Southern Africa Regional Age Network Strategy Review

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Executive Summary

Since 2012 HelpAge International (HelpAge) has facilitated the development of country and regional age networks in the Southern Africa Region to advance the rights of older people. Country age networks were formed in Zimbabwe, Zambia, South Africa, Lesotho, Malawi and Mozambique. The Southern African Regional Age Network has developed the *Southern Africa Regional Age Network Strategy 2013-2015* to guide the directions of the age networks. This review assesses the progress made so far in the implementation of the regional strategy and identifies lessons learned to inform the direction of the next network strategy covering the period to 2020. The audiences for this review are primarily the Southern Africa Country and Regional Age Networks; although the review also aims to provide a regional perspective for the HelpAge global network strategy.

The development of the country age networks has moved at different speeds. This is related to five main reasons: the establishment of the secretariats and transparent and accountable operating systems; the resources available, including HelpAge's technical and financial support; the political contexts, and in particular the maturity of the relationships with governments; the leadership of the networks including how they engage with older people; and the strengths of the members.

The review has identified that Zimbabwe, South Africa and Malawi have made significant progress in establishing functioning country age networks that participate in the regional age network. Lesotho is at an early stage of development and Zambia is currently opting for an informal network coming together only for joint advocacy efforts. In Mozambique, the network has gone through a number of governance and funding crises and has yet to establish sustainable and accountable systems with its membership. Currently, it is not a formal member of the regional network.

Country age networks have benefited from the regional network and the most successful have been able to learn from each other effectively through this. This **review recommends that peer learning is developed as the core strategy for speeding up organisational development** of the country age networks with a focus on governance and membership development and that guidance/standards are developed by HelpAge to support this.

At the regional level, the age network has benefitted from the strong leadership and technical resources provided by HelpAge. It has made good progress in supporting the development of the country age networks and in advancing the rights of older people at regional level. **The regional network now needs to facilitate the increasing of members' ownership and leadership** by for example rotating the chair, expanding the participation of members beyond the national coordinator, and ensuring members take responsibilities for leading regionally in their areas of expertise. It also needs to expand its engagement with stakeholders and potential advocates and focus on forging broader alliances for ageing. This could be done through a regional advisory board. HelpAge needs to encourage members to gradually take stronger ownership and leadership of the regional network to increase the activities of the network and deepen the commitment and contribution of its members. **HelpAge can play this role as the convenor and facilitator of the network**. As the leadership of the network is shared more effectively by all its members, HelpAge could concentrate most effectively on its added value in: thought leadership in specific global thematic areas; facilitating continental and global linkages; sharing knowledge and promoting programme collaboration and resource mobilization.

The review identified that the **age networks have been particularly effective in coordinating advocacy and campaigning**: at national levels, especially in relation to the national policies and laws on ageing; at the regional level, in ensuring that ageing becomes part of broader civil society agendas; and, at the global level, in gaining government endorsement of the convention on the rights of older people. On going

engagement with: potential advocates and supporters, especially governments and donors; quality evidence; mobilisation of older people; building alliances and coordination of actions have been key areas of success. The age networks have established on-going dialogue with governments and were recognised as the main consultative bodies for the development, implementation and monitoring of policy related to older people. The regular implementation of the Age Demands Actions campaign with the support of HelpAge, the development of older people's associations and local age network groups also provided most networks with the ability to mobilise older people. The production of quality evidence was most successful when the age networks were able to collaborate with other specialist organisations including, for example, HIV/AIDS, Social Protection or Rural Development organisations. Age networks should build on these good practices and **develop more consistent and structured advocacy strategies** at national and regional levels informed by clear theories of change, supported by quality evidence and backed up by strong alliances with other partners. The review identified that despite the development of a regional communication strategy, which set some direction for how the age networks should operate in promoting joint advocacy and campaigning, the use and implementation of the strategy has been very limited. The adoption of the African Union Charter on the Rights of Older People and the UN Sustainable Development Goals, as well as the forthcoming review of the Madrid Plan of Action on Ageing in 2017 offer major opportunities for developing a coordinated advocacy strategy on ageing led by the age networks.

