centre and the Zimbabwean Election Support Network, ZIMCODD, Southern Africa Cross Border Traders Association, ZCIEA
R2K	AIDC, TCOE, ABM	Over 24 National, Provincial and local Networks and Partnerships from within and without its 145-member organisation base, MISA Zimbabwe,
SAITA	SNI	WIEGO, PHILIP MORRIS, FNV MUNDIAL
ABAHLALI	R2K, SNI,	International Commission of Jurists, Shack Dwellers International
ASC[15]	CIZC, SALO,	ZSF, ZIMRIGHTS, SASOWNET, PUDEMO, TUCOSWA, Southern Africa Peoples Summit (SAPSIN), Election Resources Centre and the Zimbabwean Election Support Network
AIDC	R2K, TCOE, ZELA, SMAIS, WOMIN	Amadiba Crisis Committee, People's Permanent Tribunal, Southern Africa Peoples Summit (SAPSIN), Global Campaign To Dismantle Corporate Power, CNRG, African Centre for Biodiversity (ACBio), EFF, JA!
ZELA	AIDC	AFRICAN MINING VISION, Marange Development Trust and Chiadzwa Community Development Trust, Benchmarks Foundation, ZCC, ZIMCODD, Transparency Initiative (EITI), Southern Africa Resource Watch Barometer, SADC CNGO, AAAJC and LDH
TCOE	Inyanda National Land Movement, Mawubuye/CSAAWU and the Southern African Rural Women's Assembly [16], AIDC, SMAIS,	People's Permanent Tribunal, Southern Africa Peoples Summit (SAPSIN)
SNI	SAITA	SATUCC, ZICIE, SADC CSO FORUM (ZICIEA Zimbabwe, AIEMO Mozambique, SAITA South Africa, MUFIS Malawi, AZIEA Zambia, KTB Lesotho- SWACBTA, & ESAFF

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[15] ASC, in its 2017 report, notes that the question around being part of alliances and campaigns is not applicable to them (N/A), yet its project and interventions under the RPSA are as a result of facilitated alliance between them, CIZC and SALO and also that the ZSF is an informal network or alliance, as well as a campaign on solidarity for Zimbabwe. During the MTR it noted engagements and partnerships with some of the listed organizations.

[16] These three are listed as partnerships within, but are in actual fact the projects that TCOE is running with support from the RPSA.

		Swaziland; SACBTA)
ABM	Right 2 Know	South Durban Community Environment and Alliance, Ubunye bama Hostela, Active Citizen Movement, Democracy Development Program
SMAIS	TCOE (Rural Women's Assembly),	Third World Network, UNAC, ORAM, NANGO, ZIMCODD, 13 ZILAN members,

While RPSA partners' performance has been rated at platinum level in this MTR, it was noted that in partners' reports, the efficacy (purpose) and benefits (outcomes) of some of the collaborations was not always clear. This was only clarified in most instances through further probing during consultations with partners during the MTR process. Some partners ascribed this lack of clarity in reportage to the complexity of reporting tools, but the MTR also established that while tools could be complex, in some instances, partners did not optimally engage with the reporting process or lacked internal capacity to fully engage technically with the reporting process.[17]

Cross-Cutting issues
The RPSA has the crosscutting issues, gender, climate and environment as listed in the reporting template. However, the NPA Program reports additionally lists corruption and Human Rights. In the main, given the focus of the program on civil and political as well as socio-economic rights, the listed cross cutting issues are covered widely regarding the program. However, at partner or project level some challenges arise, not, as the MTR found, from the absence of attention to cross cutting issues by partners, but from a failure to articulate a deliberateness in dealing with cross cutting issues.

Gender
While women's rights and gender equality are a persistent challenge, most RPSA partners acknowledge the historical imbalances that exist, and have attributed the Women Can Do It campaign as a major aid in addressing gender imbalances within their organizations. The Women Can Do It campaign, has in this respect, also emerged as a key NPA value addition to its partners, and in some instances has been adapted to accommodate some partners' internal democratic processes.

Outside participation in the Women Can Do It campaign, on addressing Women's Rights and Gender Equality, partners noted communications, meetings and articles as part of how the issue was being addressed. This however falls short of structured interventions meant to address deep-rooted prejudices and inequalities. There is a need to encourage RPSA partners to be more deliberate and structured in their approaches in ways that deal with structural impediments to gender equality within their projects and organizations. Ensuring deliberate gender analysis, engendering projects and results, and mainstreaming gender tinkering, tailoring and transforming (dependent on specific partner challenge) could help with this, as well as emergent protection issues in the development sector around gendered abuse.

