



# **SOUTH AFRICA PROGRAM**

# **MID-TERM EVALUATION**

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## **EXECUTIVE SUMMARY AND RECOMMENDATIONS**

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

NPA was a committed Solidarity Partner during the struggle against apartheid and was one of the thousands of global solidarity partners that supported liberation movements in Southern Africa. NPA opened a South Africa Programme office in South Africa in 1992. The Southern African Regional Programme (SARP) was started in 2006 and has developed a regional programme which is closely linked to the SAP programme and the work of the EO's in Zimbabwe and Mozambique. In addition, the SARP EO co-ordinates and supports the work of the EO's of Zimbabwe, Mozambique and South Africa.

South Africa has undergone an elite transition as opposed to a re-distribution of power to the poor and marginalised. Although significant gains have been made since political liberation, the economic paradigm adopted by South Africa has reinforced poverty and inequality. The economic framework has produced super-rich Black Economic Empowerment (BEE) elite and an entrenchment of white monopoly capital. South Africa has the strongest economy in Africa, hosted the 2010 Soccer World Cup yet has the most acute unequal income distribution in the world.

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

A significant number of funding agencies have cut back on funding development in South Africa, citing South Africa's development as a middle income country and that funding for lobby and advocacy is not a priority as some of the reasons. This position is taken in a situation where the lot of the poor and marginalised is getting worse and social movements and youth formations that critique the present neo-liberal paradigm and espouse a transformative approach are generally weak and fragile. This MTE, therefore affirms the presence of NPA in South Africa and that NPA continues and intensifies an examination of a broader and more fundamental analysis of the South African situation as guided by its international strategy. In so doing NPA in particular should: examine South Africa's role on the continent and the region; isolate the negative impact of its economic policies and

programme on the workers, the poor and marginalised in the South Africa, the region and the continent; and stress the imperative of building resilient collective organisations.

No elite has given up power without a bloody battle or a compromise in their interest. Therefore it is imperative that the building of a growing, resilient allied force of civil society organisations with a prominent role for grassroots based social movements be a priority to increasingly challenge and engage power with increased weight and impact. At a local level SAP's partner SCR, a social movement that focuses on services and rural partner TCOE that works with movements on land and women and land are doing this positively. SAYVON SAP's major partner that focuses on youth needs to build stronger political content and a mobilising dimension to their work. Together with partner WWMP the question of addressing the building of resilient youth formations in this particular period needs to be addressed. Generally movements in a balance of forces analysis are weak and fragile. A SAP partner, the APF is a coalition of social movements. The once powerful movement is now beset with problems and internal challenges. Significant work needs to be done in unifying civil society and building united, resilient social movements

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

The period under review in this MTE is seen in the context of this period being a foundation phase for SAP to re-orientate and reorganise itself to be in congruence with the international strategy. SAP programmes are based on its strategy which is congruent with the international strategy and the SARP strategy. As part of the process of realignment with the international strategy SAP had to stop working with one of the older partners, and retained one of its older partners. All five new partners are either social movements or are NGO's that work closely with social movements. The political orientation of the new partners in particular is very much in line with the international strategy.

The work of all EO's, including SAP and SARP has a strong emphasis on community based organisations and established NGO's who work closely with CBO's and social movements. Work with CBO's and social movements require an understanding of their conditions and struggle and is much more demanding than working with established NGO's. This needs to be understood at all levels in NPA. Generally there is a sound understanding on the part of SARP/SAP EO staff on the nature of this sector and the conditions and challenges that confronts organisations on the ground. This is appreciated by partners. This closeness and solidarity forms an important part of the partnership which is evaluated in section 4.2 of this report.

In SARP and SAP most of the partners are new. As part of the MTE process, three substantial sessions were facilitated with SAP and SARP South African based partners at three different partner meetings. The MTE also visited all SAP partners and held numerous focus group discussions. The SAP relationship with partners is sound, open with the ability and freedom for mutual criticism. This in a relatively short space of time in particular for the South African based SARP and SAP partners is commendable. This is in part due to the culture and application of the partnership policy in SAP which is informed by the principles and values of NPA. The MTE has found that SAP has been well led

by the outgoing RD and the PM. A progressive organisational culture has developed among staff that is enabling, participative and empowering. It is hoped that the new RD will build on this.

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

Organisational development has been identified as a key area of support to partners. The various programmes and inputs have contributed to strengthening partners including their financial accounting systems. In the case of SCR, SAP has met consistently with SCR and then contracted a consultant to assist SCR with OD. Both of these processes have borne positive results. The MTE affirms OD as an important programme, however there is insufficient clarity on the NPA OD concept by all EO's and SARP. The MTE notes that this is currently being addressed. As stated earlier organisations are in for a protracted struggle and reflect uneven levels of the required capacity. OD is therefore central to building, relevant, effective, efficient, resilient and sustainable organisations.

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

In the period under review, the foundation phase of SAP, NPA moved to a form of RBM. Each EO has its own version. A common framework is needed that is in congruence with the NPA international strategy. This aspect is analysed in some detail in the report as it emerged as a key and constant issue of discussion with every partner and at various points in the MTE. In addition some SAP partners had a strong political critique of RBM. It is of primary importance for partner organisations to have planning and reflection systems that provide information on gains, advances, results, weaknesses and challenges in order for them to build their relevance, effectiveness impact, efficiency and resilience. In this regard partners need to address their own challenges some of which are raised in this report.

The shift to RBM came with some confusion at all levels in NPA. The HO develops policies in consultation and with the participation of EO's. This strength is affirmed. It is thus important to define carefully and speedily a conceptual framework that can serve as a guide. In so doing the frame of the international strategy should be the basis for congruence with RBM and that the proposed method and tools are in line with the principles of NPA and the thrust to empower civil society organisations to be involved in a struggle for a just distribution of power and resources. The MTE notes that the SARP and SAP formats used are not just a linear box but includes questions on the context, OD and gender. These including strategy and the external and internal variables are key components that need to be incorporated and the MTE makes some suggestions regarding an appropriate adaptation.

Youth are a marginalised group with particular challenges and an important SAP focus with partners, SAYVON and WWMP. Many of the groups are fragile and do not have mass weight. In South Africa youth formations are generally fragile, many with a project orientation and some lack a strong political thrust that challenges the present system and espouses transformative change. Youth are marginalised and more work needs to be done on both the political and strategy fronts. This is in a context of rising unemployment, marginalisation of youth and the lack of a strong youth organisation that takes up the issues of the youth. The work of Y4SM in the region, has delivered results and SAYVON is part of this. In addition progress has been made with women's empowerment. WWMP works with a youth organisation that has made an impact in addressing Xenophobia. The SARP MTE recommends a regional event to examine and analyse with youth formations and like - minded partners, the requirements and strategic issues that need to be identified and addressed in order to build resilient youth organisations with a mass character during this particular political period.

SAP support for land and women and land is firmly rooted in organised responses. As part of the SARP programme SAP has networked, exposed land organisations to each other's work and contributed towards building solidarity. The collaborative substantial SARP proposal to IDRC although not successful points to important thinking that should be developed in SARP's longer term visioning and development dimension during the next strategy period for its work on land and women and land. SARP has found a stable regional partner in TCOE that displays the traits and requirements of a strong regional partner. Strong regional partners with sound political content are needed to lead regional programmes on land and women and gender empowerment as these regional programmes impact on EO programmes, partners, the building of linkages and solidarity.

Extensive work has gone into building land movements and associations by TCOE under very difficult conditions in the context of organising marginalised communities. Some of this context and conditions are outlined in this report based on the MTE's exposure to the work of Mawubuye and interactions with staff. The results when examined in the context of the condition are substantial. The organising of the Rural Peoples Festival in a context where such events are organised by the dominant class is historical and has made a significant impact on the dignity and pride of members of Mawubuye. When viewed against the baseline that the members come from a situation that reflects some of the worst poverty, exploitation, neglect and social degradation in the country, it is a significant result.

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

However, if significant gains are to be made and if SAP is to impact more substantially on its long term development goal, it needs to build on present work in a manner that reflects more longer term visioning, planning and being proactive. This has been termed the development phase by the MTE.

For the partners this would include building of stronger alliances and a qualitative and quantitative growth of their mass weight to increase their impact on power. This rests primarily with organisations both individually and collectively. This is beyond the power of NPA but within its influence. Some of the recommendations in this MTE could also impact on this process of building and strengthening collective organisation to address inequality in the communities.

The development dimension is contingent on two factors to get it going to have more substantial impact. The first being added capacity in the SARP/SAP office and secondly more funding. The increased funding should be from both NPA and increased fundraising and collaborative efforts with present partners and like-minded organisations. Funding from NPA with the exception of those partners

where NPA is a major funder is small and much more comprehensive resourcing is needed. It is the opinion of this comprehensive MTE that the work done thus far in SAP with the present level of resources available and the findings analysis and recommendations provide in part the basis for a much more relevant and effective programme that will impact more substantially on the overall Long term development goal of SAP which is "NPA's partners demand democratic control of power and resources in South Africa".

## **RECOMMENDATIONS**

### **RECOMMENDATIONS ON CONTEXT:**

This evaluation affirms that the SAP is in alignment with the international strategy through the SAP strategy, selection of partners and programme of SAP. There is also alignment with the SARP strategy.

#### **RECOMMENDATION 1 - CONTEXT**

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

That NPA addresses the issues of capacitation and equips itself as a solidarity partner as informed by point 2.4 FINDINGS FROM THE CONTEXTUAL ANALYSIS WITH PARTICULAR REFERENCE TO THE INTERNATIONAL STRATEGY as detailed above.

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

Some donors have left and others are leaving South Africa, categorising South Africa as "a middle income country".

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

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

#### **RECOMMENDATION 2**

In the light of the shift to working with social movements and community based organisations that are representative of and work with the issues that affect the poor and marginalised on the ground:

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

That appropriately designed OD support is further developed with partners to address their challenges with regard to building resilience.

That NPA as part of its development role and its partnership with likeminded partners/allies examines how it can contribute to the issue of building resilient social movements.

That adequate capacity is needed in the SARP/SA office to meet the demands of a changed partner base.

### **RECOMMENDATION 3 – ORGANISATIONAL DEVELOPMENT**

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

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

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

That based on this concept and in consultation with partners for SAP to develop longer term visioning of OD for the next strategy period and this should be in line with a similar process for SARP.

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

### **RECOMMENDATION 4 – WCDI –GENDER AND WOMEN’S EMPOWERMENT**

SAP should be part of the process of the SARP recommendation on WCDI which is stated below.

#### **THAT IN THE LIGHT OF THE GAINS, IMPACT, CHALLENGES AND POTENTIAL OF WCDI**

#### **THAT SARP conduct a participatory evaluation and projection study that will:**

**Examine** in a participatory manner with WCDI participants and partners:

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

**Explore** with participants and partner’s strategies for dealing with consolidation, advancing and dealing with constraints.

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

- a relevant, effective, efficient cohesive plan.
- a strong strategy element that takes into account the variables and surrounding factors that will impact on results and gains.

- build a women’s empowerment programme that is based and informed by the reality of the context, potentials and constraints.

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

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

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

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

#### **RECOMMENDATION 5 – RBM**

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

That in future methodology shifts should be examined and appropriate tools and resources are developed in the context of the demands of the international strategy, principles and values of NPA and will therefore be more likely be in line with the needs of nature of partners that SAP has.

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

#### **RECOMMENDATION 6 – LAND and WOMEN AND LAND**

Informed by the findings and analysis of this section of the report.

That SAP continues to work with and through TCOE to effect its focus on land and women and land.

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

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

#### **RECOMMENDATION 7 – YOUTH**

That SAP continues to work with SAYVON and WWMP.

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



And similar to the SARP recommendation: The MTE recognising the complex challenges with regard to building youth organisations in this particular period and in the different country contexts within the region, recommends:

That SARP recommends to partners that an event be held and possibly in collaboration with likeminded partners to:

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

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

#### **RECOMMENDATION 8: - GENERAL OVERVIEW OF THE WORK OF SAP**

It must be noted that the SAP and SARP office is one office with the same staff for both programmes.

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

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

#### **That the SARP/SA office has the following staff complement**

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

That there are clear roles for each staff member with expanded responsibilities for the recommended full-time administrator.

#### **GRANT PERIOD**

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

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

**RECOMMENDATION 9 - ROLE AND RELATIONSHIP WITH THE HEAD OFFICE**

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

## ACRONYMS

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

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## **CHAPTER 1. BACKGROUND/INTRODUCTION TO THE MTE**

### **1.1 PURPOSE OF THE SA PROGRAM MID-TERM EVALUATION**

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

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

### **1.2 METHODOLOGY AND PROCESS**

The methodology employed was participatory and featured the following:

- An extensive desktop analysis - (See list – Appendix 1)
- Questionnaires to SAP EO staff and selected HO Staff (see Appendix 2)
- An analysis of the questionnaire returns.
- Interviews with all EO staff, an interview with the Head of IPD, interviews with partners. (See list of informants – Appendix 3 and Appendix 4 instruments).
- Focus group meetings with various community based partners, base organisations and social movements. (see list of informants Appendix 3 Appendix 5 Instrument)
- Observed operations in the SAP EO office and during field visits.
- Field trips to Limpopo, Gauteng and Western Cape.
- Combined SARP and SAP MTE orientation workshop with partners
- Combined SARP/SAP partners meeting/workshop to present findings of MTE
- Combined SARP/SAP partners meeting/workshop to present findings and the draft reports of both the SARP and SAP MTE's.
- Regular discussions with the SARP/SAP RD and PM about the process and emerging issues from the process.
- Presentation and discussion of main findings and trends to a SAP staff meeting.
- Submission of draft to RD and PM.
- Meeting to discuss feedback with RD and PM.
- Submission of a 2<sup>nd</sup> draft to RD and PM.
- Meeting to discuss 2<sup>nd</sup> and final draft with RD and PM.
- Finalisation of Report.
- Written feedback from HO.
- Evaluator's response.

### **COMMENTS ABOUT THE METHODOLOGY AND PROCESS.**

The participatory process was educational and forward looking with the purpose of not just reviewing but dealing with the future in a conceptual and strategic manner. An important verification was the congruence and general agreement with the core findings and analysis in the meetings with partners to present the main findings and analysis of the MTE held on the 8<sup>th</sup> October 2010. Another point of verification and further analysis was the presentation and discussions of the analysis and finding at

the regional staff meeting held in Mozambique on the 3<sup>rd</sup> November 2010. The final point of verification was the presentation of the draft report to partners meeting held in March 2011.

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

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

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

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

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

The field trips, meetings, observations and focus discussions with partners and their constituencies/base were held in Gauteng, Western Cape and Limpopo provinces. These provided good insight into partner work on the ground and the contextual and organisational challenges that partners are confronted with in South Africa.

The SARP regional staff meeting was also observed for two days. This observation provided good insight into the working of SARP as a whole and the participation of the SAP in SARP.

The evaluation process had the full support and cooperation from RD, PM, the Administrator and partners.

The evaluator has done some regional work prior to this MTE, works closely with some social movements in South Africa, human rights organisations in Zimbabwe and has also been involved in international strategy discussions both at continental and regional levels. This brings important information and experience into this MTE. At no point during this MTE process was there any contact with any of the evaluation processes in the other EO's including reading of those draft reports.