The potentials and ambitions of the age networks go beyond advocacy and campaigning to include becoming a hub of knowledge on ageing and promoting programme collaboration as well as increasing resources for ageing. The review identified that these areas remains relatively underdeveloped.

Age networks do not clearly define how they will become knowledge hubs although Zimbabwe and South Africa, for example, have established partnerships with research institutions and formed cluster of organisations with expertise in certain thematic areas to develop and share evidenced-based policy and practice. The review, however, identified very limited progress in the systematic use, sharing and promoting of knowledge on ageing in the region. Significant progress in this area has been made by HelpAge: globally, for example through the Global Age Watch Index and the Humanitarian guidance and training programme; and regionally, for example through the Asia network which organises regular training, seminars, conferences, exchanges and publications. **HelpAge SAFRO should support the Southern Africa age networks in the development of a knowledge generation and sharing strategy** building on the experiences of HelpAge global and well-established regional networks.

The work of the age networks in promoting programme collaboration and increasing resources for ageing has been so far led primarily by HelpAge, which has the capacity to engage with the international donors to secure resources for regional programmes implemented by some members of the age networks. The ability of the age networks to take on a stronger leadership in this area is still limited to the experiences emerging from Zimbabwe, where the age network has had some success in fostering programme collaboration amongst the members and securing funding. Building on this experience the Zimbabwe age network has now established consortia that manage the implementation and monitoring of specific programmes and shares learning with the age network. This ensures the network does not become an intermediary NGO subcontracting to its members but remains focused on knowledge generation and sharing as well as advocacy.

The next four tables provide summaries of

1. Added value of the age networks	3. Key challenges
2. Summary Recommendations	4. Structure of the age networks

VALUE ADDED OF AGE NETWORKS	To a greater extent	To a lesser extent
ADVOCACY		
Obtaining consultative status with government and establishing on going dialogue on the development and implementation of policies with relevant ministries	South Africa, Zimbabwe,	Lesotho, Malawi Mozambique (FTI),
Providing a platform for older people voice through ADA and other initiatives	Zambia, Lesotho, Zimbabwe, South Africa	Mozambique (HelpAge) Malawi
Forging collaboration with non age specific organisations to expand their work with older people and on ageing	Zimbabwe, South Africa, Mozambique (HelpAge)	Regional network, Zambia
LEARNING		
Increasing technical capacity on ageing of community based organisations through exchanges		Malawi and Lesotho
Developing clusters and communities of practice on specific theme able to launch new joint initiatives	South Africa,	Zimbabwe, Zambia Regional network
Conducting joint research and study on ageing	Mozambique (HAI) Zimbabwe, South Africa	Lesotho, Zambia
PROGRAMME AND RESOURCE		
Forming effective consortia for funded programme development and implementation	Zimbabwe,	Malawi, South Africa
Raising resources for ageing and older people	Mozambique (HelpAge) Zimbabwe	South Africa, Malawi, Zambia, Lesotho

KEY CHALLENGES AGE NETWORKS NEED TO ADDRESS TO INCREASE THEIR IMPACT
• Strengthening systems for **GOVERNANCE AND ACCOUNTABILITY**
• Increasing the ownership and **COMMITMENT OF MEMBERS**
• Clarifying and regularly reviewing the **ROLE OF HELPAGE INTERNATIONAL** at country and regional levels
• Establishing on going **DIALOGUE WITH OLDER MEN AND WOMEN**
• Stepping up **KNOWLEDGE SHARING**, learning from other HelpAge regions
• Developing effective country level structure to **MANAGE PROGRAMME** implementation and monitoring