Environment And Climate Change
The climate change and environment crosscutting issues reviewed some telling challenges in articulation. For instance, a partner dealing with extraction of natural resources, where environmental impact assessments are a prerequisite, notes in its reports that it has not dealt with environment and climate change issues. This is oxymoronic as the issues that the

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[17] *See references to complicated tools and reporting formats in the Enablers And Impediments Matrix.*

project focuses on are directly related to the environment and climate change, and ordinarily the crosscutting issues are part and parcel of its issues of interest. This pointed more to either, poor project delivery strategy, or poor understanding of the crosscutting issues and how the NPA expects them to be addressed at reporting stage for partners in the RPSA.

Some partner however, noted steady progress in integrating climate much more centrally in to the work. For instance, TCOE highlights how it has slowly expanded the discussion on the link between climate change, the ecological crisis and their impact on other work areas of interest to the organization's, while continuing to place gender at the centre of their organising work and building the confidence and leadership of rural women is as a priority. R2K seemed to deal with the issue in a more dynamic way in their corruption and transparency work on the South Africa Nuclear deal for instance. R2K partnered with environmental and climate change groups like the Southern African Faith Communities Environment Institute (SAFCEI), Earthlife Africa and 350.org to campaign against the Nuclear Deal in a way that allowed it to focus on its strengths but get the focus on the crosscutting issue from experts and campaigners on it.

In the main, the partners as a complete constellation, did not uniformly mainstream gender and environment. Some fared better than others and the partners can learn from each other on how best to address these issues. In addition, addressing crosscuting issues for partners on the RPSA goes down to the extent to which the NPA highlights and emphasises the intersectionality of issues. The issues at the centre of the RPSA, as well as the crosscutting issues are intersectional, and promoting an intersectional approach may assist partners better articulate how they are dealing with these issues in their projects.

4.3.4   MTR Notes And Recommendations On RPSA Efficiency

The MTR recommends the following as part of strengthening RPSA efficiency:

Program Management And Strategic Decision Making
1. That the RPSA Institutionalizes positive processes that allows for adaptive leadership and program management through codification for purposes of institutional memory as well as sharing good practice.
2. That the RPSA establishes sharing and communication protocols between its partners and other country programs, especially for non-SA partners to avoid asymmetry of information between the partners, the country programs and the RPSA program.
3. That the NPA improves coordination at country program level amongst its team to ensure that all the advantages of the existence of the RPSA and two other country programs are taken advantage of programmatically and technically.
3.1 This may include greater information sharing amongst the NPA's partners in the region as a whole rather than just on the RPSA to take advantage of partners understanding and knowledge of South Africa's political and corporate interests at local levels in Mozambique and Zimbabwe, which partners in South Africa can aid with influencing or fighting.
4. The RPSA strengthens its integration of Mozambique in programing. While Mozambican partners inclusion has been coordinated by the NPA through dialogue with partners such as ZELA, SMAIS and AIDC, it appeared disparate.
5. This also includes through a deliberate awareness of barriers presented by nature of organization's and language competences.

6. That the RPSA considers populating all outcomes with targets and all outputs with success indicators.
7. That the RPSA considers ways of further simplifying proposals and report templates to limit possible intimidation or deficiencies associated with technical aptitudes.
8. The RPSA also considers tailored technical and in-house trainings to improve reporting quality.
9. That the RPSA continues to facilitate and sponsor collaboration amongst its partners including through "unusual" synergies that allow for intersectionality of issues to be exposed.

4.4   NPA's VALUE ADDITION

Main Review Questions:

1. **To what extent did the project/programme contribute to organisational development of partners?**
2. **To what extend has NPA added value to the work of the partners in achieving their goals?**

The MTR used the NPA's value addition intents from its RPSA strategy, as the review criteria for this section. It found that the RPSA has significantly aided the organisational development of most of its partners. This was through a variety of appreciated interventions that enhance both the ability of partners to deliver on the work and its technical prerequisites, as well as build up institutions. NPA's interventions in this respect, have ranged from structured interventions like the Women Can Do It workshops, to tailored interventions like supporting technical competences in organizations, e.g. Finance personnel in Abahlali, General secretary as administrator in SAITA, as well as Technical advice, support and mentoring on specific project elements for a variety of organizations.