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

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

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

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

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

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

### **1.3 ACKNOWLEDGEMENTS**

The MTE would like to thank:

- Anne Cath da Silva the Regional Director, Virginia Setshedi the Program Manager and Liduva Ferrao the Administrator of the SAP/SARP office for their support, patience, openness to questions, debate and discussions during the process. In addition the substantial time that the staff have put into the MTE and its various stages.
- In particular Anne Cath da Sliva for her leadership and oversight of the MTE process.
- Anne Cath da Silva, Virginia Setshedi, Liduva Ferrao, for the openness to critical thought and discussion.
- To all the partners for their warm reception, hosting, willingness to share information and the organisation of field trips.
- To SAYVON, WWMP, APF, SCR and TCOE for well organised field trips and exposures.
- To the head of IPD, Orrvar Dalby who made time available for an interview.
- To the SAP/SARP partners who participated openly and honestly in the three meetings that covered the preparation/orientation to the MTE, the findings and trends, and the presentation of the draft report with recommendations. The openness displayed and the ability to give each other critical feedback is also a reflection of the trust that was developed firstly with NPA and secondly with the evaluator. Such an atmosphere is encouraged.



#### **1.4 NPA HISTORY AND PRESENCE IN THE REGION** (points 1.4 -1.6 are drawn from NPA documentation)

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

#### **1.5 NPA'S STRATEGY AND ROLE IN SOUTHERN AFRICA**

The SAP is part of the NPA SARP and strategy of NPA and NPA International Strategy (2008 -2011).

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

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

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

#### **1.6 THE SOUTH AFRICA PROGRAMME**

Since the year 1992 NPA has been established in South Africa. In the beginning NPA SAP had a special focus on violence against women and youth and supported human rights initiatives.

NPA's International Strategy (2004-2007) focused to enhance its contribution to development and solidarity across borders by focusing on the prioritised thematic issues. In 2004 NPA South Africa was in the process of phasing out the majority of the existing programme, and in general closing down the South Africa Country programme. However, the Country Program was kept considering that South Africa is still a new and fragile democracy, and an active and critical civil society is a prerequisite to building a sustainable democracy.

Today the major challenges to real democracy remain a weakening of civil society in the post-apartheid era as well as concentration of power within the government. Inequality is a major issue in South Africa. The majority struggle for access to education, the labour market and survival. With this background, impatience with the lack of delivery of democratic rule has also escalated in parallel with lack of redistribution of resources and land. NPA also recognises South Africa's position in the region, and the potential in utilizing the country's resources in a regional context.

The current country programme (2008-2011) is supported through the NORAD Frame Agreement and is based on the NPA International Strategy (2008 – 2011). The programme is developed through mainly long term but also some short terms partnership. The year 2008 was mainly used to consolidate the current country programme and doing assessments of new possible partners. NISAA and the Limpopo Network of Violence Against Women were phased out.

In 2009 NPA South Africa got into partnership with five new partners (Soweto Concerned residents (SCR), Anti privatisation Forum (APF), Trust Outreach Education Community (TCOE), Worker World Media Production (WWMP) and Action Support Centre (ASC).

## **NPA' S PROGRAMME GOALS AND EXPECTED RESULTS.**

### **Long term Development Goal**

NPA's partners demand democratic control of power and resources in South Africa.

### **Immediate Development Goal**

NPA's partners are organised collectively to address inequality in their communities.

### **Target Group**

Men, women and young women that organise and coordinate actions, and mobilise to achieve change in their communities

### **Key results**

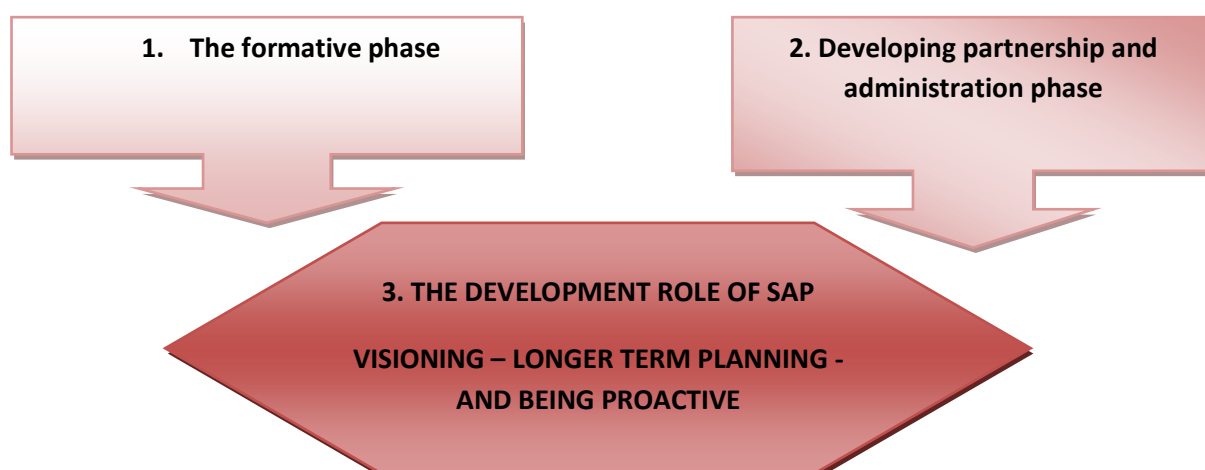
1. NPA's CBO 's partners capacity and work to solve their problems is strengthened.
2. NPA's partners show that they take work for gender equality seriously.
3. NPA's partner SAYVON has increased its capacity to coordinate joint actions for youth rights in Limpopo and nationally irrespective of their age, sex, race and nationality.

## 1.7 SOME KEY FACTORS AND VARIABLES

This MTE needs to be viewed with the following backdrop:

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

The evaluation has categorised the programme work of the SAP as follows:



1. The formative stage of partnership is the process of identifying the appropriate partners and developing proposals and work-plans that gives expression to the strategic direction of SAP.
2. Developing and administration of the partnership including reporting requirements and dealing with the challenges that confront partners.
3. The development role of the SAP.  
This involves visioning, planning and proactive work as to how NPA and its present set of partners can take forward work and challenges over the longer term, for example:
  - Key challenges around youth, women, women and land and land;
  - Related to the above key challenges confronting social movement partners like SCR, youth and APF including the importance of building resilient formations;
  - Organisational Development;
  - Planning Monitoring Documentation – including RBM;
  - Fundraising for the development role;
  - Solidarity building in the region, the continent and globally

## CHAPTER 2. THE CONTEXT AND RELEVANCE OF SAP AS MEASURED AGAINST THE INTERNATIONAL STRATEGY.

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

### 2.1 SOUTH AFRICAN CONTEXT

***NPA was a committed Solidarity partner during the struggle against apartheid and*** was one of the thousands of global solidarity partners that supported liberation movements in Southern Africa. It played an important role in Norway and in Southern Africa in supporting the liberation struggle in South Africa. Indeed, there are many gains from the political liberation of South Africa. However has it fundamentally changed the lot of the poor? Has there been a redistribution of power and resources that would have enabled the poor and marginalised to have a better life after a bitter bloody struggle? There has not been redistribution but rather an elite transition.

For a growing number of poor and marginalised, either through growing spontaneous protest or through the social movements, they have increasingly expressed a sense of betrayal. A sense of betrayal of the redistributive policies, principles and vision of socio-economic equality of the liberation struggle. The economic framework has produced a class of super rich BEE elite at the expense of the vast majority of the poor and marginalised in South Africa. Yet South Africa boasts the strongest economy in Africa and had the capacity to host the 2010 Soccer World cup.

#### ***South Africa adopted and promoted "home grown" neo-liberal policies.***

The ANC led South African government made its intentions to adopt neo-liberalism very early once it achieved its political liberation. In 1994, the ANC led Government of National Unity, signed with the WTO the requirement that all quotas be scrapped by 2005. South Africa went beyond the prescribed end rate of reduction on import clothing tariffs, a reduction to 40% by 2000 instead of the prescribed 45%. The resultant growing inflow of imported clothing resulted in the clothing industry being decimated especially in the Western Cape.

Besides the manufacturing sector being severely affected, the primary industries were also affected. By 1994 import controls were changed in line with GATT (General Agreement on Tariffs and Trade) and the final act of deregulation was the removal of the Agricultural Marketing Act. This opened the market to an environment of uncontrolled competition. Thousands of women workers lost their jobs and heightening the feminisation of poverty.<sup>1</sup> During the 1980's there were about 30 000 milk producers in South Africa, by June 2003 there were only 4 856 milk producers. There was a take-over by the giant Italian TNC Parmalat. It is estimated that 17 000 jobs were lost in the industry between 1996 and 2001.

"The clothing sector has lost 75 000 jobs as a result of rapidly increasing imports. Our footwear industry has practically disappeared. The furniture sector, which is hailed by some as a success story because it has increased exports, has also lost significant numbers of jobs as a result of trade. Plastics companies have retrenched workers, dairy farms have closed down, and pharmaceutical companies turned manufacturing sites into distribution facilities for imported drugs. The list goes on

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<sup>1</sup> Trade and Investment, (2004) An activists Manual, ILRIG

and on." Speech delivered by Violet Seboni, 2<sup>nd</sup> Deputy President of the Congress of South African Trade Unions, to the SANGOCO workshop on non-agricultural market access (NAMA) on 24 June 2005.

Poverty and inequality are rising in South Africa because South Africa has chosen the neo-liberal paradigm. Besides growing unemployment the nature of work is changing.

There is a continued decline in the quality of employment, with casualisation of labour, driven by labour brokers. More and more permanent, secure and relatively well-paid jobs are being replaced by temporary, insecure and low-paid jobs, where workers' rights are flouted.

***South Africa's youth unemployment the country's "greatest ticking time bomb" – Jay Naidoo, former COSATU General Secretary.***

<sup>2</sup> South Africa had the worst rate of unemployment for youth between the ages of 15 and 24 among 36 countries surveyed by the OECD in 2008. Racial disparities were further compounding matters, with 53,4% of all young black Africans between the ages of 15 and 24 being unemployed by the end of 2009 – three times worse than the unemployment rate of 14,5% among young white South Africans. This was part of the report of the inaugural OECD economic survey of South Africa. The OECD showed that, while other middle-income emerging market economies employed about 80% of their working-age youth in 2007 the figure in South Africa is closer to 50% (less than 50%).

***A recent comment below summarises the state of South Africa today.***

<sup>3</sup>*"Post apartheid capitalism is leaving a trail of hunger, poverty, anger and misery. The wealthy elite, the bosses and their hangers on refuse to concede a single inch to the urgent needs of the majority. They label even the most modest reforms as the thin edge of the wedge of communism. And as always the government shakes and concedes ... And a new round of suffering begins for our people."*

***NPA's continued presence in South Africa.***

NPA has continued to support programmes in South Africa. This evaluation supports this decision and would contend that South Africa remains an important country to support in the next strategy period. Contrary to some of the positions in the development funding world that South Africa is a "middle income" country and they should pull out, NPA has chosen to stay. How events unfold over the next strategic period in South Africa has implications both for South Africa and the region.

*Some of the key political factors that support the NPA position of staying in South Africa are:*

- The elite transition;
- the implementation of a neo-liberal macro - economic paradigm GEAR has resulted in jobless growth or growth without development;
- massive wealth accumulation of a few through <sup>4</sup>tender –preneurship and poli-preneurship;
- growing unemployment and underemployment;
- growing poverty and inequality. South Africa has the most unequal income distribution in the world;
- high levels of crime and corruption; and growing social degradation, (example Western Cape - the "tot system" workers paid in cheap alcohol and Alcohol Foetal Syndrome, increased drug abuse and crime among youth),

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<sup>2</sup> Creamer, Terence, S.A.s Youth Unemployment needs serious attention, Article 6<sup>th</sup> August 2010 Craemers Media Engineering News.

<sup>3</sup> From the declaration of the Democratic Left Front, Johannesburg, South Africa, 20 -22 January 2011.

<sup>4</sup> A term used when referring to government officials, ANC leaders and their cronies who control the tender processes for government contracts in a corrupt manner. The rise of the class of BEE.

- the extent of social unrest are some of the features of the South African political landscape.
- South Africa's imperial role on the continent reinforces structural economic problems in other African States and in South Africa itself. This also impacts on growing migration to South Africa in the hope of finding employment in the economic centre of the continent. This is one of the contributory factors to growing Xenophobia.

It is important that social justice orientated funders withstand the pressure exerted by back donors and governments for funders to pull out because they categorise South Africa as a middle income country or it is part of austerity packages.

The challenge for funders is to not buy into "austerity" measures at home or a flawed political analysis or even "looking out for the poorest people" or "disaster relief". Instead funders who have a social justice orientation should be looking for ways to build networks and alliances of solidarity which can strengthen the hand of national, regional and global civil society for social justice and a more equitable sharing of power and resources

## **2.2 SOUTH AFRICA AND THE REGION**

***The enriching of a few and the entrenchment of poverty and inequality is a trend in the region and needs to be overcome.***

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

This growing imbalance of power and resources needs to be overcome not just in South Africa but also in the region. More than just the elite and elite accumulation, there is elite pacting in the region. This alliance is concerned with further looting the continent in alliance with the north and emerging economies.

<sup>5</sup>Moeletsi Mbeki's comment on the elites summarises the point above. "These elites have no sense of ownership of their country and are not interested in its development. They view the country primarily as a cash cow that enables them to live extravagantly on imported goods and services as they attempt to mimic the lifestyles of the colonialists. It is this mindset of non-ownership that largely accounts for sub-Saharan Africa's non-development and, as a consequence, its poverty. With the lack of a sense of ownership goes the pillaging of resources, neglect of the welfare of the people, corruption, capital flight and, ultimately, brutality against dissenting voices."

It is perhaps important to understand why and how this elite transition has taken place.

### ***What led to the SADC liberators to becoming the elite?***

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

#### ***1. The mining revolution***

The Kimberley-Witwatersrand mining revolution of the late 1880s colonial period in South Africa led to South Africa's drawing its mineworkers from the greater part of Southern Africa, particularly Lesotho, Malawi, Mozambique, Zambia and Zimbabwe. This continued until the early 1970s when some 70% of mineworkers still came from Mozambique. Secondly the very architecture of infrastructural development was shaped by this colonial period of extractive mining: eg. Southern African states all

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<sup>5</sup> Mbeki, Moeletsi (2009), *Architects of Poverty. Why African capitalism needs changing*. Page 174, Johannesburg: Picador Africa.

had railway lines geared towards taking mine-ore from the hinterland via rail to distant ports for export. This pattern continued after South Africa became a Union in 1910. This gave rise to what is termed the Minerals Energy Complex (MEC). The MEC is a complex set of relationships between minerals and energy production and is rooted in the Kimberly-Witwatersrand mining revolution of 1880's colonial period that saw South Africa lead a massive quest for labour from the region. Post 1994 has seen a decisive and more intensive shift of the MEC in cahoots with capital from the North, emerging markets and local elites to extract minerals from the region. It has entrenched South Africa and the region in a structural fossil fuel path linked to corporate interests without a concern for the massive negative impact on people and the environment.

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

SADC has its roots in the Frontline States<sup>6</sup> whose focus was the political liberation of Southern Africa. This resulted in the quest for regional cooperation, development and breaking dependence on the aggressive, highly militarised apartheid South Africa. It is also important to note that NPA was involved in this era as a strong supporter and as a solidarity partner with the Southern African liberation struggles.

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

## **3. *Post 1994 - South Africa still dominates the SADC***

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

### ***South Africa's expansionist and imperial role***

South African capital is playing an expansionist role on the continent and has been described by some as an <sup>7</sup>imperial/sub-imperial role-player. South Africa is the dominant economy on the continent and region. <sup>8</sup>In 1990, South Africa's outward foreign direct investment (FDI) was US\$716m. By 2008 it was US\$10.8 billion. Between 2006 and 2008 South Africa outstripped China as the biggest investor

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<sup>6</sup> The front line states were Angola, Botswana, Lesotho, Mozambique, Swaziland, United Republic of Tanzania and Zambia

<sup>7</sup> See; Lesufi, Ishmael, *Nepad and South African imperialism* (2006).Jubilee South Africa

<sup>8</sup> See article, The Africa Report, No 25, October –November 2010, page 10. Also UNCTAD,FDI/TNC database.

in Africa. <sup>9</sup>South African Banks total asset percentage is 45.85% of all bank assets on the continent and in comparison Mozambique share is 0.27%.