SUMMARY RECCOMMENDATIONS	
1.	**IMPROVE THE SUSTAINABILITY OF THE AGE NETWORKS**
	1.1. Country Age Networks should consider locating Secretariat functions in strong member able to provide on going support and share resources.
	1.2 The organisation hosting the Secretariat would ideally be recognised by all stakeholders as leading organisation on ageing
	1.3 All members should contribute resources to the work of the age networks and investments and returns should be tracked to monitor and achieve value for money.
	1.4 Age networks at country and regional levels should develop, implement and monitor strategy and annual plans with clear responsibilities shared across all members in accordance with their capacity and resources
2.	**STRENGTHEN THE GOVERNANCE OF COUNTRY AGE NETWORKS**
	2.1 Age networks should develop accountable and transparent statutes to include grievance handling and/or terms of reference and produce and share annual reports.
	2.2 Peer learning and peer reviews should be in place to strengthen and monitor governance systems to increase horizontal accountability and learning.
	2.3 To increase members' ownership and participation country age networks could rotate the chairing of network and ensure participation in the country and regional network activities is not be limited to one representative
	2.4 The regional network could consider expanding its reach through the engagement of associate members or a regional advisory group.
3.	**EXPAND AND DEVELOP THE MEMBERSHIP OF THE AGE NETWORKS**
	3.1 Strong members, including organisations interested in integrating older people in their work, should be actively recruited.
	3.2 Alliances should be built with thematic networks to deepen expertise and extend reach.
	3.3 Different levels of membership could be considered to provide and amplify the offer of the network and extend its reach beyond ageing organisations
	3.4 Guidance should be produced on how to develop the membership including criteria for joining and leaving.
4.	**INCREASE THE ENGAGEMENT OF OLDER PEOPLE IN THE AGE NETWORKS**
	4.1 Age Demands Action should be built on to provide platforms for older people's voices
	4.2. Age networks should provide support for the development of older people monitoring of services