The table below highlights some of the ways in which the RPSA partners feel the NPA has added value to their work:

Organisation	NPA Value Adds
Abahlali baseMjondolo	Women Can Do It Program, assisting with leadership reflection, introspection and development, assisting with mechanisms and methods of aggregating members better, strategic program development, and exchange visits.
AIDC	Technical assistance around grant and reporting formats, creating space for AIDC's expertise to be noticed, acknowledged and used, e.g. competences around understanding inequality, mobilised solidarity in Norway on some issue areas and campaigns.
ASC	Facilitated collaborations, creating spaces for learning and sharing, e.g. Durban Partners Meeting, and technical assistance on reporting.
R2K	Technical assistance with reporting facilitated spaces for networking and sharing with other partners, as well as the, Women Can Do It, Feminist/Combating patriarchy Focus Groups, Financial Training.
ZELA	Women Can Do It program, facilitating strategic reflection and planning (including strategic reviews for the organization),

	organisational development, sustainability, and growth management planning, as well as technical support and advice on research methodology, and facilitating Regional Networking
TCOE	Technical and administrative support on proposals and reporting, facilitating solidarity with Norwegian Unions, e.g. around the Robertson's Campaign, facilitating partner visits to Norway and the TNC campaign and SADC engagement, and partnerships e.g with SMAIS
StreetNet	Facilitating networking and Solidarity as well as national work, e.g. in Zimbabwe
SMAIS	Facilitating networks in NPA countries, Exposure of ZILAN members, e.g. SADC Peoples Summit, encouraging partners to develop organic relationships beyond NPA, proffering Solidarity at difficult moments, sharing ideas in a non-instructor way, Women Can Do It.
SALO	Partners meetings, technical assistance on M and E, Baselines and Log frames,
SAITA	Informal mentoring and support, e.g. on financial policies, managing crisis, capacity building,

The above table illustrates the myriad ways in which partners feel the NPA has added value, beyond money giving to their work. Box 3 highlights the ways in which the NPA and the RPSA feels it has added value to RPSA partners work:

Box 3: NPA Self-Reported Value Addition to Partners Work
Technical-advisory value: NPA contributes to the basic organizational development of Abahlali and SAITA including support in developing its organizational policies to guide their movement's ability to be accountable and transparent to their members **Political culture value**: NPA contributed to the capacity of partners to make contextual political analysis as part of regular dialogues with partner organisations. **NPA encourages a democratic culture of sharing** – within the organization, and between organizations. It promotes horizontal learning and exchange of experiences. This leads to a new dimension of value added **Sharing and learning culture**: NPA provided opportunities for its partners to share lessons on mobilization and engagement in political processes strategies. This allows for strengthening of partner's strategies as they learn from one another through partner's learning and sharing meetings facilitated by NPA '**Multi-scale networking' value**: NPA supported bilateral contacts between partners in South Africa, Mozambique and Zimbabwe leading to the strengthening of local struggles as partners see similarities in the communities across border. This has strengthened the regional program as Abahlali has learnt from SMAIAS, ZELA from AIDC and TCOE linking with UNAC and Women on Land in the Mozambique and Zimbabwe programmes respectively

All the above value-adding elements listed in Box 3 are validated and appreciated by partner accounts.

4.4.1 MTR Notes And Recommendations On Value Addition And Sustainability

The MTR found that Measured against the NPA's Value addition intents, the performance thus far measures up. The NPA has:

1. Improved partner organization's' capacity on issues that range from internal democracy, equal participation of men and women, and administrative capacity including financial and organisational policies like anti-corruption policies and financial systems setup, building alliances, networking across the SADC region. Moving on, these improvements need to be sustained, and the NPA may need to audit the extent to which it can enhance partner capacities for political dialogue and influence to make change happen, including through envisaged joint communication strategies.
2. Assisted in building unity and internal democracy within social movements.
3. Helped ensure partners remained committed to gender equality, through support to partners
4. Provide opportunities for networking within the Southern Africa region and with Norwegian counterparts through exchange visits, learning and sharing platforms, study tours and stakeholder dialogues.
5. NPA offered partners training result-based management tool (Observing Change) and the Women Can Do It tool (WCDI).