South Africa has developed strong linkages to global capital, continues to expand its economic conquest on the continent very much in the mode of the TNC's from the West, with some of its companies exploiting workers through very poor working conditions and increasing <sup>10</sup>casualisation of labour.

South Africa was one of the prime architects of NEPAD, often described as "Africa's home grown structural adjustment programme" and <sup>11</sup>some have argued that this paved the way for its capitalist expansionist programme both on the continent and through GEAR in South Africa. The Macro-economic framework GEAR has reinforced poverty and inequality resulting in South Africa being the country with the most skewed income distribution.

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

*South Africa's imperial role and the elite transition in the region and the alliance with emerging markets to rein-force structural imbalances needs to be exposed and become part of the agenda of peoples organisations, unions and movements.*

*Elite pacting and the elite military, economic and political nexus of power is an important emerging issue. Its linkages to capital in the north and the south will also be important dimensions.*

*Research is needed to understand these developments and for social forces involved in fundamental change to understand some of the underlying issues with regard to the balance of power. It is therefore critical at this point that the NPA continues to support partners who work towards exposing of this elite transition and pacting.*

### **South Africa's Role in Mozambique**

South African capital has a strong role in the further extraction of Mozambique with significant growing mining and tourism interests. Example: MOZAL reinforces structural economic imbalances, enriches a few and exploits Mozambique's workers. It is a free trade zone that has very low wages, various tax incentives for imports and repatriation of profits free of taxation. The MOZAL is one of the biggest companies in Mozambique and as a regional integration project it strengthens the South African hand in the region and in particular the strength of its corporations. <sup>12</sup>Tongaat-Hullet and Illovo are companies that grew rich from the exploitation of indentured workers from India who were imported to South Africa in the 1800's. These two companies have bought out the sugar industry in Zambia, Malawi, Tanzania and Mozambique when these industries were privatised. They also control sugar production in Swaziland and South Africa. Tongaat Hullet is extremely exploitative in Mozambique paying its workers only a few Rands a day. In some cases it is reported that it forced plantation workers to work from 5 in the morning until 6 at night without breaks. Sounds like the 1800's indentured labour system.

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<sup>9</sup> See article, Moin Siddiqi, A year of consolidation and reforms, Africa's Top 100 Banks, African Business, No.368, October 2010

<sup>10</sup> See, Makwavarara, Tendai, Zimbabwe Congress of Trade Unions, (September 2003), *Zimbabwe (Shoprite)*, Social Observatory Pilot Project, Draft Final Report, Africa Labour Research Network

<sup>11</sup> See paper (2004); Gentle, Lennie, NEPAD and South African imperialism, P48, *Building alternatives to neo-globalisation – The challenges facing NEPAD*, ALRN, published by NALEDI.

<sup>12</sup> Hattingh Shawn, (December 2010), *ILRIG Workers World News issue 62, The not so sweet side of Sugar.*



*The imperial role of South Africa needs to be exposed and regional solidarity further developed through partners like TCOE, Khanya College and UNAC in Mozambique. The MTE affirms the relevance and work with these three organisations*

### **South Africa's Role in Zimbabwe**

South Africa has regularly defended and sided with ZANU PF. It has chosen to keep quiet in the face of gross human rights violations and organised violence and torture which is well documented by human rights organisations in and outside Zimbabwe, including NPA partners. South Africa has defended and justified election results in the face of massive repression and pursued Mbeki's "quiet diplomacy" as South African corporations have marched into Zimbabwe.<sup>13</sup> In response to the Zimbabwean crisis in 2001, senior members of the ANC including now Deputy President Motlanthe formed a regional network of southern African liberation movements aimed at strengthening their solidarity and as well as generating support for ZANU PF.

The crisis in Zimbabwe has decimated the agricultural and manufacturing industry. South African companies saw the crisis as an opportunity and continue to export large quantities of goods to Zimbabwe. The shelves of supermarkets in Zimbabwe are filled with groceries and goods imported from South Africa. The hospitality industry has shed many jobs in Zimbabwe. The South African hospitality industry is now absorbing these workers as very cheap labour.

In addition, the banking, retail, mining, food retail, agricultural including sugar, property, energy, fuels are some sectors that South African corporations have invested in/bought up local companies cheaply with protection from ZANU PF.<sup>14</sup> Stanbic provided loans to some key ZANU PF leaders who took over farms after the invasions and Barloworld provided bulldozers and road-grazers for Operation Murambatswina. There is an argument that South Africa with its corporations has propped up the Mugabe regime and the elite in both countries have vast shared vested corporate interests. Just as these very corporations aided and abetted apartheid today they are propping up a regime that has a horrific human rights violation and crimes against humanity record.

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

South African corporations are certainly reinforcing the structural economic problems that confront Zimbabwe as outlined above through "disaster capitalism" that does not rebuild the manufacturing sector but rather making the economy more import dependent.

Presently there is competition between China and South Africa for Zimbabwe and thus placing ZANU PF in a position to play one against the other to ZANPF's advantage.

*The role of South Africa as outlined in this report needs to be exposed. In exposing this role it raises the fundamental issues that need to be addressed for meaningful transformation.*

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<sup>13</sup> Adolfo, Eldridge, The collision of liberation and post liberation politics within SADC, A study on SADC and the Zimbabwean Crisis, FOI, Swedish Defence Research Agency, Stockholm

<sup>14</sup> See, Shawn Hattingsh, (2008) South Africa in Zimbabwe: *The Vultures have descended, South Africa in Africa*, Articles to the African Diamond Workers Network, volume 3, published by ILRIG.

### **2.3 THE IMPORTANCE OF STRONG PEOPLES ORGANISATIONS AND CIVIL SOCIETY**

Generally there are a weak and a "mixed bag" of civil society organisations in South Africa. The tradition of community struggles, mobilisation and community organisation led by organisations like the UDF has largely been demobilised in the post 1994 and could have played a central role in a community based and driven reconstruction in South Africa. The UDF was a mass multi-sectoral national democratic movement that heightened the struggle against apartheid and played a significant role in toppling the apartheid regime.

New social movements have emerged. Social movements are generally weak and fragile. The progressive left outside of the tripartite alliance has been weak, disunited and not able to captivate the thousands of protests that take place every year. These protests provide the potential for the development of a broader political vision that can challenge the neo-liberal paradigm of the ANC government and move away from being locked into the local single issue community organising.<sup>15</sup> According to the police between 2004 and 2008 an average of 8000 "peaceful gatherings" and about 700 unrest related incidents has taken place annually. This is an indication of the deep rooted negative impact of neo-liberalism, the effects of poor service delivery, corruption and lack of accountability on the part of government.

NPA partners, the APF and the SCR are two social movements focusing largely on privatisation and services. In the Western Cape, NPA partner TCOE which works extensively with land movements in the rural areas and WWMP works with youth and media. SAYVON co-ordinates a number of youth formations in South Africa. The SCR is growing and the APF is going through possibly its weakest and most challenging moment. Most of the partners have a strong critique of the neo-liberal economic paradigm.

The largest trade union movement COSATU is part of the ruling party alliance and is often compromised in putting the interests of workers first. In this regard there has been criticism that COSATU has not responded adequately to the changing nature of work, like casualisation of labour. However, the ANC's march to neo-liberalism is bound to sharpen the contradictions and schisms that are beginning to emerge. For example there is increased pressure from the corporate sector which includes the ANC aligned elite for the relaxation of labour laws. Will COSATU follow the route of ZiCTU that broke away from the liberation movement party ZANU PF?

### **2.4 FINDINGS FROM THE CONTEXTUAL ANALYSIS WITH PARTICULAR REFERENCE TO THE INTERNATIONAL STRATEGY.**

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

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<sup>15</sup> Amandla, Issue 14, May June 2010, article we the Protestors, Trevor Ngwane

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

**2.4.1 *The elite transition in the region*** and South Africa has resulted in: a stronger connection between local, South African and global capital; the wholesale adoption of the neo-liberal paradigm (home grown structural adjustment) very much led by South Africa; elite wealth accumulation; political and economic elite pacting of the former liberation movements and growing intolerance to dissent and critique which is visible and entrenched in the region and in the majority of member states in the SADC with perhaps the exception being Mauritius. *This elite transition has entrenched resources and power with a few while the vast majority live in growing poverty and inequality.* This is most clearly demonstrated by the lack of will especially by South Africa to address the Zimbabwean question in the face of gross human rights violations and <sup>17</sup>crimes against humanity. In addition the recent food riots of September 1<sup>st</sup> and 2<sup>nd</sup> in Mozambique despite an average 8% economic growth rate over the last 15 years shows that economic growth under neo-liberalism is without development and is largely for the rich. *Jobless growth or growth without development for the poor and marginalised is a trend in South Africa and the region.*

***Despite South Africa being the strongest economy on the continent,*** unemployment, poverty and inequality are on the increase and most likely to stay like this or get worse in the coming period. The international strategy is still relevant in South Africa

**2.4.2 *Unrest.*** There will likely be more strikes and protest as the global economic crisis and its fault lines impact more acutely on the poor and marginalised. Protest is being met by growing repression.

**2.4.3 *Women will still bear the brunt of oppression and carry the burden of increased poverty and inequality.*** Women's participation in society is fraught with problems and will remain a negative trend and challenge. This is despite South Africa having one of the better representation of women in parliament. There is still worrying levels of gender violence. Fundamentally power relations needs to change. NPA through its partners has done significant work in empowering women leaders. An indication of this was the active and qualitative participation of women leaders in focus group discussions in the MTE process.

**2.4.4 *Growing homophobia in the region and the continent is of great concern.*** There is an increasing attack on the LGBTI community resulting in so called corrective rape and <sup>18</sup>deadly attacks on in particular the lesbian community. Solidarity and support needs to be increased to this sector and to support organised initiatives.

**2.4.5 *No elite in history has given up power without a bloody battle or a healthy compromise*** in their interest. The general weak state of social movements and the absence of significant alternative political parties in South Africa and the region that demonstrate an alternative development path to that of neo-liberalism, poses a substantial challenge. If

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

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

<sup>18</sup> Note: Example - Eudy Simelane (1977 – 28 April 2008) was a South African footballer who played for the South Africa women's national football team and an LGBT-rights activist. She was raped and murdered in her hometown of KwaThema, Springs Gauteng. Eudy was gang raped, beaten, and stabbed 25 times in the face, chest, and legs.

movements and civil society are to impact significantly on change in the distribution of power and resources in the region then the following is important:

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

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

**2.4.6 The SAP process of phasing out of the old partners and finding new ones** that fit into the international strategy was a necessary process. The existing partners fit into and are in congruence with the international strategy. In particular the social movement partners, and the NGO's that support social movements like TCOE, SCR, APF, and WWMP have a very strong critique of neo-liberalism. Challenges to deepen this congruence are raised more specifically in this report.

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

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

- ***A deeper and growing understanding of globalisation,*** its history and development is needed and necessary at all levels in NPA. The international strategy frame needs to be given more content in the context of the region and

countries and South Africa. The historical development of capitalist globalisation in its current state reflects a particular period in the survival and growth of global capital in its increasing predatory line of march. It is also a period in which the poor, marginalised and workers are under increased pressure in South Africa, the region, the continent and the globe.

- ***Consistent and constant capacitation is required at all levels in NPA*** so that these concepts, their historical development, present manifestations and how the future could unfold become clearer. Therefore in South Africa and the region issues of WB/IMF, finance capital, trade and EPA's, extraction, growing emerging market presence on the continent, NEPAD/South Africa's imperial role, debt, the military/economic/political nexus, elite control and pacting become important. Unpacking this and being better schooled in understanding these issues will give NPA staff and even partners at all levels:
  - ✚ *a broader and deeper analysis and understanding of power and the balance of forces* will inform NPA's understanding of the context and sharpen NPA's competence in engaging with partner strategies as they build collective organisations and movements in the current period. It is also necessary for some NPA partners to regularly engage in deeper analysis. There are some partners like TCOE and WWMP who are very strong on analysis and NPA can draw from these partners. An analysis of this reveals the great extent of work that needs to be done to impact on shifting the balance of power.
  - ✚ The capacity to place and position *NPA and partners to be more proactive and visionary in their response.*
  - ✚ *A constant reminder of the importance of united alliance building as a pillar in building organisation* that attempts to change the balance in power and resources and give impetus to the work in the region eg. <sup>19</sup> WCDI, struggles on land, services and youth in South Africa and the region should be viewed through the lens of an alliance and solidarity building process with a uniting platform, long term visioning and planning so that eg.women's empowerment makes a more visible and significant impact in the participating countries and the SADC region. This could result in women's empowerment being applied in the context of the reality on the ground and further activating a powerful critical mass of politicised cadre who push for transformational change.

The potential and notion of WCDI as a solidarity and alliance building process paints a different picture regarding its potential and also points to the importance of the development role of SARP in galvanising the various efforts of the EO's with regard to women's empowerment. The same can be said for youth and land movements alliances that are developing across the region.

- The points above in turn call for the need for *a better understanding of building sustainable organisations in this period.* This is a complex call with a complex

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<sup>19</sup> WCDI is a Norwegian tool that has been effectively adapted in Africa. For more details of its reach, impact and potential refer to the section on WCDI in this MTE report and for a more comprehensive analysis in the SARP MTE report.

set of internal and external variables and conditions that differ from community to community, from country to country and from region to region. What does building sustainable and resilient organisations and movements mean in the current national, regional, continental and the global context and how can this process of struggle unfold more effectively?

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

- ✚ the balance of forces;
- ✚ prizing open and utilising space;
- ✚ the tactics around engaging and confronting;
- ✚ not just network building but alliance building;
- ✚ growing and consolidating critical mass;
- ✚ building mass movement and social weight;
- ✚ application, strategy and tactics in conditions of growing repression against social movements in South Africa.

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

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

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

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

In the SARP region the case in point is Mozambique. The initial decision to close down the office has caused insecurity in the other EO's. This emerged in the MTE. The shared understanding of the underlying issues and root causes of inequality and poverty, the particular complexities of this particular period, and the rough road ahead for true transformation needs to form some of the deciding political rationale in the event of NPA deciding to pull out/adjust work in any of their SARP countries in a situation of deepening of the bias of distribution of resources and power.

## **RECOMMENDATIONS ON CONTEXT:**

This evaluation affirms that the SAP is in alignment with the international strategy through the SAP strategy, selection of partners and programme of SAP. There is also alignment with the SARP strategy.

### **RECOMMENDATION 1**

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

That NPA addresses the issues of capacitation and equips itself as a solidarity partner as informed by point 2.4 FINDINGS FROM THE CONTEXTUAL ANALYSIS WITH PARTICULAR REFERENCE TO THE INTERNATIONAL STRATEGY as detailed above.