	4.3	Decentralised chapter of the age networks should be considered to facilitate coordination and collaboration, advocacy with local government and engagement
5.		**INCREASE HELPAGI'S FOCUS ON INNOVATION, LEARNING, STANDARDS SETTING AND GUIDANCE**
	5.1	The age network leadership in Mozambique should strategically move progressively to FTI.
	5.2	HelpAge SAFRO should provide thought leadership in technical areas bringing in its global experience and expertise.
	5.3	HelpAge should develop guidance and standards based on programme/policy experiences
	5.4	HelpAge SAFRO should help age networks develop regional and international links.
6.		**DEVELOP A MORE STRATEGIC APPROACH TO NATIONAL, REGIONAL AND INTERNATIONAL ADVOCACY**
	6.1	Age networks should establish consultative status with governments but maintain their independence.
	6.2	With older men and women, country age networks should take an active role in monitoring the implementation of national ageing policies.
	6.3	Age networks should build coalitions with relevant thematic networks and campaigns at country and regional level.
	6.4	Advocacy strategies should be developed and monitored for learning.
7.		**STEP UP KNOWLEDGE SHARING**
	7.1	Revisit the communication strategy and external communication and publication plan developed and produce realistic plans.
	7.2	The effectiveness of research collaboration should be increased.
	7.3	More systematic approaches to knowledge sharing should be developed building on HelpAge expertise.
	7.4	A funding base should be built for knowledge sharing through training, documentation, exchanges in proposal but also collaborating with knowledge based institutions.
8.		**CLARIFY AND EXPAND THE AGE NETWORKS' ROLES IN RESOURCE MOBILIZATION**
	8.1	HelpAge should review and share learning/guidance on resource mobilisation of age networks.
	8.2	Age networks should establish separate consortia of members to bid for and manage programmes and grants.
	8.3	Age network members should take the leadership in developing national and regional programmes
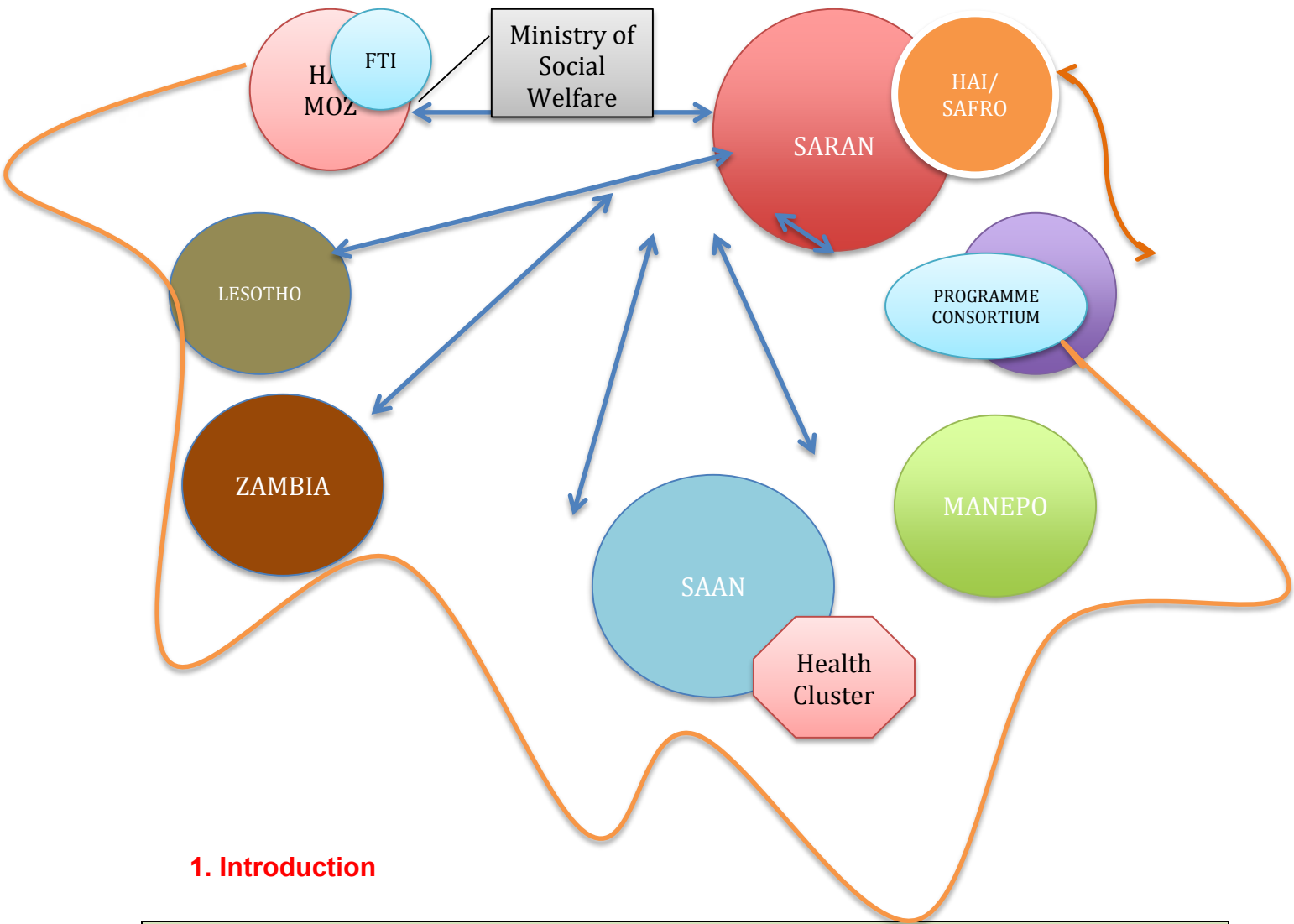
1. Introduction

The picture above represents Southern Africa Age Networks with three established country networks: NZAN (National Zimbabwe Age Network); MANEPO (Malawi Network of Elderly Person Organisations); and SAAN (South Africa Age Network); and three age networks in development in Lesotho, Mozambique and Zambia.

In Mozambique, the HelpAge International country programme has been supporting the development of partners organisations and facilitated their collaboration forming a HelpAge network; alongside this the FTI (Forum de Terceira Idade) has been recognised by the government the organisation representing ageing and despite its weakness is developing, also with the support of HelpAge country office.