6. SUMMARY FINDINGS AND CONSOLIDATED RECCOMENDATIONS

MTR FINDING SUMMARY	MTR RECCOMENDATION	TIME FRAME
Relevance: Structural design		
i. The Regional program is a needed, valued and strategic intervention, which so far has been piloted with relative success	23. The NPA must preserve the regional program, and work towards alignment of perspectives and clarity on structure and design.	S
ii. Different perceptions and interpretations of program design and structure, and dissensus on operating strategy.	24. The NPA Regional Program should facilitate the accommodation of increased demand for Regional cooperation from its partners, and ensure greater involvement of the Mozambique program.	S-M
iii. The RPSA program is able to operate, function and deliver, not necessarily based on conceptual clarity, but on account of a committed and dedicated team that goes over and beyond its normal remit to coordinate, hand hold and reconcile the varying partner and NPA conceptions.	25. The NPA is advised to calendar and institute a participatory planning process that more fully reflects on the Regional Program/RPSA design to inform follow-on strategy (beyond 2019). The process must subject the Regional Program design and implementation to a fuller assessment to facilitate change and improvement based on suggestions from Figure 6 and Box 2, as well as engendering the program more, and bringing on board some missing but critical and strategic sectors like youth.	M-L
iv. Dissensus on (1.) The founding logic based on the necessity of a regional approach to justify continued NPA programming in a middle-income country, and (2.) the main thrust and how coordination and clarity can be achieved under the current set-up in ways that leverage the NPA's country programs and benefits its 35 partners across three country programs.	26. The NPA must in build more engagement amongst partners and across the NPA country programs, taking cognisance of language barriers and contextual sensitivities to allow for information and competence sharing as well as to enhance collective responsibility, leadership and ownership of the Regional Program. 27. The NPA is advised to consider harmonizing program cycles and implementation modalities across country programs to mitigate negative effects of different operating systems across country programs given decentralisation of funds disbursements and assessments.	S-M
Relevance: Context		
The RPSA is relevant and well attuned to context. It tackles critical issues in the region informed by a long and deep view of extant socio-political and economic context. Although a bit too steeped in the South African context, the RPSA does aptly contribute to the NPA's global strategy and vision.	28. The Regional Program must continue to ground itself and allied interventions in context, allowing interventions to be informed by local manifestations of the trends and dynamics noted as regional concerns in the context analysis. This will assist the regional strategy to be emergent and dynamic, not fixed and stationary.	S-M
EFFECTIVENESS		

The RPSA results framework is a cogent articulation of desired effects and the observable implications of such effects as outlined through clear targets and indicators for output and outcome areas.	29. Sharpen NPA's articulation of democracy both in terms of how it intends to impact it as a program.	S-L
The RPSA was an effective program, performing at optimal levels and is well on course to achieve the bulk of the results set out in the strategy. This status is a function of several factors that include effective and adaptive program management, dynamic design and set up of the program unrestricted by dogmatic strictures of a linear design, as well as partners commitment to achieving tangible results on the ground	30. The NPA must clarify and include indicators of democratizing institutions which foreground its intentions on nurturing democratic institutions and organizations beyond democratically elected structures. Pursuing this slightly expanded definition should allow the NPA Regional program to achieve impact regarding institutional democraticness (deliberative, inclusive, representative, equitable etc.	S
	31. The NPA Regional Program should account for both the long term and unpredictable nature of policy and law influencing work. It may need to disaggregate results around policy influence to accommodate milestones towards policy and law reform at local, national, and regional as well as international level. Failure to acknowledge the presence and attainment of these milestones can create the impression that nothing or little is being done when a lot has been invested and achieved by partners towards attainment of desired results in the long term.	S-M
The RPSA operates within a context (both internal and external to it) full of factors and variables that militate or mitigate results attainment. Perceptionally, impediments far outweighed enablers for most partners.	32. The NPA Regional Program team should audit the Enablers and Impediments Matrix and develop solutions to real internal impediments, which are within the programs sphere of control. Impediments, which are a function of perceptions, misconceptions or limited information, can be clarified, while those requiring action can be acted on.	S-M
	33. The NPA is advised to institute a systematic process of allowing partners in the RPSA to take advantage of enablers internally and externally, as well as to mitigate the impact of negative externalities and internal impediments. a. This could be through instituting a running political economy analysis that allows the RPSA to stay on top of emerging issues, or b. through the NPA accessing analytical support and from partners, other actors, and relations, with outputs of such engagements shared with partners. c. NPA could also conduct PEA alongside partner meetings annually.	M-L
EFFICIENCY		
i. RPSA efficiency is generally high due to adaptive program management, strategic decision-making, and commitment of the team administering the program.	34. The NPA Regional Program should institutionalize positive processes that allow for adaptive leadership and program management through codification for purposes of institutional memory as well as sharing good practice.	M-L