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

Some donors have left and others are leaving South Africa, categorising South Africa as "a middle income country";

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

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

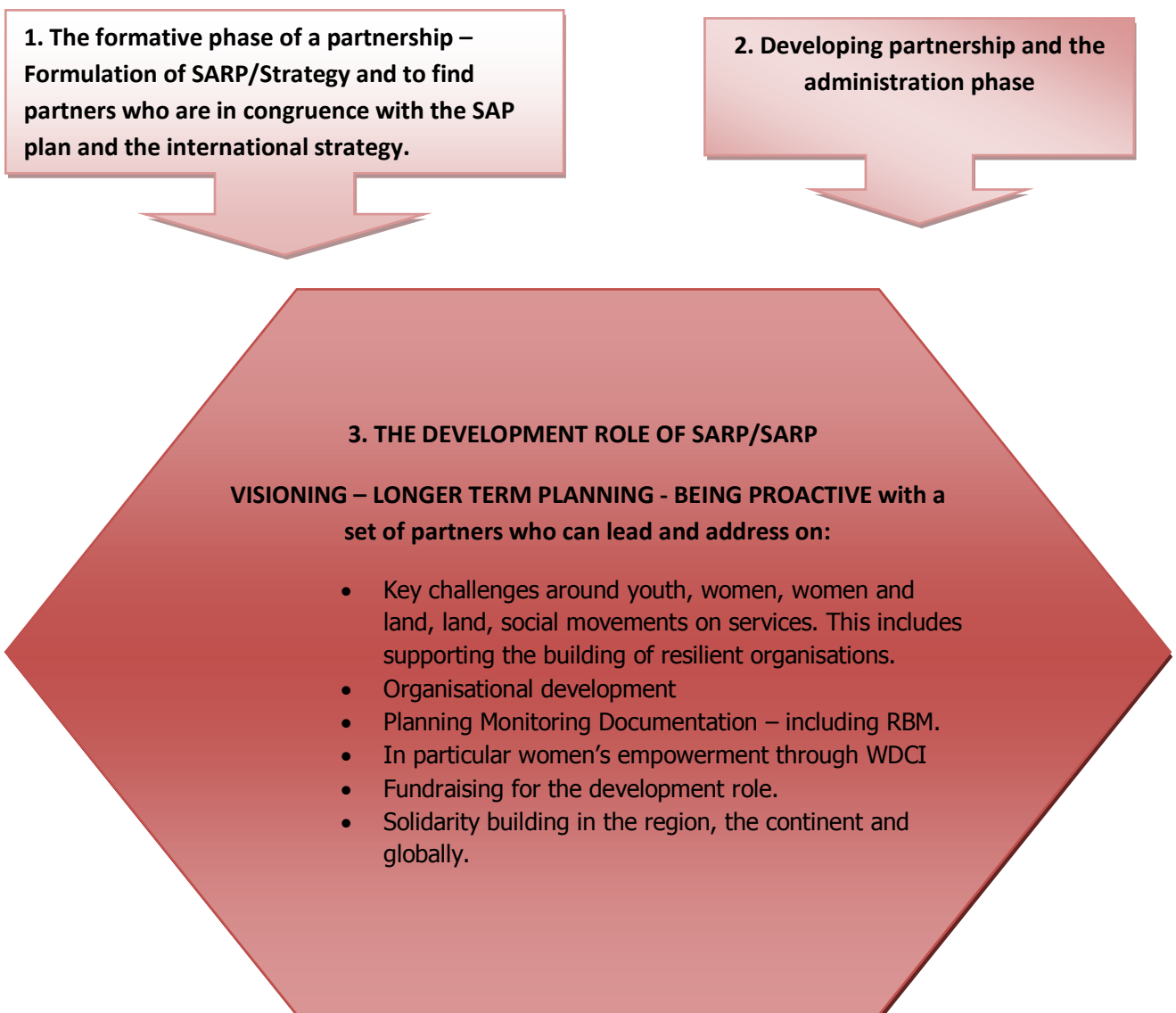
## CHAPTER 3 THE PROGRAMME WORK OF SAP

### 3.1 INTRODUCTION.

The SAP strategy framework and plans are within the ambit of the international strategy frame and this provides overall guidance and allows for flexibility of programmes within the frame.

Regular SAP staff meetings are convened to discuss both the SARP and SAP programs. Reports are shared, problems and challenges raised, budget and expenditure reviewed and requests from other EO's and the HO reviewed and attended to. There is good team work and an enabling environment for work, growth and development.

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





### 3.2. SOUTH AFRICA – GENERAL FINDINGS

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

These two elements have brought extra pressure on the EO. The selection of new partners was an important process of re-orientation and to determine the extent to which there is congruence with the international strategy. It also requires time and effort to develop new relationships. In addition the administration of new partners and maintaining the relationship also takes considerable effort. All new partners are congruent with the international strategy and challenges are raised with regard to the new set of partners in other sections of this report. All new partners have a strong critique of the neo-liberal paradigm and are either social movements or organisations that work closely with social movements providing support and resources.

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

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

#### ***The example of the strong partner, the possibilities of exposure and the need to share experience.***

TCOE is an established organisation. It is both a SARP and a SAP partner. It is strong, well organised, and has demonstrated significant results of work nationally and regionally. It possesses the institutional capacity and credibility to also be a good regional partner. In the Western Cape it works with the marginalised rural poor with difficult organising challenges, including social degradation. These gains and successes are as a result of years of work which has featured good organising, planning, documentation, communication, leadership and overall management.

There is a strong emphasis on women's empowerment through developing Women's Forums and this has resulted in a majority of confident women leading the base organisations TCOE works with. There are significant learning's that this partner can share with other partners. In particular the various processes that have led to gains in organising in some of the most marginalised sectors in South African society. *Further documentation should be encouraged and exposure visits should be organised as part of a broader OD programme which focuses on how good practice can be effectively used.*

#### ***The example of weaknesses and fragility of social movements - the demands and understanding that is required for this work.***

Partner social movement SCR is led predominantly by women is good at campaigning and is making gains in its struggle against privatisation and for adequate service delivery. However it reflected institutional weaknesses and in its first year of funding it did not account

adequately for funding received and there was serious internal conflict. This was due to not having an understanding of finance management, inadequate policy and systems in place.

NPA's SAP EO's constructive approach has assisted this partner to address their OD challenges. NPA SAP held a series of meetings up to 15 in one year in support of SCR. Besides providing as much support as they could for the movement, NPA contracted a resource person to run a series of workshops with the branch and executive leadership of this movement. Some of the results of this are:

- finance management has improved considerably as reports to NPA are now compliant with generally accepted principles and practice of accounting;
- there is an understanding of some of the alternative values that are necessary for the growth of a stronger more progressive organisational culture and it will be necessary to review the extent to which there is a shift in practice;
- A clearer understanding of leadership requirements and a basis is being set for leaders to be more accountable. It will be important and necessary to review the extent to which leadership are leading on the basis of this common understanding;
- growing understanding of the importance of branch development and consolidation;
- more focus, less conflict and importantly more confidence;
- there is increased growth of branches and membership.

The areas of planning, documentation, monitoring and reporting are still areas to be addressed in this OD process. Gaps in the OD process have been identified and more work is required on:

- understanding the context and deepening the understanding of privatisation and neo-liberalism;
- deeper understanding of the problems confronting the community;
- broadening their organising and mobilising expression and being more creative in their organising mobilising tactics and campaigns;
- Application and organisational and leadership behaviour change.

In addition it will be useful to look at a holistic look at building a resilient organisation.

It is planned that a resource book will be developed from this process, primarily for this growing movement with approximately 10 000 members. It will also be a product as a result of this particular type of OD support which could be useful for other like bodied movements and CBO's.

In this case, NPA did not decide to break the partnership due to the partner's inadequacies which resulted in the partner not complying with key terms of the contract. NPA understood that capacity for eg. Finance management was not in place. NPA assisted the partner and got in specialist OD assistance to get them to address their critical issues and be capacitated.

This reflects on the part of NPA an understanding of the nature of social movements in this particular period. It also is a reflection of a deeper solidarity. However this approach needs patience, understanding of the terrain, the development of trust and openness and an enabling role. This takes

time, skill and effort. NPA SAP displays these skills and attributes. The manner in which NPA relates to the SCR is deeply appreciated by SCR who view NPA as a solidarity partner in their struggle. A strong open relationship exists between SCR and NPA. This did not just happen, it is a result of working hard and gaining trust to share problems openly with NPA.

All partners have expressed appreciation for NPA's understanding of the political situation, activism, their operating environment and some of the internal challenges.

***An example of internal volatility and ebbs and flows of social movements – the challenge to move beyond the ebbs and flows.***

A leading coalition of social movements, the APF accounted and reported well during the first year of funding. The loss of a few key leaders, internal conflict, the breakdown in some of their established systems and the election of a poor leader in an important portfolio has resulted in almost crippling this organisation. However, leadership seems to be taking control. This partner needs significant support in particular OD support and the strengthening of their affiliates and rooting out/rehabilitation of political indiscipline and negative behaviour of some of the activists. The social degradation and the opportunist element is bound to manifest itself in social movements. This needs to be analysed, understood and dealt with decisively. It is through political consciousness and political discipline that this challenge can be addressed. An example is despite ongoing challenges, the discipline displayed by Mawubuye and Sikula Sonke who work with some of the most marginalised sectors in South Africa.

Therefore addressing the challenge of the high turnover of leaders due to many of their members being unemployed, the importance of building a more sustainable organising concept, a broader organising expression and a strong organisational culture and discipline will be important.

The MTE has observed that the APF has been less forthcoming in approaching NPA, discussing their problems and seeking ways in which NPA could provide eg. OD support.

***An example - The youth work needs to be more political.***

With regard to the youth work there is a substantial challenge that needs to be addressed by SAYVON in moving its formations from being predominantly project orientated and at times fragile to include a political orientation. Youth are unemployed and marginalised fundamentally because the present economic paradigm reinforces the distribution of power, education, skills, access to productive resources and employment in the hands of a few.

In a focus group meeting with leaders from mainly project type youth organisations in Limpopo, the discussion eventually led to focussing strongly on lobby and advocacy. This is an important dimension and is in line with the international strategy. However a dominant project orientation will lend itself to be incongruent with the international framework. The organisation is also highly dependent on NPA and needs to broaden its funding base.

SAYVON has a good record with participatory research and this could be used effectively to mobilise for a more political approach. The good work on Xenophobia can also be built on.

On the other hand a vibrant youth organisation in Hout Bay, Western Cape supported by NPA partner WWMP, needs to document its work and realise the significant results it has achieved and develop some process of sharing and supporting weaker formations. This group is in a South African township with the dominant form of housing being informal dwellings. This local organisation is led by a Zimbabwean young man and with a cell-type organisation around Xenophobia is a significant result. It has got displaced people and local South Africans talking and resolving problems

constructively. A result which should not be underestimated in light of the horrific violence that is demonstrated in ongoing Xenophobic attacks especially in South African townships. WWMP had some difficulty in expressing some of these results.

The issues of planning, documentation of work and reflection and developing appropriate organising strategies for youth is important. The youth condition in this particular period needs to be carefully understood. It is a marginalised group. It therefore needs an intensive organising approach and an OD approach that broadens their consciousness, skills, leadership and creative expression.

***Working with Social movements is more demanding.***

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

The grants are smaller to social movements who consume much more time and energy of the EO. Funds spent impacts significantly on work from a cost effective point of view. Social movements and CBO's generally do not consume large sums of money and tend to be more frugal with costs. The total annual budget for the social movement could be half the cost of a conference that the established NGO holds in a Hotel. The SAP EO has had at least 15 meetings with SCR in the space of one year. A number of these meetings are about accounting and once funds for a specific tranche are accounted for, then the next tranche is transferred.

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

**RECOMMENDATION 2**

In the light of the shift to working with social movements and community based organisations that are representative of and work with the issues that affect the poor and marginalised on the ground:

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

That appropriately designed OD support is further developed with partners to address their challenges with regard to building resilience.

That NPA as part of its development role and its partnership with like minded partners/allies examines how it can contribute to the issue of building resilient social movements.

That adequate capacity is needed in the SARP/SA office to meet the demands of a changed partner base.

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

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

In South Africa and the SADC region a protracted struggle can be expected as the few with substantial vested interest and the new elites will not share power without a struggle. We see signs

of increased repression. A measure of this is the lack of Freedom of Expression remains a worrying and general trend in the region. According to Freedom House's *Freedom of the Press index* for 2010,<sup>20</sup> after two decades of progress, press freedom is now in decline in almost every part of the world. Only 17 percent of the world's citizens live in countries that enjoy a free press. In the rest of the world, governments as well as non-state actors control the viewpoints that reach citizens and brutally repress independent voices who aim to promote accountability, good governance, and economic development." In addition according to this index Mauritius is the only SADC country with a free press. All the others including South Africa are either categorised as "partially free" with six regional states categorised as "not free". Zimbabwe is ranked 181 out of a total of 196. In comparison Norway is ranked 1 with Finland, Iceland and Sweden.

Therefore organisations involved in this struggle need to be:

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

*Effective* – (strategy, strategic competence and tactical acumen) to make an impact with campaigns and programme and to grow in their social weight – to build alliances for greater local, national and regional impact.

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

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

*Sustainable* – financial, organisational, professional and benefit sustainability.

### **3.3.1 FINDINGS with regard to SAP OD work.**

- OD is an important dimension to NPA's work in SAP and in the region with every EO having programmes and working closely with partners to strengthen organisations.
- Peer learning has taken place through exchanges and this should be encouraged as a learning event for both the host and those being exposed. It should also be used as an opportunity to develop and consolidate best practice. There are some partners who are very strong and experienced and these should be used more effectively to host weaker partners.
- Intensive work has gone into WCDI and RBM by SAP and it is covered in the appropriate sections of this report.
- The SAP has provided regular support to CBO's and social movements to improve their financial management. This has resulted in more effective financial management.
- As stated earlier, in the case of SCR an ongoing support programme was provided to improve their finances and address issues of internal conflict, consolidating their sudden growth and building a progressive organisational culture. A consultant was contracted to lead this process and it is planned that a hand book will be developed for use by this movement and could also be of use to others.

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<sup>20</sup> <http://www.freedomhouse.org/template.cfm?page=5&year=0>

- The total sum of support provided for RBM, WCDI and finance, items covered in partner meetings or the more direct and ongoing support and advice has contributed towards making partners stronger. Partners interviewed valued the assistance provided but also raised some concerns around RBM which have been addressed under the section on RBM.
- There is insufficient common understanding in the region of OD. All EO's are part of a common regional context and there should be a more common understanding of the key elements of OD in the SARP region and countries could emphasise on certain components more than others. The concept of OD needs to be defined more clearly in particular bringing in the external contextual issues, the building of alliances, the external and internal variables and the importance of developing a progressive organisational culture and values that can help build more united, resilient and sustainable organisations. OD is one way of addressing the fragility of social movements. Recent efforts by the IPD at HO to assist in understanding the concept are very helpful. However it is important for HO to define early in the life of a program its concept so as to enable a clearer understanding of OD. However this does not stop SAP/SARP from defining its concept, vision and OD programming in collaboration with the HO. This is one of the strengths in NPA in that there are spaces for initiative and developments from EO's upwards.

OD is one way of addressing the importance of building resilient organisations.

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

### **RECOMMENDATION 3**

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

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

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

That based on this concept and in consultation with partners for SAP to develop longer term visioning of OD for the next strategy period and this should be in line with a similar process for SARP.

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

### **3.4 WOMEN CAN DO IT**

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

SAP/SARP NPA has placed a strong emphasis on women's rights, gender empowerment and women's empowerment. The WCDI programme has been implemented extensively in all the EO's.

In South Africa it has empowered a number of women who are now in leadership positions in social movements. The MTE was told that in SCR "We call it WCDI better". The SCR is led predominantly by women.