The picture also illustrates the relationships of the country age networks with the regional network SARAN (Southern Africa Regional Network) which, even for the developing country networks, is well established. The curved line represents the relationship which is forming amongst members of the regional network.

In addition, the representation shows the formation, for example in Zimbabwe, of consortium of members managing the implementation of a programme funded by or through HelpAge/SAFRO. The consortium and HelpAge have a direct relationship on specific issues.

Finally the picture reflects the development of thematic groups for example the Health cluster under SAAN.

"Successful networks are not created overnight, nor do they operate in isolation from their environments. "[1]

Sub-Sahara Africa has the fastest growing older population of any world region. While the proportion of older people is still relatively low, the over 60s population in Southern Africa is expected to grow from about 4.6 million to over 11 million by 2050. This within a context of widespread poverty and rising inequality, which demands that older people's rights are strongly upheld and ageing is addressed throughout government policies and practices. **The African Union has developed a charter for older people rights, which now needs to be adopted by all African governments alongside the development and implementation of national ageing polices.** This dynamic context for ageing requires an ever-stronger civil society engagement, which the emerging age networks are in a position to lead if they review successes and failures and address the challenges ahead.

HelpAge International which has supported the development of the age networks in Southern Africa, is an international organisation that since its foundation has supported a network of diverse organizations working to address ageing and older people at all levels. **In its Strategy to 2020, HelpAge commits to place the network at the forefront of its policy, advocacy and programming work**, involve its members more effectively in the governance of the organization, and strengthen their profile in their countries of operation.

HAI opened a regional office for Southern Africa in Pretoria (SAFRO) in 2012 with the aim of developing the network by:

- Working more closely with affiliate and partner organisations in the region;

- Strengthening and develop the network; and

- Expanding the programme to achieve greater benefits for older people and promote awareness and positive action on population ageing.

HelpAge has also a well-established country office in Mozambique and eight Affiliates and partner organisations.[2] Over the last three years, it has promoted the development of country based age networks and a regional age network. HelpAge/SAFRO focused initially on supporting the development of the country age networks in Zimbabwe and in South Africa and later in Zambia, Malawi, and Lesotho. The HelpAge country office in Mozambique has also focused on expanding the age network directly through partners and affiliates and through providing support to, and collaboration with, the independent Mozambique network Forum de Terceira Idade (FTI).

The membership of these age networks includes organizations that are formally affiliated to HelpAge, others that are partners of HAI and others that are neither. The composition of these networks and issues concerning the development of the membership of the age network organisations in the region are important elements of this review.

In 2013, HelpAge/SAFRO developed a two-year regional Age Network Strategy and in 2014 it developed also a comprehensive Southern African Regional Age Communication Network Strategy covering the period to 2020. The regional and the country age networks have developed considerably over the last two years and HelpAge/SAFRO with the Age Networks has decided to review the implementation of the network strategy in the region in order to contribute to the development of the new regional network strategy and to inform HelpAge's Regional 2015-2020 strategy.

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[1] Asham, D. et al "Supporting Civil Society Networks in International Development Programme", AED 2005
[2] See Case Study on Mozambique Annex 3

These are aligned with HelpAgeAI's global strategy 2015-2020, recently approved by its international Board. (See approved Technical Proposal for the review Annex 1))

The **aims of the review** of the Southern Africa Regional Age Network Strategy are to:

1. Assess and articulate the progress made towards the implementation of the Regional Age Network Strategy through a review of its implementation by four country age networks (South Africa, Lesotho, Zimbabwe and Mozambique) and the Southern Africa Regional Age Network (SARAN);

2. Identify challenges, lessons learned and opportunities from the country and regional reviews to inform the development of the next SARAN Strategy; and

3. Provide recommendations and options for future directions to be considered in the development of the future regional and country age network priorities and milestones for the next four years to 2020.