ii. Communication between the RPSA and its partners is good, but some information asymmetries exist between country programs and some partners or across country programs.	35. The NPA should improve coordination amongst country programs and establish sharing and communication protocols between its partners and other country programs, to avoid asymmetry of information between the partners, the country programs, and the RPSA program.	S-M
iii. Although the results and their allied indicators are appropriate, in some instances, they suffer from either limited, or unclear indicator definitions due to the use of terms outside clear definitional parameters.	36. The NPA Regional Program team should consider populating all outcomes with targets and all outputs with success indicators.	S-M
	37. The NPA should consider ways of further simplifying proposals and reporting templates to limit technical complexities given the wide variation in types of organizations that are party to the RPSA and their technical aptitudes.	S-L
iv. Collaborations have been a strong element of RPSA partners work. All organizations were involved in collaborations at various levels with each other and with other regional and international civil society campaigns, coalitions and alliances.	38. The NPA should consider increasing tailored technical and in-house trainings to improve reporting quality across organizations, not just with NPA RSPA point persons.	M-L
v. RPSA partners acknowledge gender and the environment as important issues, but some partners are faced with challenges of articulating how they handle them and or integrating them to programing.	39. Encourage RPSA partners to be more deliberate and structured in their approaches to gender in ways that deal with structural impediments to gender equality within their projects and organizations. Ensuring deliberate gender analysis, engendering projects and results, and mainstreaming gender tinkering, tailoring and transforming (dependent on specific partner challenge) may help.	M-L
	40. Highlight and emphasises the intersectionality of issues so that partners do not see cross-cutting issues as new issues that they need separate interventions on, as these are "crosscuting" and may need to be mainstreamed.	S-L
	41. Continue facilitating and sponsoring collaboration amongst RPSA partners including through "unusual" synergies that allow for intersectionality of issues to be exposed.	S-L
VALUE ADDITION		
The RPSA has significantly aided the organisational development of most of its partners, through a variety of interventions that enhance both the ability of partners to deliver on the work and its technical prerequisites, as well as build up institutions. NPA's interventions have ranged from structured interventions like the Women Can Do It workshops, to tailored interventions like supporting technical competences in organizations, e.g. Finance personnel in Abahlali, General secretary as administrator in SAITA, as well as Technical advice, support and mentoring on specific project elements for a variety of organizations.	42. The NPA is encouraged to continue with pursuing its value addition intents which so far have measured up to expectations to sustain improvements	L
	43. The NPA should audit the extent to which the NPA can enhance partner capacities for political dialogue and influence to make change happen, including through originally envisaged joint communication strategies.	S-L
	44. The NPA should consider ways of increasing opportunities for networking within the Southern Africa region and with Norwegian counterparts through exchange visits, learning and sharing platforms, study tours and stakeholder dialogues.	

BACK MATTER

LIST OF DOCUMENTS REVIEWED

1. Abahlali baseMjondolo Movement SA: 2016 Final Report - To defend and consolidate the existing structures, leadership, organisational culture, policies and system, administration in order to deepen and advance current local struggles and expand nationally with the growing regional linkages. 31 January 2017
2. Abahlali baseMjondolo Movement SA: 2017 Final Report Improving living conditions of the shack dwellers through land, decent housing and restoration of human dignity. 15 January 2018
3. Action for Conflict Transformation (the action support centre): 2015 Final Report - Enhancing capacity to deep culture people-to-people Solidarity in the region. 31 January 2016
4. ACTION Support Centre: 2017 Final Report - Strengthening And Consolidating a Culture of People to People Solidarity and Promoting Democratic Processes in Zimbabwe. 25 January 2018
5. AIDC: 2016 Final Report- Southern Africa Campaign to Dismantle Corporate Power. 2 February 2017
6. Alternative Information Development Centre Southern Africa: 2017 Final Report - Campaign to Dismantle Corporate Power. 26th January 2018
7. Einar Braathen: The Mozambique Development Programme, 2012-2015 of Norwegian People's Aid. Final Evaluation. Norwegian Institute for Urban and Regional Research (NIBR). 2 January 2016
8. Norwegian People's Aid Cooperation Agreement 2016-201- Results Framework Country Level (South Africa 2016-2019)
9. Norwegian People's Aid -International Programme Department, Strategy 2016-2019: Partnership for democratisation-Mobilising people for democracy and a just distribution of resources
10. Norwegian Peoples AID Cooperation 2016-2019
11. Norwegian peoples aid- trust community outreach and education (TCOE)-Strengthening Movements from below- funded since 2012
12. NPA Baseline Analyis: Potential Regional Partners for-Southern Africa Regional Programme for the Period 2016 - 2019
13. NPA Country Strategy for South Africa 2016-2019. 23 february 2016
14. NPA Partner Baseline Data 2016.ND
15. NPA Partners for the period 2016 – 2019. ND
16. NPA: South Africa Progress Report 2017 NORAD Cooperation Agreement QZA-15/0443.ND
17. Sam Moyo African Institute For Agrarian Studies: 2017 Final Report- Strengthening land and agrarian CSOs in Southern Africa to intervene in policy advocacy and lobbying for the improvement of agrarian policies in favour of small producers-Date of Submission: January 2018
18. Sam Moyo African Institute for Agrarian Studies: 2016 Final Report - Strengthening land and agrarian CSOs in Southern Africa to intervene in policy advocacy and lobbying for the improvement of agrarian policies in favour of small producers. ND
19. Southern African Liaison Office (SALO): 2016 Final Report - SA-ZIMBABWE Dialogue Series lnformal economy and cross border trade. 21 February 2017
20. Southern African Liaison Office: 2017 Final Report- Influencing South African policy on Zimbabwe through lobbying, advocacy and dialogue. January 2018
21. StreetNet International: 2016 Final Report Supporting StreetNet International in strengthening organisation and coordination of informal cross-border traders in the SADC region