SAYVON has used WCDI effectively and this has impacted on more assertive women leadership in the organisation. Significant progress has been made with regard to women's participation in the structures of SAYVON as compared to the previous period. Both gender and women's empowerment has taken place. This has been attributed to WCDI programmes. In addition SAYVON has developed a pool of trainers who have been used to train women from other partner organisations in South Africa. These are significant gains that can be attributed to SAYVON and the adaptation of WCDI.

Follow-up has been a problem in SAP due to capacity constraints. Just like other EO's there is a critical mass that needs to be developed further. The future development of WCDI should be seen in the context of a regional development programme. In this regard, WCDI has had significant attention in the SARP MTE report, including a quantitative output table of WCDI trainings that indicate qualitative gains. WCDI provides possibly the best possible potential for NPA to make a significant impact and a comprehensive development programme is needed to build on the work done thus far.

#### ***3.4.1 Concerns that need to be addressed:***

- The SAP amidst a range of tasks and pressures tries to follow-up by supporting groups of women to develop plans.
- SAYVON women leadership have been used to run other workshops and this should continue and be further developed.
- It is important that the broader political dimensions are brought into the process so that we have increasingly strong political leadership from women. WCDI is a political tool. Women's empowerment is also about women being in the forefront for the struggle for a more equal distribution of power and resources in South Africa and the region.
- If gains are to be built and the women's empowerment is to be further taken forward it will not happen in any significant manner in the absence of a stronger and better resourced NPA EO in South Africa/SARP. The WCDI to reach its potential will need fundraising. The significant resources spent as an initial investment on WCDI will not bear the potential results. It is also a question of NPA being accountable in that it has started certain processes and needs to follow-up more substantially.
- Mawubuye supported by TCOE has created effective women's forums to empower women and this has delivered visible results, lessons can be drawn from this and fed into the development process. It is these types of forms that deal with the factors on the ground that constrain women's empowerment.
- From some of the EO WCDI output tables submitted as part of the SARP MTE report, it is evident that there is a critical mass of women who have been trained even prior to the period under review. This mass needs to be consolidated and empowered to take the programme forward in a more planned manner. It is a programme that if developed with good visioning, adequate resources and with an organised, relevant and competent partner to lead the regional thrust, WCDI will make a much more significant impact.

- It is important that both NPA SAP and SARP find stable long-term partners that can develop and implement a long term regional development plan for WCDI.

### ***3.4.2 Conclusion – finding a way to maximise the potential.***

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

- substantial reflection;
- visioning and planning a longer term development programme;
- finding appropriate partners and possibly equipping some partners to activate;
- raise the necessary resources.

The MTE notes that there is a publication in the process of being completed. This is based on a regional conference held in 2010. This document outlines the history of WCDI, its history and development in Southern Africa. In particular it looks at the achievements, factors that have helped achievement and raises challenges and lessons. It also looks at results and impact. It is of importance to document the WCDI process thus far. However, the document is not sufficient as a more complete basis for longer term visioning and a development programme. This development programme has got to be rooted in the critical issues that confront women's empowerment on the ground. A process is necessary that asks the tough questions that need to be answered. The publication will therefore be a good resource to use in implementing the recommendation below.

SAP should be part of the SARP process and therefore part of the SARP recommendation which is reflected below.

## **RECOMMENDATION 4 – WCDI – Gender and Women's Empowerment.**

### **THAT IN THE LIGHT OF THE GAINS, IMPACT, CHALLENGES AND POTENTIAL OF WCDI**

#### **THAT SARP conduct a participatory evaluation and projection study that will:**

**Examine** in a participatory manner with WCDI participants and partners:

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

**Explore** with participants and partner's strategies for dealing with consolidation, advancing and dealing with constraints.

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



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

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

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

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

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

### **3.5 RESULTS BASED MANAGEMENT**

#### ***3.5.1 Introduction:***

NPA moved to a form of RBM. A form in that it has not adopted all the complexities of the full system. Two workshops were held with SARP South African based partners and SAP partners in South Africa. At these workshops the theory of RBM was expounded and this is outlined in workshops reports. Field trips were conducted to partners and there has been ongoing support both telephonic and in meeting with partners. Partners appreciated the support provided by staff in understanding the process. The shift to RBM came with challenges. Perhaps one of the key challenges was getting a unified understanding at all levels in NPA. There was a certain amount of confusion within NPA and this impacted on partners.

There was also some very strong political critique of RBM, especially in South Africa. However one of the underlying issues and question is: are organisations sufficiently equipped to demonstrate gains, thereby refining strategies and achieving more methodically what they set out to achieve? At one level, call it whatever you want, but can progress be measured!?

#### ***Two important notes:***

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

This is important but should not be a barrier to examine if these systems work. To stop and check if these systems are appropriate in the current context. Do they provide a good basis for measuring results, gains, advancements and challenges, through an action learning process? Are they appropriate for the type of work that the partners are doing, example research as opposed to movement building in a contested environment or project delivery versus movement building. Through no fault of their own some partners planning systems have been influenced by the log-frame methods that are in a very linear tabular form and have driven reporting to be more quantitative rather than qualitative and strategic.

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

The MTE notes that ***the reporting format that SARP/SAP uses is not just a linear box but includes questions on the context, OD and gender.*** The intention on the part of the SARP/SAP office is to get clearer results and impact from partners. It has made an attempt to make it simpler. The challenge is how do we sharpen and develop this and how can it be applied across the region consistently. In addition how can it be in congruence and add value to partner reflective processes.

### **3.5.2 Concerns about RBM and the way forward**

A number of concerns were raised about Results Based Management throughout the MTE process. The intention of this extensive section on RBM is to provide the basis for discussion, refinement and adaptation of the RBM approach to fit into the values, principles and be in congruence with NPA international strategy and its partnership policy. The MTE justification for this extensive analysis is that RBM came up in every partner interview and focus group meeting and commanded substantial discussion.

#### ***Pressure on government to show results.***

Government officials responsible for development corporation and development aid repeatedly stress the importance of demonstrating results and value for money in their aid programmes. This is partly underpinned by public pressure. <sup>21</sup> Recent research by the Institute of Development Studies suggests that 52% of the population think that "most UK aid to developing countries is wasted". If public support for development is to be maintained, then demonstrating that aid works will be essential. The general swing to the right in Europe and the USA points to significant work that needs to be done to change some of these perceptions.

This public pressure, in turn has contributed to back donors applying pressure on funding agencies to adopt RBM methodologies. NPA is perhaps no exception to some of this. The pressure from the top lends itself to an element of imposing systems in a context of pressure. This is bound to have negative consequences and in the case of NPA raises a number of contradictions with the International Strategy. However, NPA has stated clearly that it is important for partners to

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

demonstrate results and it will not impose RBM and be open to formats that partners use. At times the EO has asked for a single or a few clear results.

The reality in the funding world is that there is a move towards RBM by most progressive agencies. It should be viewed as an opportunity for organisations to define their planning, monitoring and systems clearly and they will most probably find that they will be able to accommodate most of the agencies. An example of adapting RBM is provided in section 3.5.7 below.

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

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

Some of this criticism has been sharp.

<sup>22</sup>The linear view of change, prompted by the log-frame, where processes feed into each other in an orderly hierarchical manner is perhaps a Western construct and is certainly one imposed by agencies from above, bearing little relation to the "reality" of development work.

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

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

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

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

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

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

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<sup>22</sup> Lucy Earle, INTRAC Research Department, December 2002, Paper for INTRAC's 5<sup>th</sup> Evaluation conference, Measurement, Management and Accountability? 31<sup>st</sup> March -4<sup>th</sup> April 2003, The Netherlands

<b>Relevance</b>	
The extent to which a development intervention conforms to the needs and priorities of target groups and the policies of recipient countries and donors.	
<b>OECD Evaluation criteria on relevance</b>	<b>Some additional criteria that NPA should ask informed by its international strategy?</b>
<ul style="list-style-type: none"> <li>• Is the intervention consistent with the livelihood strategies and living conditions of the target group?</li> <li>• Is it consistent with a policy of supporting partner country ownership?</li> <li>• Is it a technically adequate solution to the problem at hand?</li> <li>• Does the intervention have a potential for replication?</li> <li>• Is it consistent with Norwegian policies and priorities?</li> <li>• Is it consistent and complementary with other development interventions?</li> </ul>	<ul style="list-style-type: none"> <li>• Is there a contextual analysis that examines the fundamental causes of poverty, inequality and the growing uneven distribution of resources and power?</li> <li>• What are the balance of forces (analysis)?</li> <li>• Are social movements, civil society organisations getting stronger and more sustainable? What are some of these challenges and how are they being addressed?</li> <li>• Are human rights being viewed as building blocks for development and empowerment?</li> <li>• Do programmes reflect gender and specifically visible and active women’s empowerment?</li> <li>• Are national and regional alliances being developed?</li> </ul>

The OECD criteria on relevance are important but so are the more political criteria that will drive NPA closer to increased relevance and the realisation of the strategic objectives of the international strategy. The theoretical resources we use are important in that they need to reflect congruence with the international strategy. One of the challenges with moving from implementation from the broad strategy framework to application is the design of appropriate tools. It is therefore appropriate for NPA to develop an appropriate set of resources. The NPA publication: Observing change: Promise or practice? Showing results in planning, monitoring and reporting (PMR), does provide a good resource to simply explain RBM and assist with unpacking some of the requirements to enable a clearer articulation of results in the context of the type of partners that NPA works with. It also provides with “real –life” NPA examples in PMR. However it does draw from NORAD RBM theory and perhaps needs to take into account some of the points mentioned in this section.

***The range of formats is not fair on development and people***

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

This increases the workload of organisations as partners respond to various donor needs. However it should be noted that SARP/SAP has tried to encourage simplicity and generally in NPA the emphasis is to demonstrate results and at times the most significant result. The EO has been careful not to impose a system.

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

However there is an important assumption. This conformity is also dependent on the funding partners development paradigms. If for example a funder funds a comprehensive HIV/AIDS/ARV's/ counselling and delivery project in a community, in service delivery mode, it is easier to plan and measure the impact of this project. There are certain inputs and outputs and the log-frame type or RBM process can perhaps be used and be appropriate, even though log-frames have also even been critiqued in this type of scenario.

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

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

The international strategy calls for fundamental change. Comprehensive contextual analysis, strategy and methodology and its variables is an essential dimension. This is of primary importance and due priority should be given in the frame and methodology of RBM. In the absence of addressing these two dimensions more comprehensively in planning, documentation and reporting, it is a tool that reflects some inadequacies for the implementation of the international strategy.

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

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

<sup>23</sup>Partners have stated that they need attention in many of the areas listed above and that organisation development support was needed in addressing issues of:

- Documentation;
- Establishing time-frames;
- Establishing baselines;
- Establishing learning's of both successes and failures;
- Developing tools and systems to check progress in our organisations;

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<sup>23</sup> 29<sup>th</sup> October, Partner meeting to present main findings and trends of the MTE. One of two groups reported on this and had representation from most of NPA partners. These issues also came through during the field work and information gathering process of the MTE.

- Focusing on qualitative gains and progress;
- Political education;
- Focus on building leadership with a clear vision, programme of action, accountability, transparency, democracy;
- Training our constituencies to train others.

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

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

This report covers this issue in section 3.7 where it takes the case of building resilient youth organisations/social movements.

The understanding of the environment and the changing nature of the external environment and the need for strategy and strategic competence, does paint results with a different brush.

#### ***3.5.4 The Collection of data systematically "Communities can tell their stories"***

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

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

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

Information gathering should not be extractive and should involve the community. TCOE have placed a strong emphasis on Participatory Action Research and so as SAYVON with participatory research.

These are empowering tools with the research process leading to potential multiplicity of results, including, awareness raising, confidence and greater ownership and community participation in actions and campaigns.

Campaigns and actions at times can be difficult to predict how they will unfold. PAR enables communities to define the path of their struggles. The process of empowerment throughout the PAR process has a whole set of process results which need to be documented. Indeed this can be somewhat difficult to accurately predict how a programme can unfold, however sound objective based planning, constant reflection and re-strategising and building on the gains and addressing the constraints of the spin-off from a PAR process will be necessary.

### ***3.5.5 Planning and Reporting should be an empowering confidence building process.***

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

Some SAP partners had very strong political critique of RBM.

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

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

### ***3.5.6 SIMPLICITY –mystification can be disempowering***

Planning is often made complicated and technical and becomes mystified and therefore denting people’s confidence. The same can be said of financial management and even medicine. One of the most profound development resources that tackled demystification and impacted substantially on health was <sup>24</sup>Where there is no doctor – by David Verner. Three of its six beliefs in the introduction have resonance for how we work with communities and social movements.

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

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

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

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

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<sup>24</sup> Werner David, with Carol Thuman and Jane Maxwell, (2010) Where there is no Doctor – a village health care handbook, Page 7, - Published by: Hesperian, 1919 Addison St., #304, Berkeley, California 94704 • USA hesperian@hesperian.org • www.hesperian.org

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

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

### **3.5.7 Towards an appropriate adaptation**

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

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

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



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

### **RECOMMENDATION 5 - RBM**

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

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

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

### **3.6 SAP FOCUS ON LAND AND WOMEN AND LAND.**

The focus of SAP is small as compared with other areas of support with a new partner TCOE which is both a national and regional partner.

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

In the region privatisation, poor land –reform programmes, land-grabbing, heightened extraction by a combination of local and international corporations and the negative impact of climate change is causing great instability.

The following has been done by SAP/SARP:

- SAP has worked closely with (TCOE) a new SAP and SARP partner;
- SARP/SAP staff keeping in touch with the issues in the sector through partners, participation in key events, study and through a network of people in the sector;
- Assisting to build alliances by being one of the many partners that support Peoples Dialogue which is an initiative of land movements in the region and land movements from Latin America. In particular facilitating NPA partner participation in People's Dialogue;
- Supporting a conference called by PLAAS where analysis and information was shared and solidarity developed across the region;
- Facilitating exchange visits with Mozambique and Angola.
- Supported TCOE to host the Rural Women's Assembly which is linked to Peoples Dialogue. The Assembly focussed on land and rural women's empowerment and came up with a declaration which besides reflecting the problems that women face, also reflected joint positions and strategies for achieving access to land and the identification of campaigns against, domestic violence, sexual violence and rural poverty. 260 women from 10 countries including 30 women from Swaziland participated and it is planned that this development which will continue and be developed as a space for empowerment of women leaders from the land sector;
- Supported the Rural Peoples Festival, an alternative festival to the one that is organised by the dominant class in the rural sector. The broad result of this was the tremendous confidence this gave the leadership. The organising of the Rural Peoples Festival in a context where such events are organised by the dominant class is historical and has made a significant impact on the dignity and pride of members of Mawubuye. When viewed against the baseline that the members come from a situation that reflects some of the worst poverty, exploitation, neglect and social degradation in the country, it is a significant result.
- Facilitated participation of partners in IDRC Symposium on women's rights and access to land.

**3.6.1 SAP support is firmly rooted in organised responses to land, rights to land and in particular women and land.** During the MTE field trip to the Western Cape winelands, the communities and members of Mawubuye were visited. We had a good focus group meeting in Bonnievale, a small farming town situated in a valley. We listened to all the hardships, challenges and gains of Mawubuye. After a focus group meeting we went on a trip just over a big hill to visit a community living in a squatter camp.

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

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

TCOE has done significant work in supporting the building of Mawubuye and other rural movements nationally. The wine farmland communities are one of the most marginalised, neglected and socially devastated sectors in South African society and display some of the worst inequality and poverty. Therefore the activation of this sector, the long hard process in building this organised form and the challenges for consolidating, advancing and sustaining of a movement in these complex conditions needs to be sufficiently appreciated.