A team composed of a lead international consultant and three local consultants has conducted the review. The three local consultants are, Sydney Machafa, Tinie Van Eys, and Zeca Chicusse, focused on three country case studies including respectively South Africa, Mozambique and Zimbabwe. They analysed the development of the age network in each country, reviewed progress made in the achievements of their objectives and identified lessons learned and key recommendations. The three case studies are added in Annex 2 and 3 and 4. The lead consultant led the team and the overall review and focused on the regional network development and three developing country age networks in Lesotho, Malawi and Zambia. She also developed and facilitated a regional strategic workshop in Johannesburg on 13-14 October 2015 with representatives of age networks in the region and HelpAge International staff from the region and London office.

2. Scope and methodology

The scope of the review was revised at the inception phase with HAI SAFRO and HAI London, in particular with the Head of Global Network. It was agreed that the review should focus on:

1. **Review of progress mad**e by the regional and country age networks. In particular, the history of the networks, their structure, governance, objectives, functioning, resource mobilization, ability to represent/facilitate the voice of older people, coordinate efforts and to influence/advocate for changes for older men and women in the region.

2. **Assess the** economy, efficiency and **effectiveness of the age networks**, by reviewing the inputs, processes, outputs and outcomes where possible and identifying **challenges, lessons learned and opportunities** at country and regional levels.

3. **Outline possible future direction**s **and options** in the development of the regional and country age networks and the role of members of the networks and the HAI Secretariat in contributing to the development of the HAI regional and global network development strategies.

The methodology adopted included:

- **Review of literature** on the development and effectiveness of civil society networks especially in Southern Africa to support the analytical framework and identify learning from other networks.

- **Review of documentation** related to the development, functioning and delivering of the regional and country age networks. In particular a review of available age networks strategies, plans, budgets and reviews - 88 documents were reviewed with the following breakdown: -Global 8, Regional 28;

Zimbabwe 5; South Africa 14; Mozambique 11; Zambia 3; Malawi 8; and Lesotho 12.[3] The majority of these documents have been produced by the network and HAI, with a few external review/evaluations.

- **Semi-structured interviews** guided by two questionnaires designed for internal and external stakeholders (attached in 6). The interviews were conducted face to face and on the phone with key internal and external stakeholders at country, regional and pan-Africa levels. The interviews were between 30-80 minutes long and in some cases were conducted in groups. The interviews focused on the key stakeholders' expectations of the age network and their perspectives on the functioning and value of the networks as well as their outputs and where possible outcomes for older people. 33 interviews were conducted: 3 with other networks (CIVICUS, OSISA and HAI Asia); 6 with members of the Southern Africa Regional Age Network (SARAN); 11 with the Zimbabwe Age Network (ZAN); 9 with the South Africa Age Network (SAAN); 8 with Mozambique; 1 with Zambia; and 1 with Malawi (MANEPO).

- Interactive **regional workshop** with representatives from the regional and country age networks and HAI regional and global staff focused on:

  o Sharing the initial outcomes of the Southern Africa Age Network Strategy Review;

  o Validating, developing and reflecting on the initial key findings and recommendations of the review;

  o Identifying the objectives, targets and milestones of the future national and regional age network development strategy;

  o Identifying future strategies for the financial sustainability of the network; and

  o Defining key milestones and future directions for the age network strategy to inform the HAI Regional Southern Africa Strategy and contribute to HAI Global Network Strategy.

- The review adopted an **analytical framework** based on the literature review[4] of studies related to the development of civil society networks, especially in Sub Saharan Africa and interviews with representatives of other civil society networks organisations. The effectiveness, efficiency and value added of networks is assessed under six key pillars:

  1. **Purpose and objectives**
     - Clarity of purpose and scope
     - Shared objectives

  2. **Organisational structure**
     - Coordinating bodies

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[3] see list of documents reviewed in annex 5.