22. StreetNet International: 2017 Final Report - Organising informal traders in the region to influence policy. ND
23. The Right2Know Campaign: 2017 Final Report- Advancing the right to know. 30 January 2018
24. The Right2Know Campaign: Final Report Advancing the Right to Know. 31 January 2017
25. Trust for Community Outreach and Education (TCOE): Evaluation Report -External Evaluation of the TCOE Collective. December 2017
26. Trust for Community Outreach and Education (TCOE): Final Report Strengthening movements from below. 31 January 2017
27. WoMin African Gender and Extractives Alliance: Final Report - Women organising against drought and water grabs by coal mines in northern KwaZulu-Natal, South Africa. ND
28. Zimbabwe Environmental Law Association: 2016 Final Report - Strengthening the capacity of Southern African Community Groups in the Mining Sector to defend their Rights. 31 January 2017
29. Zimbabwe Environmental Law Association: 2017 Final Report Strengthening the capacity of Southern African Community Groups in the Mining Sector to defend their rights. 25 January 2018

APPENDIX 1: QUESTIONS GUIDE - NPA PARTNERS

1. Please briefly describe how your organisation is involved (The Project) in the NPA Regional Program and what your intervention seeks to achieve?

Political Decision Making

1. In what ways does your project seek to influence political decision-making at local, national and regional level?

2. Over the last two years (2016 and 2017) which authorities have you targeted and why?

3. What strategies, methods, and or activities did you employ to influence authorities and political decision-making?

4. Which of these methods have worked, and why? Which ones have been unsuccessful, and why?

5. On a scale of 0 to 10 (0-totally unsuccessful, 10 – very successful) How successful would you say your project has been at engaging with and influencing authorities and the political decision-making process? Can you give examples of these successes, and justify the rating?

   a. How often have you engaged political decision makers and decision-making processes?

   b. Which, if any, of your proposals have been taken on board the political decision-making process by authorities? Which authorities and how?

   c. Have your targeted authorities incorporated any of your proposals into policies, laws or practice? – With examples

6. Are there any internal (NPA program and Organisation) and External (operating environment and context) factors that assisted your project to achieve its results?

7. Are there any internal or external factors that have impeded your project's ability to achieve results?

8. How did you overcome Internal and external challenges to influencing political decision-making, or think they can be overcome in future?

9. Over the next two years, which authorities and political decision-making processes do you seek to influence?

10. What can the NPA Regional Program do to assist your project achieve more and sustain your project's efforts at influencing political decision-making?

Mobilising On Common Issues

1. Is your project/organisation involved in:
   a. Any Coalitions/alliances on this or other work? With who, and at what level?
   b. Any campaigns on this or other work? Which ones?

2. On which issues have the alliances and or campaigns been centred?

3. How have these coalitions/alliances and or campaigns assisted you to achieve your desired impact on the targeted issues? What did you achieve?

4. What methods, strategies and or activities have your alliances and campaigns used to engage the public on issues of interest to the alliance and or campaigns?

5. On a rating of 0-10 (0-totally unsuccessful, 10 – very successful) How helpful have alliances and or campaigns been in aiding your work and furthering your project's aims?

6. Are there any internal (NPA program and Organisation) and External (operating environment and context) factors that assisted your alliance and or campaign to achieve its results?
7. Are there any internal or external factors that have impeded your alliance and or campaign's ability to achieve results?
8. How did you overcome Internal and external challenges to influencing political decision making, or think they can be overcome in future?
9. Based on your experience implementing your campaigns and project under the NPA program so far, what issues do you think will be relevant campaign and or alliance issues over the next two years?
10. Are there any other alliances that you think can assist your organisation to achieve results in this area?
11. What can the NPA regional program do to assist your project and organisation in terms of alliance building, networking and campaigning to retain your initiatives relevance, improve efficiency and effectiveness and foster sustainability?