### ***3.6.2 Women should be at the centre of land organisations***

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

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

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

TCOE formed women's forums and it is the creative use of this space that has empowered women to challenge power relations and they now occupy positions in organisations that were usually dominated by men. The same with SCR where women are in charge and in control and they say "We have dealt with women oppression in our organisation."

These are partners of NPA with many going through the WCDI programmes. There is a strong element, linkage and integration with WCDI with regard to women and land.

### ***3.6.3 Facilitating the building of Solidarity***

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

### ***3.6.4 The importance of Research***

SARP/SAP has also kept in touch with research developments through contact with IDRC and by facilitating partner participation in IDRC events. One concern raised was that some of the research presented was too academic. Ultimately if events are going to serve the interests and needs of the organised response to the land question, then presentation needs to take into account the audience.

At the same time it is the responsibility of participating organisations and movements to empower its leadership to understand the various issues raised in research that will impact on their struggles. This will enable more effective engagement with research findings in the context of the conditions confronting land movements.

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

TCOE the SAP/SARP partner has a strong political critique of neo-liberalism.

### ***3.6.6 Some key challenges.***

#### ***\*Supporting the consolidation and advancing of movements***

Mawubuye – has demonstrated its power on a number of issues eg. evictions, services, being visible, and organising the rural festival. It is known by government, the growth of confidence and growth of awareness about rights, the member gardens as a seed and vision for the development of larger agricultural projects are important results and gains.

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

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

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

It will be important for this development dimension to have collaborations with like minded funding partners like Afrika Groups of Sweden, Afrika Kontak and others. Joint collaborations on addressing key critical issues that can advance land struggles will be important.

#### ***\*The Development Dimension of SARP will impact positively on SAP partner work.***

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

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

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

### **RECOMMENDATION 6 – LAND AND WOMEN AND LAND**

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

That SAP continues to work with and through TCOE to effect its focus on land and women and land.

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

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

### **3.7 SAP FOCUS ON YOUTH**

Youth and especially young women are marginalised. As with any marginalised group the organising challenges are much more complex. This is a relevant and complex sector to focus on.

SAP works with SAYVON and with WWMP. WWMP has been mentioned in this report in point 3.2, *South Africa – General Findings under subsection; An example – The youth work needs to be more political.*

The MTE has been exposed to SAYVON in Limpopo. SAYVON is a longstanding partner of NPA for a number of years. A focus group meeting was held with youth formations, projects visited and the co-ordinating organisation visited.

The youth organisations were generally found to be fragile and tended to be project orientated and if this remains their sole expression, this initiative will not impact on transformation. Due to their fragility there is also a significant turnover of member organisations. The substantial challenge, already identified in this report is that the work in SAYVON needs to be more political.

The sense that the MTE got in the Limpopo discussion was recognition of the importance of lobby and advocacy. Lobby and Advocacy also came through as a firm point of discussion during the interview with the Co-ordinator of SAYVON and YFSN.

In Zimbabwe the context drives youth organisations to be more political as youth are often the source or recruitment for repression. In South Africa the youth have been largely depoliticised.

YFSM, the regional youth movement and SAYVON have been strong on participatory research and the hearings have enabled thousands of the youth voices in the region to be heard. This is a strength. SAYVON is a member of YFSM. YFSM has gained credibility and respect at SADC level with also some of the SAYVON leadership playing a role and SADC has used the report from the youth hearings to guide its five year plan programme. YFSM is represented on the SADC Civil Society Desk and is in a position to influence decisions and youth policies. It is also part of a technical committee on OVC and on a working committee to establish a youth desk.

SAYVON has done well with regard to women's empowerment and there is now greater gender balance and participation in structures.

The youth sector is in crisis and therefore strong youth organs are necessary. SAYVON needs to examine how it can combine its project orientation with a mobilising component that equips young people to be equipped to strongly lobby and advocate with increased social weight.

The major challenge for youth work, the same with movements, is building resilient and sustainable organs.

The MTE would like to take a look at youth work support in this particular period with particular reference to South Africa. It is imperative that youth work:

- has a mass reach;
- includes a movement building component;
- and under repressive/difficult conditions it has a broad influence that will surface and demonstrate its mass at the correct moment.

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

*Resilience in a social movement should be underpinned by ongoing political and organising education. For more details examine carefully the attached **flow chart in appendix 10. The imperative of building strong, resilient sustainable mass movements/organisations.** This summarises and takes forward much of the discussions we had in the MTE through the focus groups and field visits.*

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

- *Relevance* - An analysis of the external environment with particular reference to the plight of the youth as a marginalised group. This will include the space to organise and maximising the space.
- *Relevance* - A clear analysis and understanding of the objective conditions confronting the youth in their organising terrain.
- *Strategy and tactics and a holistic programme* - An assessment of what works and why and what does not work and why? Why are some groups strong and others weak? This will bring

out the key factors that enable the building of strong organisations. This is the basis for developing a concept in youth organising that meets the challenges of the current period and organising initiatives that grow through an action reflection process. As one informant in a MTE interview said “We have strong political analysis and this is good but we need to merge this with and face the challenges in organising”.

- *Institutional capacity and a progressive culture* - An identification of the internal OD challenges, building the institutional capacity including a progressive organisational culture.
- *Reflection* - Building, sustaining and growing CBO's and social movements moving them out of their sometimes fragile existence is complex. Space to stop, check and reflect if objectives are being achieved and to identify challenges should become part of an organisational culture.
- *Shared leadership* - Analysis of sound shared leadership potential - creating space for others to develop leadership skills and lead. A feature of fragile groups is that they are at times dependent on one person and usually a man.
- *Women's empowerment* - Women's empowerment and leadership development. Ensuring that more women get into leadership and creating the space and political will to develop women's empowerment, women's rights and gender empowerment. In addition when they get into power they should make sure that they assert the issues of women.
- *Documentation and developing strategic competence* - The action learning method needs ongoing documentation on the extent to which objectives/results are being met/not met and the challenges that will inform the refinement of strategies.
- *Exposure and solidarity* - For the stronger groups to play a leadership role in assisting other weaker groups.
- *Projects* – viable projects need to be developed, including income generating projects.
- *Creativity* – programmes that appeal to the youth – that will draw them away from the bars and taverns, clubs and the abuse of alcohol – broadening their social expression. The importance of campaigning for facilities that broaden social and cultural expression was also raised in the Limpopo focus group meetings.

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

## **RECOMMENDATION 7 - YOUTH**

That SAP continues to work with SAYVON and WWMP.

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

And similar to the SARP recommendation: The MTE recognising the complex challenges with regard to building youth organisations in this particular period and in different country contexts within the region recommends:

That SARP recommends to partners that an event be held and possibly in collaboration with like minded partners to:

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

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

## **CHAPTER 4 - A GENERAL REVIEW OF THE WORK OF SAP**

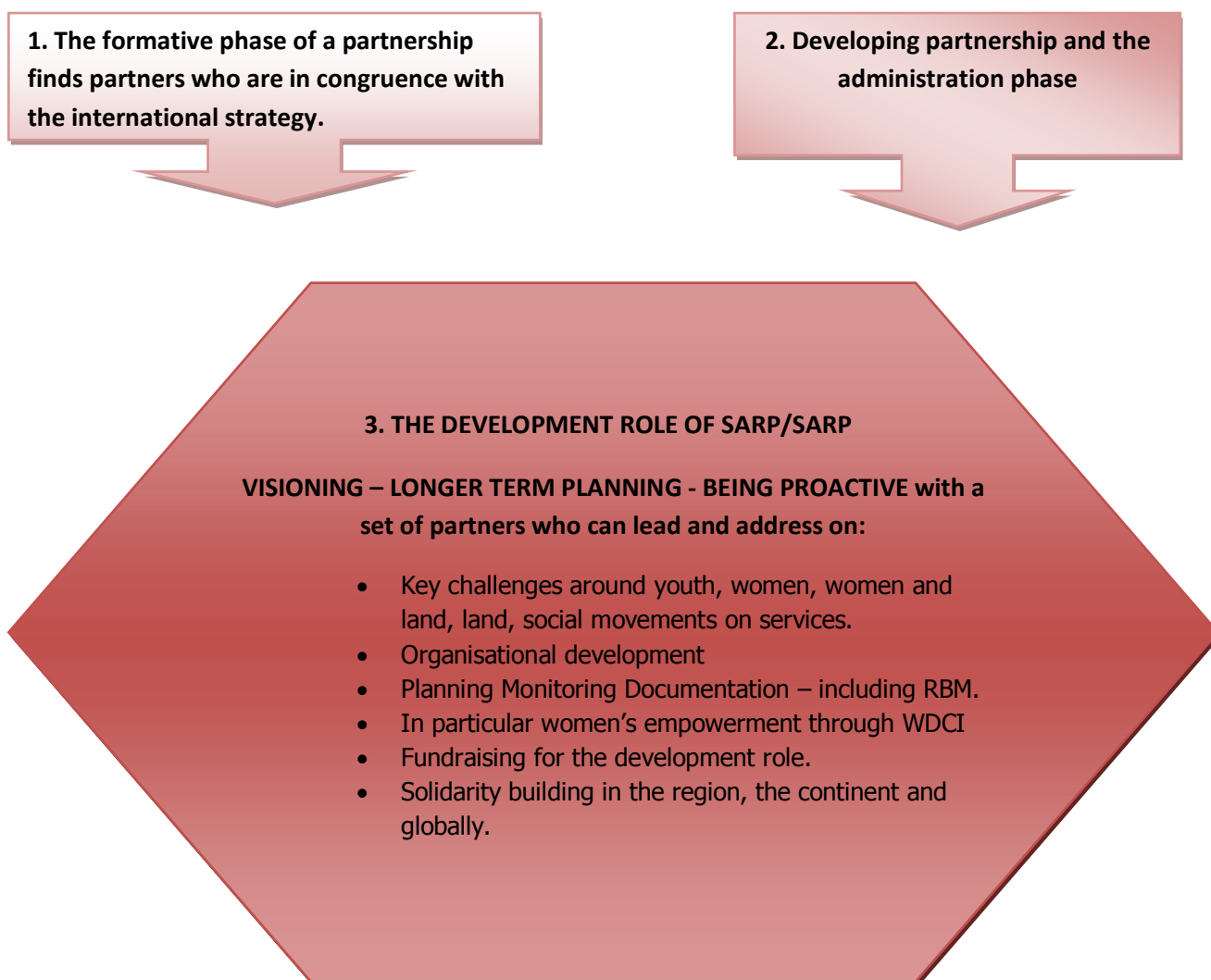
### **4.1 GENERAL FINDINGS**

- The reorganisation in SAP to be in congruence with the international strategy is new, so is the implementation of a more cohesive SARP program. The period under review is a foundation phase and should be viewed as such.
- There is general congruence with the partner/project selection and the international strategy with all partners. There is a strong critique of neo-liberalism from most partners.
- The SAP has developed a strategy/plan that gives expression to the international strategy. With minimum resources at its disposal, SAP has carefully chosen to support partners with initiatives and programmes on land, land and women, women, youth, and social movements on services. However more longer term political visioning and programming is needed on these focus areas. The extent to which it can deal with this range of issues in development mode is dependent on expanding its own internal capacity and the strength, capacity and being part of the SARP development dimension eg. Refer to the WCDI recommendation.



## 4.2 PARTNERSHIPS WITH ORGANISATIONS (APPLIES TO BOTH SARP AND SAP)

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



During the period under review SAP concentrated more on 1, 2 and some of three. Space is needed to develop the thoughts around point 3 by both the RD and PM and this can only be done if there is additional capacity at SARP/SAP. The evaluation is of the opinion that the present SARP/SAP capacity for all three areas is inadequate. The foundation phase and the new international strategy from 2012 to 2015 should set the basis for the developmental phase of SAP work with greater visioning and building on work done thus far. It also involves putting together programmes that are cross-cutting and would involve fundraising. This will also enable SAP to measure results and impact on its longer term objective and programme purpose more substantially.

### **4.2.1 Assessment of implementation of partnership policy.**

*<sup>25</sup>NPA sees partnership as a two-way cooperative relationship, sharing the complementary resources of various partners in terms of finance, skills, technology, information, knowledge of particular realities, and thus power – in order to fulfil their objectives related to oppressed social groups.”*

<sup>25</sup> From Summary presentation by Virginia Magwaza-Setshedi, SARP/SAP NPA Programme Manager, summarised the Norwegian People’s Aid Partnership Policy (approved and valid from February 2009)<sup>25</sup>, *Minutes of the NPA Partner Training on the Results-Based Management*, 28 – 30 April 2009, Johannesburg

<b><i>NPAs approach to partnership as a relationship:</i></b>	<b>Assessment</b>
1. NPA practises partnership with organisations that have compatible visions and values.	SAP has a set of partners compatible with the vision and values of NPA. In addition it covers the key sectors youth, women, land and women and land.
2. NPA promotes partnerships based on an active dialogue, mutual trust and accountability, openness, commitment, and respect for each other's autonomy, integrity and identity.	There is continuous contact and dialogue with partners. There is active dialogue. There is openness and commitment and honesty in raising issues of concern. At times this does not go down well with some partners. However the active dialogue and mutual respect helps address this. The coming of RBM has impacted negatively on this approach. Some partners have felt undermined in the process and it is perceived in some quarters of having tones of being an imposition.
3. NPA recognizes that partnerships are context-specific and must adapt to local conditions with respect to values, economic, social, cultural and political conditions and the strength of civil society.	<p>Partners felt that NPA's activist political perspective and the NPA staff ability to understand the issues that confront partners with regard to their context and programmes was found to be useful by partners who expressed their appreciation of having a partner that was in solidarity with their cause.</p> <p>SAP is in touch with local conditions. SARP has a good understanding of the local conditions and activism. There is more hands on support with some community based social movements and this has contributed to a growing understanding. Bridging the gap between the HO and what happens on the ground will be a continuous challenge.</p>
4. NPAs focus in the partnership process is on the type of partner organization and the role it plays in social and political processes. Projects are tools for agreed action within the partnership.	The SAP partners are critically engaged with the fundamental problems confronting the South Africa and some also the region. However they are comparatively very weak as a force for change when viewed against the balance of forces nationally. The work on OD, land and WCDI are good development programmes of NPA and if taken forward strongly with more vision, they can make a significant difference to the strength of movement and alliance building. Ultimately this will impact substantially on change. More comprehensive resourcing is necessary to consolidate and advance these key movements.
5. The partnership is subject to dynamic interactions, changes, and external factors, calling for continuous analysis of the context and the relationship.	This happens but could happen more comprehensively so that the political analysis of the international strategy can be given political content in the local context. Some partners are stronger than others and it will also be important to build a set of resource partners that NPA and present partners can draw from to keep in touch with contextual developments
6. NPA will respect the partner organisations agendas and their varying contexts, avoiding	This is present and it is the clear intent, although it has somewhat been dented by RBM which got a hostile response from some partners while others have stated that it has been

<p>standardised approaches.</p>	<p>disempowering. At the same time it has helped some partners to focus, plan and report more effectively. RBM has been covered extensively in this report.</p>
<p>7. NPA aspires to have a supportive attitude and approach towards its partners, and aims at strengthening their leading role.</p>	<p>SAP clearly plays a facilitator role. A good example is the WCDI and its outreach and impact with a strong NPA facilitator role. This should not exclude the possibility of NPA developing longer term visioning as part of its facilitator role. It should be done in consultation and with the participation of its partners. Example, in close consultation and with the participation of partners to develop proposals for a comprehensive OD programme that will address the individual and collective critical issues of social movements in a manner that that can impact on them becoming stronger, more relevant, effective, efficient and resilient organisations. The EO's have provided ongoing and consistent support to partners which have impacted positively on strengthening their leading role. There is always willingness to assist partners when help is requested, partners value this. There is an open door and flexibility.</p> <p>The networking and exposure that NPA has provided to Southern African events and processes. Some of these are WCDI, Peoples Dialogue, Women and Land, Youth, Land, Social Forum; Khanya College Winter School has provided a basis for growth, learning, networking and a sense of solidarity. These opportunities and exposure have generally impacted positively developing cadre and leaders.</p>
<p>8. NPA acknowledges that varying access to resources and authority may create relationships of inequality between parties, and thereby a traditional donor-recipient relationship. NPA's cooperation with partners aims at reducing such imbalances.</p>	<p>This is a difficult one. NPA has resources, makes decisions on the basis of clear guidelines. Even so generally funders have the power to decide: do we have a presence in this country? do we fund this partner and the extent of funding? At one level there is inequality and in order to have a constructive challenge there must be a sense of equality. Are partner's generally brave enough to challenge? Is there a risk factor that would be at the back of their minds? Has SAP and partners created conditions to reduce these imbalances?</p> <p>The extent to which partners felt free to give feedback in the presence of NPA staff at the meeting where the main findings of the SARP/SAP evaluation was presented was an indicator of the openness and the freedom to give each other critical feedback.</p>

### **4.3 CONCERNS RAISED BY PARTNERS:**

#### ***4.3.1 The grant period and the transmission of funds***

The one year grant period is not conducive to longer-term planning. Partners have raised this. In addition funds are transmitted on receipt of the annual audit report. In 2009 funds arrived late from NORAD. This mode can be managed by some partners only if those partners have multiple donor funding, reserves and can manage their cash flows. If funding from NPA is a substantial portion of a partner budget it creates negative consequences. An additional factor that impacted on the late

transmission of funds is the extended length of time that it took to process proposals with the coming of RBM. It has taken time at all levels in NPA for Staff to familiarise themselves with RBM and then to get partners to understand and for partner proposals to reflect clearer results. This in addition to the capacity pressure at SARP office has resulted in some delays with some proposals going back and forth between NPA and partners. There have also been delays on the part of some partners.