[4] Hughes, C. Civil Society Index - Rapid Assessment Sierra Leone Report Campaign for Good Governance, CIVICUS February 2014 The state of civil society in Ghana: an assessment CIVICUS Civil Society Index- Rapid Assessment (CSI-RA) Report ; James, R. w Malunga, C., The Rise and Pitfalls of Civil Society Networks in Malawi, INTRAC, 2006; Coakley, N., Haymore, S., Johns, A. and Trivedi, V., The Six Pillars of an Effective Network, International Law Practice Lab Vanderbilt University Law School, 2010; Perkin, E. and Court,J., Networks and Policy Processes in International Development: a literature review, ODI Working Paper 252, August 2005; Anheier, H.and Katz, H.2005: Network approaches to global civil society. In Anheier, H., Kaldor, M. and Glasius, M., editors, Global civil society year book 2005/6, London: Sage, 206–21; Ashman, D et all, Supporting Civil Society Networks in International Development Programs AED center for civil society and governance 2005

- Membership development

3. **Governance**
    - Leadership
    - Ownership
    - Representation
    - Accountability and transparency
    - Registration

4. **Resources**
    - Organizational capacities
    - Funding
    - Human resources

5. **Quality of processes**
    - Strategic planning based on clear theory of change
    - Capacity development of network and its member
    - Generation and sharing of information
    - Reach and engagement with key stakeholders

6. **Outputs and Outcomes in four key areas**
    - Evidenced based advocacy and campaign
    - Knowledge generating and sharing
    - Improved implementation and practice
    - Organisational development

3. The development of the regional and the country age networks

3.1 The Southern African Regional Age Network (SARAN)

When and how was it established?

SARAN was established in 2012 by HelpAge SAFRO with affiliates and other organisations working on ageing and older people in the region. The network aims to include civil society, research organisations, the private sector, government and donors. Geographically it comprises seven countries: Botswana, Lesotho, Malawi, Mozambique, South Africa, Zambia and Zimbabwe.

HelpAge SAFRO provides the Secretariat support for SARAN and encourages its members to take responsibilities for the development of the network strategy and its implementation. This is done through yearly planning and review meetings and joint activities.

What is its purpose, scope and objectives?

Working with the network, HelpAge produced the HelpAge Southern Africa Regional Network Strategy 2013-2015 and the HelpAge Southern Africa Age Communications Network Strategy in 2014. These strategies address both the network's aims for older men and women and how the network should work and develop to achieve these. The strategies are: based on country analyses of the situation of older men and women in the region; developed with the participation of members of the network and key external stakeholders; and linked to HelpAge's Global and Regional Strategies.

The purpose and objectives of SARAN contained in both strategies broadly overlap and include the:

- Development of an enabling environment for the well-being of older people through the provision of evidence based information, analysis and technical advice to NGOs, governments and other international organisations;

- Strengthening of accountability by facilitating and supporting older men and women's voice in combatting age discrimination and promoting and monitoring changes for older people; and

- Design and implementation of advocacy strategies to achieve policy and practice changes for older men and women.

The Regional Network Strategy goes into more detail in setting the directions for the programmatic activities, particularly the training of health and agricultural extension workers and the piloting of care models, and it sets financial targets for fundraising. The Communication Network Strategy expands on the target audiences and the internal and external communication channels the network should develop.

The strategies set common organisational development objectives for the network including:

- Building financial resources to be channelled across the network and improving accountability and value for money;

- Sharing skill, capacity and promoting learning and communications through strengthening human resource capacity;

- Producing evidence and coordinating and sharing knowledge;

- Signing agreements with governments; and

- Increasing the membership of the network.

The Communication Strategy adds the importance of: raising awareness and visibility of SARAN as a network that promotes the rights of older people; and increasing the number of HelpAge affiliates within the network.

What is its organizational and governance structure?

The Communication Strategy recommends a preferred governance structure for the country age networks, which includes a chairperson, a steering committee, a coordinator and a focal communication person. However, there is no recommended governance structure for the regional network or formalized roles to support and manage the work of the network. The HelpAge Regional Director is seen, and generally recognized, as the Chair of SARAN providing leadership and direction to the network and its development, albeit this is not a formally recognized role. SARAN also does not have approved Terms of References stating its purpose and delivery, although documents establishing formal communications and accountability within the regional network have been developed. SARAN is not legally registered as a network.

What are the key milestones?