Effective Organising

1. Is your project/organisation involved in popular organising, i.e. organising and mobilising people around a common goal, at community level?
2. Is this organising connected to other organising efforts at a national or regional level? How?
   a. Is the initiative or organisation part of any coalitions/alliances on this or other work? With who, and at what level?
   b. Is the initiative or organisation part of any campaigns on this or other work? Which ones?
3. On which issues has the organisation or initiative been organising around?
4. How have these issues been popularized and received by the target beneficiaries, authorities and the general public?
5. What methods, strategies and or activities have you utilised in your organising efforts?
   a. Has political training been part of these activities? Who have you trained, on what, and with what results?
6. On a rating of 0-10 (0-totally unsuccessful, 10 – very successful) How successful have your organising efforts generally been?
   a. What did you achieve?
   b. Have there been any increases to your membership as a result of these organising efforts? What do you think has facilitated this success?
7. Are there any internal (NPA program and your Organisation) and External (operating environment and context) factors that assisted your organising efforts?
8. Are there any internal or external factors that have impeded your organising efforts?
9. How did you overcome Internal and external challenges to your organising efforts, or think they can be overcome in future?
10. Based on your experience implementing organising under the NPA programso far, what issues do you think will be relevant to organise around over the next two years? Where? At what level?
11. Are there any alliances that you think can assist your organisation to achieve results in this area?

12. What can the NPA regional program do to assist your organisation and organising efforts to remain relevant, improve effectiveness, efficiency and sustainability?

Programme Effectiveness, Efficiency & Sustainability

1. How did your intervention deal with crosscutting issues of gender, climate change and the environment?
2. How often do you report progress and results attainment to the NPA? In what ways?
3. Have you had any challenges with this system? If, so, how did you overcome them or think they can be overcome in the future?
4. How has the NPA supported your organisation to develop and project to be sustainable? Cite examples.
5. Are there any elements of your work and organisational development that you think the NPA can assist with over the next two years to enhance your ability to achieve results and be more sustainable?
6. Are there any particular elements of the Regional Program's design that have benefitted or impeded your ability to be effective and efficient? How can the impediments be minimised and the enablers escalated?

APPENDIX 2: QUESTIONS GUIDE-NPA STAFF

The questions to the NPA staff will be broad focusing of issues of design, implementation, strategy and outlook. A number of the issues covered here will have to be banked and reviewed at the end of the program, as very little in terms of the issues researched here can actually be changed mid stream.

1. Can you describe the goal and purpose of the NPA regional Program?
2. What informed the extant design and setup of the program?
3. How effective has this design and implementation modalities been in assisting the program achieve its desired results?
4. Have there been any strategic and practical challenges from the subsumption of the regional program within a national (program) outlook?
5. What can be done to mitigate these challenges from a program design and implementation modalities (practical) perspective?
6. From Country Program Manager or Advisor's perspective:
    a. How have other NPA partners who are not part of the regional program benefitted from the existence, capacity and focus of the regional program? If they haven't, how can they benefit from the regional cooperation and access which the regional program has?
    b. How can the regional program benefit from NPA partners' impact from in country work?
7. During the remainder of the Regional Program's performance period are there any major contextual trends; strategic shifts on major issues that you think the regional program must be cogniscent of account for in program and project planning and interventions?
8. Are there ways in which you think the strategic tilt and direction of the program, and its monitoring modalities can be enhanced to optimise program performance?
9. Are there any other ways in which you think the country programs can assist the NPA regional program, practically and strategically, to optimise results?

10. If you had the choice to, would you change anything in the design and set up of the program? If you would change something, what would this be? Why, and how would you change it?

APPENDIX 3: GUIDING FRAMEWORK FOR FOCUS GROUP DISCUSSIONS

Focus Group discussions will take the format of After Action Reviews (AAR) facilitating an analytical discussion that is based on the following framework:

Key Question	Purpose	Expected Outcome
What was supposed to happen?	Establishes perceptions around the goals and purposes of the project from the respondents' perspective, based on their knowledge of the project/programme.	Establishes ▪ View on **Relevance & appropriacy of Program** ▪ Baseline on the understanding of project & program's goal and partner's role in attaining it.
What happened?	Reviews what took place and establishes a basis for comparison with what was intended.	Provides ▪ Perceptions of **Program Effectiveness & Efficiency** ▪ Measure of success towards goal attainment
What went well and why?	Allows participants to think through the things they did well, which worked and can be carried forward into the follow-on program.	Yields ▪ Lessons learnt & ▪ What to keep
What can be improved and how?	Establishes the Fault lines and begins the process of innovating towards addressing them in the follow-on program	Yields ▪ Lessons learnt and ▪ What to Drop or ▪ What to create in the follow-on program ▪ Provides ideas for **sustainability**
KEEP **Allows respondents to reflect on what is worth carrying forward because it worked**	DROP Allows respondents to be clear on what hasn't worked, which they should drop from implementation	CREATE Allows respondents to think about how to fill identified gaps creatively and innovatively within the confines of the programme.