Some of the consequences of this are:

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

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

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

#### ***4.3.2 - Communication***

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

#### 4.4 LEVELS OF FUNDING

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

<b>SAP PARTNER</b>	<b>2008 NOK</b>	<b>2009 NOK</b>	<b>2010 NOK</b>	<b>TOTAL NOK</b>
<b>NISAA</b>	<i>114 513.54</i>			<b><i>114 513.54</i></b>
<b>SAYVON</b>	<i>478 717.02</i>	<i>305 153.45</i>	<i>270 739.74</i>	<b><i>1 054 610.21</i></b>
<b>SCR</b>		<i>113 031.43</i>	<i>99 797.28</i>	<b><i>212 828.71</i></b>
<b>TCOE</b>		<i>38 461.54</i>		<b><i>38 461.54</i></b>
<b>WWMP</b>		<i>224 285.48</i>	<i>108 293.76</i>	<b><i>332 579.24</i></b>
<b>APF</b>		<i>256 121.31</i>		<b><i>256 121.31</i></b>
<b>KHANYA</b>			<i>309 927.62</i>	<b><i>309 927.62</i></b>
<b>TOTALS</b>	<b><i>593 230.56</i></b>	<b><i>937 053.21</i></b>	<b><i>788 758.40</i></b>	<b><i>2 319 042.17</i></b>

#### Analysis of Funding:

4.5.1 Total funding to partners for the three year period was NOK 2 319 042.17

4.5.2 NISAA an older partner was phased out, SAYVON retained and the five new partners bring SAP into alignment with the international strategy.

4.5.3 For the period 2008 - 2010 - SAYVON funding constituted 46.69% of the total funds transferred to partners. It reduced in 2010 and should be noted it was one of two partners in 2008.

4.5.4 2010 sees a drop in funding to NOK 788 758.40 due to the MTE and OD programme costs.

4.5.6 Funding to WWMP was reduced in 2010 due to two factors – WWMP was late in submitting their proposal and the delay was compounded by WWMP having some difficulty in demonstrating results. It should be noted that SAP needs to spend all its money that it has at its disposal for its programme on an annual basis. In the event of a proposal being delayed the funds that were initially planned to go to that organisation could be re-allocated.

4.5.7 In 2010 funding was not granted to the APF due to their crisis and APF not responding to numerous efforts by NPA to contact them.

4.5.8 Funding to SAYVON and SCR is largely from NPA. They are dependent on NPA and need to broaden their funding, although it is noted that SCR does raise funds from its members. With the other partners the funding is small compared to the overall expenditure of some of the more established partners. Eg. The combined SARP/SAP funding to TCOE for 2009 is 38 461.54 NOK. The total expenditure in TCOE for 2009 as reflected in their annual report is R23 084 145.00. However it is noted that TCOE is a new partner and a regional partner and also got funding from SARP in 2010 for R430 000.00.

- 4.5.9 An important factor that attracts funding is the stability, credibility and capacity of the partner to implement and report effectively and efficiently on programmes.
- 4.5.10 The development role of SAP as elaborated in various parts of this report could potentially see more substantial funding and activity going to stable, politically congruent SAP partners who have the regional credibility and capacity to deliver. Partners have also called for more funding especially given the political congruence that they have with NPA's international strategy.

#### **4.5 DEADLINES**

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

#### **4.6 THREE IMPORTANT FINDINGS OF THE MTE:**

##### ***4.6.1 Pressure and under capacitated***

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

##### ***4.6.2 Leadership***

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

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

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

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

#### **4.6.2 Administration and Accounting:**

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

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

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

#### **RECOMMENDATION 8:**

It is noted that the SAP/SARP is one office with the same staff for both programmes.

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

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

#### **RECOMMENDATION**

##### **That the SARP/SA office has the following staff complement**

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

That there are clear roles for each staff member with expanded responsibilities for the recommended full-time administrator.

#### **GRANT PERIOD**

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

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

## **CHAPTER 5: ROLE AND RELATIONSHIP WITH THE HEAD OFFICE**

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

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

- Making the NPA political voice more visible and strong externally and internally in particular bringing the membership and all staff in line with the NPA political voice guided by its international strategy.
- The HO has some good examples of mobilisation and solidarity on Palestine. It has limited capacity and needs to look at other countries also. One example is to explore how NPA supports for example the issue of privatisation, pressure on land and natural resources and its impact on food security and sustainability. It can become a global issue with partners from East Asia, Latin America and Africa participating.
- In alliance with a broad range of progressive forces to develop advocacy programs to influence the politics within Europe to curtail or minimize a big right wing influence on foreign policies in Africa.
- Networking and alliance building with other civic bodies working to highlight the crisis caused by the inequalities of the distribution of resources.
- Within Norway to research which Norwegian companies are involved in the extractive industries, its impact on the poor and marginalised and then with relevant EO countries to work on programs and projects. Another example of research that can lead to action, eg. the Norwegian government is giving substantial aid to the Mozambique government. Where is this aid going to? What is its impact? Is it going towards its intended purpose?
- Use of media to highlight the inequalities in collaboration with relevant EO/region
- Creative and innovative Resource mobilisation and widening of the funding base so as to have free funds for NPA to use for solidarity, mobilising work in the Norway and the South.
- Capacity building of staff in the required knowledge and skills to implement the revised international strategy.
- There is also space for EO's to "propagate/lobby" for their issues to be given priority. Nothing stops EO's from putting forward suggestions, proposals and raising their issues in for example PM meetings.



The participative process in developing the international strategy is a progressive step. The involvement of the region and PM and CD in the Rwanda meeting and other meetings to take place will go a long way in refining the international strategy, building congruence at all levels in NPA and developing the required capacity. It is clear that given the present balance of forces at a global, regional and national level alliance; much more substantial resources are needed to impact positively on fundamental change.

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

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

The space that EO's have to express their programmes within the framework of the international strategy, regional strategies and EO plans is much appreciated and is the dominant response. This MTE affirms the importance of PM and CO meetings that are convened.

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

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

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

## **RECOMMENDATION 9**

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

## **CHAPTER 6 - CONCLUSION**

### **In its strategy/plan SAP sets out the following:**

#### **Long term Development Goal**

NPA's partners demand democratic control of power and resources in South Africa.

#### **Immediate Development Goal**

NPA's partners are organised collectively to address inequality in their communities.

#### **Target Group**

Men, women and young women that organise and coordinate actions, and mobilise to achieve change in their communities

#### **Key results**

1. NPA's CBOs partners capacity and work to solve their problems is strengthened.
2. NPA's partners show that they take work for gender equality seriously.
3. NPA's partner SAYVON has increased its capacity to coordinate joint actions for youth rights in Limpopo and nationally irrespective of their age, sex, race and nationality.

The larger part of the MTE has examined the work of NPA and the partners its support. Significant progress has been made with regard to meeting the immediate development goal, the target group and key results. SAP has selected a range of partners that give expression to its results frame. It has also provided an empowering resource in WCDI and partners do take gender equality seriously. SAYVON as part of result 3 was one of only two partners in 2008. An analysis on youth in this report bring out the gains and challenges for both WWMP and SAYVON. SCR, TCOE/Mawubuye has made tremendous gains with regard to building collective organisation to achieve change in their communities. Sadly the APF reflects the fragile nature of movements and the building of resilient organs is an important dimension of future OD support from NPA.

It is clear from the section on context that the transition in South Africa has been an elite transition and that the structural imbalances have been reinforced resulting in growing poverty, inequality, social degradation, crime and unemployment.

NPA SAP is in alignment with the international strategy and the SARP strategy and programmes.

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

However, if significant gains are to be made and if SAP is to impact more substantially on its long term development goal, it needs to build on present work in a manner that reflects more longer term visioning, planning and being proactive. This has been termed the development phase by the MTE.

For the partners this would include building of stronger alliances and a qualitative and quantitative growth of their mass weight to increase their impact on power. This rests primarily with organisations both individually and collectively. This is beyond the power of NPA but within its influence. Some of the recommendations in this MTE could also impact on this process of building and strengthening collective organisation to address inequality in the communities.

The development dimension is contingent on two factors to get it going to have more substantial impact. In the absence of not addressing these two factors the gains made by the foundation phase could be lost. The first being, added capacity in the SARP/SAP office and secondly more funding. The increased funding should be from both NPA and increased fundraising and collaborative efforts with present partners and like-minded organisations. Funding from NPA with the exception of those partners where NPA is a major funder is small and much more comprehensive resourcing is needed. It is the opinion of this comprehensive MTE that the work done thus far in SAP with the present level of resources available and the findings analysis and recommendations provide in part the basis for a much more relevant and effective programme that will impact more substantially on the overall Long term development goal of SAP which is "NPA's partners demand democratic control of power and resources in South Africa."

## APPENDICES

### APPENDIX 1 DESKTOP ANALYSIS - DOCUMENTATION LIST

1. Report: NPA South Africa/Southern Africa, Save Zimbabwe Now Campaign, Regional Culture of Peace and Solidarity - March to August 2009.
2. NPA Narrative Reports: Khanya College Winter School 2009 and 2010.
3. Overview of NPA (SAP and SARP) partners and initiatives.
4. Perusal of NPA Partner and finance accounting files at NPA SARP office.
5. NPA, Position Document: NPA's work in Zimbabwe; Basis and Strategy for political work and public communication; 27/08/2009.
6. 2008, 2009 Annual Progress Reports: SAP and SARP.
7. South Africa/Southern Africa Program Narrative Report 2009, abridged version to NORAD.
8. International Strategy discussion - CD meeting - Wednesday 16 June 2010.
9. Strategy Process: CD meeting 17 June 2010.
10. Exploring factors affecting and influencing young women (aged 16-29) participation in civil issues and development processes in the province of Kwa Zulu Natal, South Africa, Research Report submitted to SAYVON -Undated.
11. NPA Policy with operational framework for ending violence against women (VAW) - NPA board meeting 15.04.05.
12. NPA, Minutes of Partner meeting on RBM, 27/08/2009.
13. NPA, Minutes of Partner meeting on RBM, October 2009.
14. SAP/SARP, Draft RBM Report.
15. NPA, Making Partnerships work, Vision and Implementation of a Development Program, A Review of the International Development Strategy 2008 - 2011.
16. NPA Policy - Participation and Organisation, draft document for hearing, October 2010.
17. NPA Policy - Land and Natural Resources, draft document for hearing, October 2010.
18. NPA, Review of the organization of Gender Equality work in the IPD, May 2010.
19. Reply to comments on National Shelter Movement Report.
20. NPA - South Africa and Southern Africa - partner profile format.
21. NPA - APF Results Report Format for year 2009.
22. NPA - Workers World Media Productions - Results Report Format for year 2009.
23. WWMP (2009) 10 year Celebration Report, Ten years of Labour voices on the Radio
24. NPA - SAYVON and YFSM - Results Report Format for year 2009.
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27. TCOE, Annual Report 2009 - Building Social Movements.
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29. TCOE. We also want land, A PAR and Land Use Workbook.
30. NPA - International Program Seminar, Oslo, October 12-16, 2009, Organized by International Program Department.
31. Awareness sheet on Gender and HIV/AIDS - 12 September 2001.
32. Strategic Plan Document NPA - Mozambique 2005 -2009.
33. Organisational Review of NPA - Case Study from Mozambique, Stein-Erik Kruse, Randi Lotiberg, Nora Ingdal, Fernanda Mause, Centre for Health and Social Development, May 2007.
34. Comments and feedback - Organisational Review of NPA Case Study from Mozambique, Frank Phiri, Asgerd Vetlejord and Anne Cath da Silva, 1<sup>st</sup> April, 2007.
35. Article, Norwegian Company to drill for Hydro-carbons in Inhaminga.

36. UNIFEM – Fund for Gender Global Equality – Concept Note
37. IDRC/CRDI – Concept Note
38. Lucy Earle, December 2002, INTRAC Research Department, Lost in the Matrix: The Logframe and the Local Picture, paper for INTRAC's 5<sup>th</sup> Evaluation Conference: Measurement, Management and Accountability?, 31<sup>st</sup> March – 4<sup>th</sup> April 2003, The Netherlands.
39. Doing Aid Centre Right: marrying a results-based agenda with the realities of aid, 21<sup>st</sup> October 2010. [www.simonmaxwell.eu/.../doing-aid-centre-right-marrying-a-results-based-agenda-with-the-realities-of-aid.html](http://www.simonmaxwell.eu/.../doing-aid-centre-right-marrying-a-results-based-agenda-with-the-realities-of-aid.html).
40. Richard Hummelbrunner, Beyond log-frame, Critique, Variations and Alternatives; Issues and Prospects for International Development, - Series IV, Foundation for Advanced Studies on International Development (FASID), March 2010, Tokyo. Japan.
41. Rick on the Road; Friday February 01, 2008, Social Frameworks: An improvement on the Logical Framework? <http://mandenews.blogspot.com/2008/02/social-frameworks-improvement-on.html>
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43. NORAD, Results Management in Norwegian Development Co-operation, A practical guide, published by NORAD on behalf of the Norwegian Ministry of Foreign Affairs, December 2008.
44. Kjersti Berre (2010) NPA, Observing Change, Results based planning, monitoring and reporting (PMR), published by NPA Oslo.

## **APPENDIX 2**

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

#### **EVALUATION QUESTIONNAIRE – SEPTEMBER 2010**

Dear Participant,

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

#### **A. BROAD PURPOSE OF THE NPA MID-TERM EVALUATIONS**

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

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

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

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

On completion email your response to [tonymflk@gmail.com](mailto:tonymflk@gmail.com)

Thank you

Alvin Anthony

#### **B. PURPOSE OF THE QUESTIONNAIRE AND GUIDELINES**

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

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

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

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

**C. QUESTIONS**

**1. STAFF MEMBER DETAILS AND SUMMARY PROFILE**

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

**2. <sup>26</sup>CONTEXT**

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

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

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<sup>26</sup> I am aware that this analysis can be very long. Please get to the core of the issues and I would suggest using summary bullet points.

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

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



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

C.



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

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

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

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

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

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



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

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

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

<b>South Africa contextual and Identification of critical/key issues</b>	<b>The impact/implications/challenges of your contextual analysis of South Africa on the struggle for social justice and a more equitable distribution of resources.</b>

**In the light of your analysis how do you see the South African situation unfolding over the next five years?**

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

**3. PARTNERS/PROJECTS**

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

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

<sup>27</sup>**PARTNER/PROJECT ANALYSIS TABLE** – Two sets of tables need to be filled in by the External Office in South Africa. One set for all the SARP partners/projects and another set for all the South Africa office partners tabulating information of all partner/projects. Zimbabwe and Mozambique will also fill in a set of tables for all their partners. HO to make general comments informed by the table frame below.

<b>Partner/Project details</b>	Assessment of Partner in relation to congruence with NPA Analysis and broad strategic direction as illustrated in Appendix 1.1 - 1.3	Partner strengths and challenges with regard to their (partner/project) relevance, effectiveness, efficiency, sustainability.															
<b>Name of partner/project:</b>  <b>NPA funding is earmarked for:</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 10%;"></th> <th style="width: 30%;">NPA amount</th> <th style="width: 60%;">Total Budget Partner/Project</th> </tr> </thead> <tbody> <tr> <td><b>2008</b></td> <td></td> <td></td> </tr> <tr> <td><b>2009</b></td> <td></td> <td></td> </tr> <tr> <td><b>2010</b></td> <td></td> <td></td> </tr> <tr> <td><b>Total</b></td> <td></td> <td></td> </tr> </tbody> </table>		NPA amount	Total Budget Partner/Project	<b>2008</b>			<b>2009</b>			<b>2010</b>			<b>Total</b>				
	NPA amount	Total Budget Partner/Project															
<b>2008</b>																	
<b>2009</b>																	
<b>2010</b>																	
<b>Total</b>																	
Assessment of efficiency with regard to	Assessment of compliance of both parties including	Assessment of efficient and prompt transmission of															

<sup>27</sup> You may want to do this table in excel and in a landscape format.

processing the proposal	deadlines, quality of reports inclusive of demonstration of results	funds.
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### HEAD OFFICE GENERAL ANALYSIS (FOR HEAD OFFICE ONLY)

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

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

### Head Office – General partner selection and development analysis

Mozambique:
Zimbabwe:
South Africa:
SARP:

## 4. RESULTS ANALYSIS

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

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

## 5. OD SUPPORT

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

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

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

OD Support - Description	Results and impact

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

## 6. AN ASSESSMENT OF WHAT YOU DO AT NPA?

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

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

## 7. MANAGEMENT, CO-ORDINATION,<sup>28</sup>COMMUNICATION AND <sup>29</sup>COHESION

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

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

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

<sup>28</sup> Communication can be within, with and between an EO, the HO and Regional Office

<sup>29</sup> The state of the smooth working together (even though there may be diversity depending on the external condition in a specific country), the extent of unity of concept, broad strategy and programmes and overall administration as opposed to a disjointed concept, broad strategy/programmes and administration.

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

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

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

**Thank you please** returns an electronic version to Alvin Anthony. Email address [tonymflk@gmail.com](mailto:tonymflk@gmail.com)

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

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

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

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



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

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

**INTERVIEWS AND MEETINGS WITH NPA STAFF**

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

<b>MOZAMBIQUE</b>	
Frank Phiri	Program Manager
Orlanda Lampiao	Administrator and Program support?
<b>SARP</b>	
Anne Cath Da Silva	Regional Director
Virginia Setshedi	Program Manager
Liduva Ferrao	Administrator
<b>Head Office – Oslo - Norway</b>	
Interview: Orrvar Dalby	Head of IPD.

## Appendix 4.

### <sup>30</sup>NPA SAP AND SARP Tool for interviewing partners

Date of interview: \_\_\_\_\_

Time and venue of interview:

Name of partner:

\_\_\_\_\_

Length of partnership with NPA \_\_\_\_\_

Interview details:

Names, position and length of service of informants:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

#### 1. CONTEXT

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

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

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

#### 2. YOUR STRATEGIC THRUST

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

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

What are your main activities?

\_\_\_\_\_

<sup>30</sup> These questions are used as a guide. Questions are adapted depending on the focus of the organisation being interviewed. In addition the answers to the questions listed provide a basis for further questions and analysis.

### 3. NPA PARTNERSHIP –THE DEGREE ON CONGRUENCE AND CHALLENGES

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

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

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

Describe the partnership?

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

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

### 4. ADMINISTRATION OF THE GRANT

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

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

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

What are your challenges? How are they being addressed?

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

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

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

<b>Assessment of efficiency with regard to processing the</b>	Positives	Negatives/Challenges

<b>proposal</b>		
<b>Suggestions/Solutions for both parties:</b>		

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

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

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

Is there a sound and good working relationship between the two partners? Yes? Why No? Why?

Sometimes? Why and how do we solve this?

How do we continue to build a stronger relationship?

## **5. RESULTS and IMPACT OF WORK**

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

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

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

Have you been able to measure the results accurately?

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

What has been NPA's interaction with you in particular about the process of measuring results and the results that you have published in your reports and illustrated in field visits from NPA? Has this process been helpful/not helpful to the organisation?

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

## **6. Youth and Women**

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

What are your challenges and how do you address them?

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

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

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



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



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

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

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

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

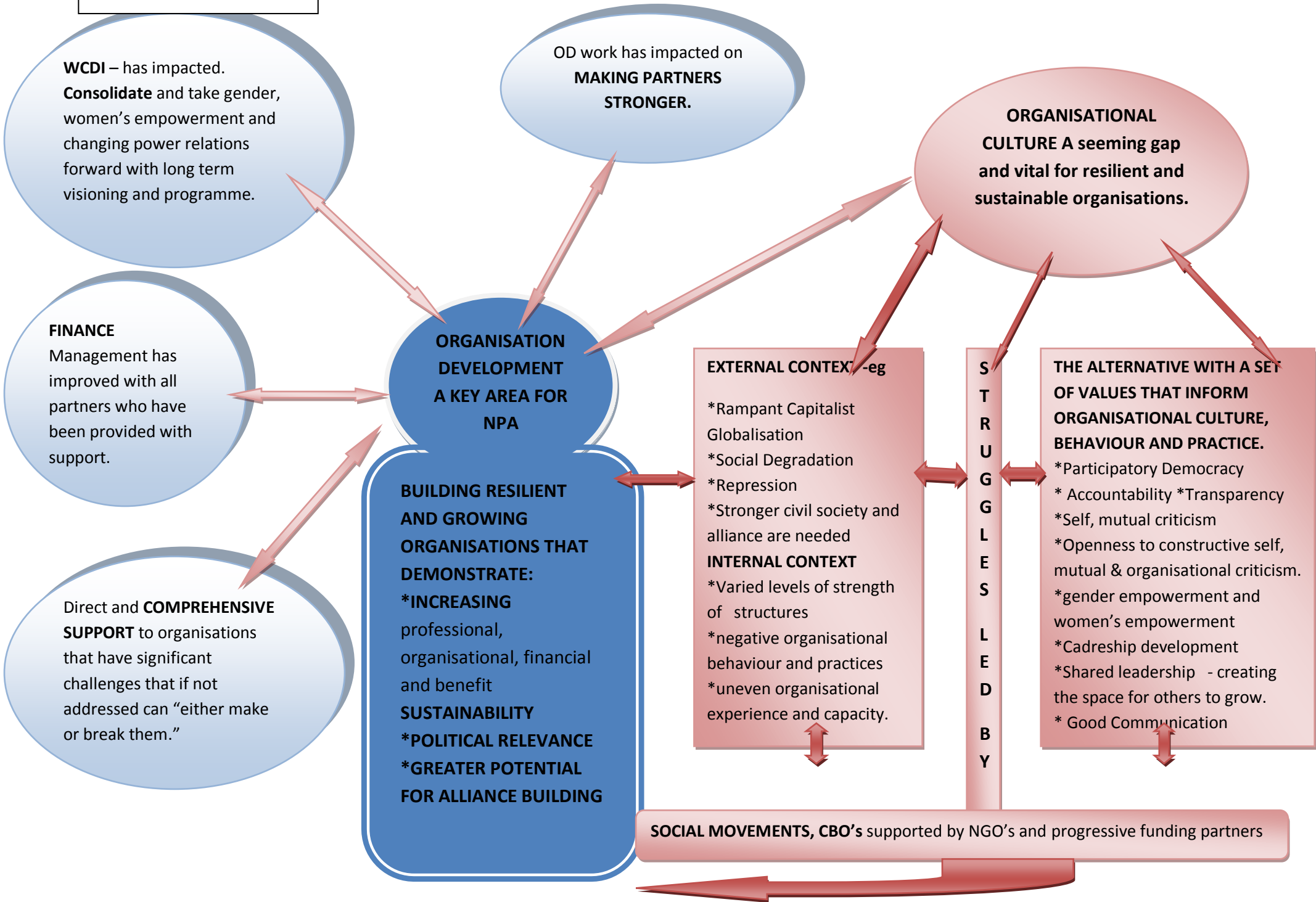
#### **SUMMARY COHESION AND CONTRIBUTION THUS FAR AND ADDITIONS**

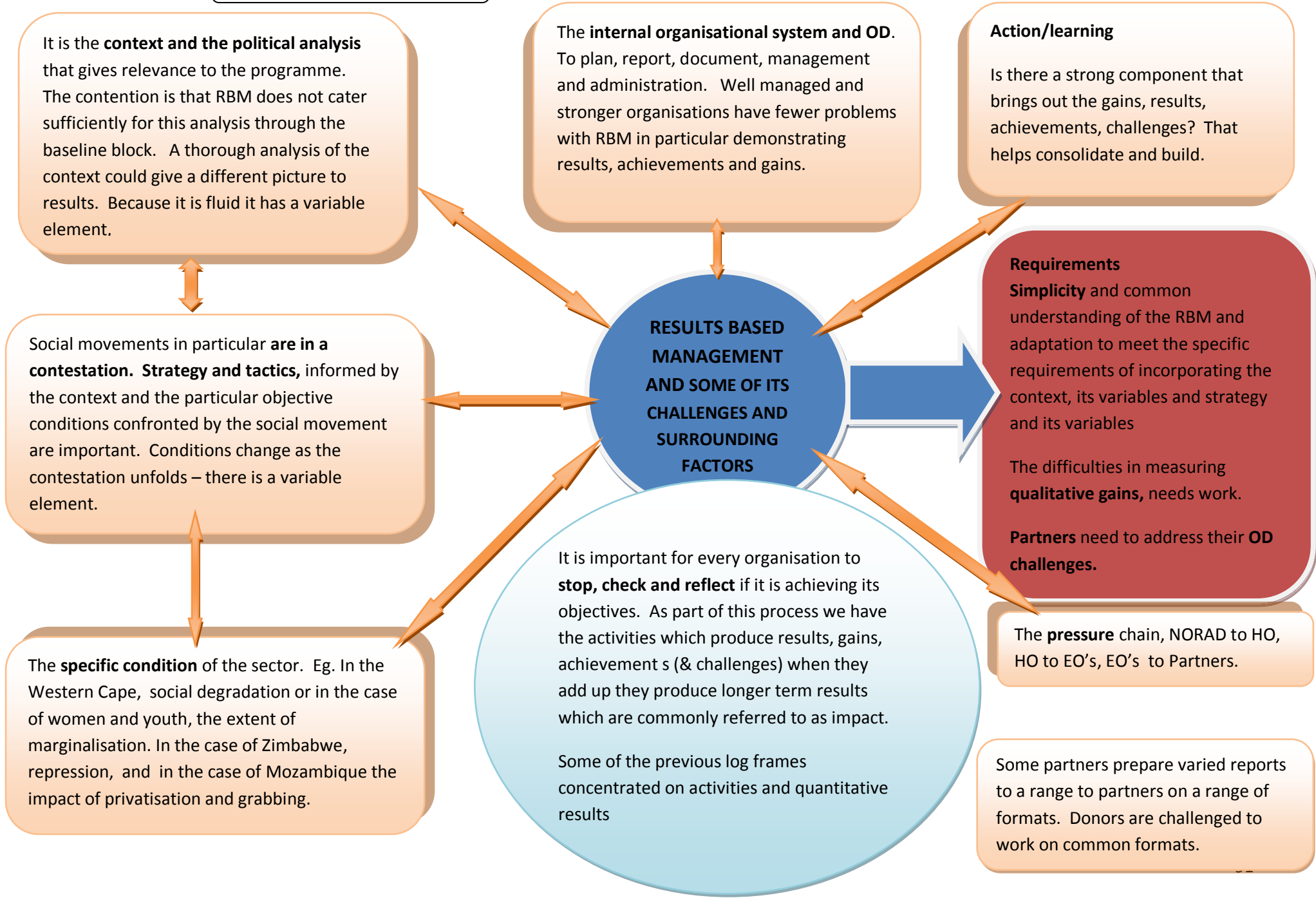
**APPENDIX 5. General guide for focus group meetings – this was adapted according to the specific focus group.**

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









## Appendix 10

**Capitalist Globalisation** - Global capitalist crisis – pressure on the poor and marginalised - unemployment growing poverty and inequality – service delivery protests/strikes volatility etc, etc

**Context of Social Movements** in this particular period largely based on SA evaluation

- \*Some are weak, fragile and single issue
- \*New set of struggle leaders
- \*largely unemployed membership
- \*Made up of the marginalised – sometimes survivalist and subsistence.
- \*some display political and organisational indiscipline.
- \*Leadership challenges.
- \*High turnover of leadership.
- \*Restricted expression in struggle.

\*Some with strong women leadership and shared leadership with vibrant programmes and developing strong progressive organisational culture with greater participation and addressing their challenges – much support needed.

### Youth

- \*Marginalised, restricted cultural and social expression - Crimes, drugs, violence, abuse of women
- \*Depoliticised – sometimes a project orientated
- \*Former liberation role models and leaders are rich with plenty to show off their wealth.
- \* Some organs are well organised, empowered leadership, with tactical acumen, creative.

**Building, consolidating and advancing the mass base** – eg. Branches with a vibrant Programme of Action

The imperative of **building strong, resilient sustainable mass movements/organisations**

**Building the confidence to challenge power** at local, national and regional for visible changes  
Building alliance to give weight to the challenge

### SOME KEY AREAS FOR RESILIENCE & SUSTAINABILITY

- \*Political education and its application on the ground. Gender empowerment and women in leadership
- \*An Organising concept and process shaped by conditions of the current period and conditions in the site of struggle.
- \*A broadening of expression and tactics backed by increased mass weight including engaging power at a local level
- \*Cadreship development to lead, consolidate and advance the organising, mobilising, growth and overall political content of social movements.
- \*Moving beyond the single issue and building alliances for a systemic challenge.
- \*Progressive radical organisational culture that builds dignity, political & organisational discipline collective shared leadership with the multiplier effect, unity and solidarity.
- \*Parallel institutional skills to manage growth. Sound Governance and leadership, internal organisational policies based on progressive principles that minimises conflict. Eg. Finance policy.
- \*Alliance building and solidarity.
- \*Taking control and independence of funding, political education, strategy, organising and resource mobilisation.