APPENDIX 4: LIST OF INTERVIEWS, FGDS AND FIELD VISITS

Location	Dates	Organisation and Respondents	
NPA - 87 De Korte Street	22 March	NPA- Trygve	KII

Heerengracht Building, 8th Floor, Braamfontein	2018		
NPA- Bottom drawer, Harare	3 April 2018	NPA- P. Bganya	KII
NPA- York Lodge, Harare	7 April 2018	NPA Nina Tawanda	KII
SMAIS 19 Badle Avenue, Eastlea, Harare, +263 3470 8654	04th April	SMAIAS Freedom Mazwi Pauline Chibvuma	KII
Travel – Harare to Cape Town	7th April 2018		
AIDC 129 Rochester Rd, Observatory, Cape Town 021 447 5770	Monday 09th April	AIDC - Brian Ashley	KII
TCOE 36 Durban Rd, Mowbray, Cape Town 021 685 3033	Monday 09th April	TCOE- Mercia	KII
CSAAWU 68 Durban Road Van der steal Building 4th floor Belleville 072 991 2271; 0835462911	Tuesday 10th April	CSAAWU - Trevor Christians- General Secretary - Tumi Ramahlele – Health and Safety - Karel Swart – National Organising Secretary	Group Interview + Field Visist
R2K 7 Community House 41 Salt River Road, Cape Town 021 447 1000	11th April	Mark	KII + Field Visit
SAITA Market Place 081 764 2251 or 078 765 1737	12th April 2018	SAITA Rosheda Muller	KII + Field Visit
SALO Lisbeek House, RiverPark, Glouscester Rd, Cape Town 021 680 5306	12th April 2018	SALO Precious, Francisca, Pardon, Marissa, Athenkosi	FGD
Travel Cape Town to Durban	12th April 2018		
StreetNet Suite 101, Dinvir House, 1st Floor, 123 Joe Slovo Street, 076 706 5282Durban (StreetNet)	13th April 2018	StreetNet International Pat Horn	KII
Abahlali Suite 517-20 Tower B Salisbury Centre 347-351 Dr Pixley kaSeme, 031 304 6420	13th & 14th April 2018	Abahlali Sbu Sg TJ, Mohapi, spokesperson	FGD & Field visit

Travel Durban to Johanesburg	15th April 2018		
NPA 87 De Korte Street Heerengracht Building, 8th Floor, Braamfontein offices JHb	Monday16th April	NPA - Ameck NPA - Claudio	KII KII
SAITA	Monday16th April	Samuel	KII
ZELA School of Law, Staff Common Room, 1st Floor, School of Law Building, West Campus, 1 Jan Smuts Ave, Braamfontein. 082 284 9876	Tuesday 17th April	ZELA – Tumai	KII
Crisis Khotso House, Marshall St, Johannesburg CBD, 079 558 4683		Crisis - Joy	KII
ASC 4 Clamart House 12 Clamart Road Richmond, 011 482 2453/7442	Wednesday 18th April	ASC – Staff Musa, Munjodzi Mutandiro, Makario Chinongwa Norma Masaire	Group Interview
SALO 424 Lilian Ngoyi, Burgers Park Hotel Room 301, Pretoria 012 7530203 061 352 4950	18 April 2018	SALO- Dr Showers Mawowa Daisy Mbutho	Group Interview
ZSF 4 Clamart House 12 Clamart Road Richmond 011 482 2453/7442	19 April 2018	SALO, Crisis & Action Zimbabwe Solidarity partners: SALO (Dr Showers), Crisis (Joy), ASC (Musa/Munjodzi) Support Centre	FGD
ASC- Melvile	19 April 2018	ASC-	
NPA - 87 De Korte Street Heerengracht Building, 8th Floor, Braamfontein	20 April 2018	NPA – Ameck	KII
NPA- Skype	14 May 2018	NPA- Frank Phiri	
ZELA No. 26 B Seke Road, Hatfield, Harare	21 May 2018	ZELA – Joyce Nyamukunda	KII