SARAN has now been established for three years. It has regular meetings, agreed strategic directions and has implemented activities to develop and expand the country age networks. In this context it is gaining recognition within the organizations working on ageing and older people in the region for its capacity to promote shared learning and common actions. The interest shown by existing country age networks in Malawi and South Africa to join SARAN is an expression of this.

SARAN has also started to act as a network able to bring the demands of older men

and women to key institutions and stakeholders at the regional level and being recognized within the broader civil society movement as a partner in common actions. For example its contribution to the Action15 campaign and the Civil Society Forum at the Southern Africa Development Commission (SADC) where it has been able to ensure that ageing and older people is included and profiled in the broader development and rights agenda.

Thirdly SARAN is starting to add value to advocacy efforts of country age networks by connecting national campaigns with regional and international efforts.

The identities of SARAN and HelpAge SAFRO are currently very closely intertwined although discussions on how this should evolve in the future have already started within HAI and the regional network. Considerations, options and choices on the way forward are discussed later in the report.

3.2 The South Africa Age Network (SAAN)

When and how was it established?

SAAN was established in April 2013 as an outcome of a workshop organised by SAFRO and the Department of Social Development (DSD) of the South Africa Government where participants agreed that there was a need for a strong national coordination of organisations working on ageing and older people. The founding members of SAAN included organisations affiliated with HAI, for example the Muthande Society of the Aged, and existing networks that brought together organisations working in a particular region or groups of organisations. These included Age in Action and the South African Older Person Forum (SAOPF). The first is a network established in 1958 to provide services to older people and lobby for changes in the legislation with nine provincial offices. The second was established in 2005 with the support and engagement of the DSD and South Africa Human Rights Commission with the role to promote the rights and dignity of older people, consult and advice government on policy and legislation, foster growth of community organisations, disseminate information and raise public awareness. Despite the existence of these two networks, it was agreed at the meeting in 2013 that there was still a lack of a well-coordinated national network, of strong evidence based advocacy for policy and practice changes and a lack of learning and engaging with national, regional and international policy discourse on ageing. The SAAN was established to fulfil these purposes.

What is its purpose, scope and objectives?

The SAAN network developed a strategy with the support of a consultant in July 2014 to cover the period 2015-2020 and identified four strategic objectives: 1. SAAN has the capacity to coordinate national initiatives and link to regional and international efforts; 2. It has the capacity to produce evidence based advocacy to promote the rights of older people; 3. It influences policy on ageing through participating in policy dialogues at national, regional and international levels; and 4. It supports members to deliver services to older men and women.

What is its organizational and governance structure?

When it was established, the Secretariat of SAAN was given to the SAOPF supported by HelpAge SAFRO who provided a coordinator for the network. This coordinator is based in the HelpAge SAFRO office in Pretoria working closely in support of the SAAN officer based in SAOPF. An Interim Steering Committee linked to the SAOPF Board of Directors that includes the National Coordinator of SAOPF, which hosts the secretariat of SAAN network, governs SAAN. The SAAN has also agreed a Guiding

Framework for the Coordination of SAAN that defines the roles and responsibilities of all the key actors including the: Steering Committee; members; secretariat; HelpAge SAFRO; and government departments.

SAAN has not established a direct link, within its governance and activities, with older men and women at the community level although its members work directly with older people through service delivery. HelpAge SAFRO is currently encouraging and supporting the network to establish a link to Older People's Groups that monitor the delivery of services and access to entitlements (known as Older Citizens Monitoring OCM groups). The active engagement with OCM groups brings the key issues affecting older people to the fore and provides evidence for policy and practice changes. These efforts are currently funded by grants from the European Community and SADC.

SAOPF is legally registered but SAAN does not have a separate legal registration. SAAN does not have TORs or a statute.

At the SAAN strategy development workshop in 2014, it was also agreed to establish thematic cluster groups to deepen members' engagement in sharing, learning and advocating for policy and practice changes in specific areas including Health and Justice.

What are the key milestones?

SAAN has expanded its membership and includes now a wide range of civil society, private sector and government organisations with a significant reach across all provinces in the country. It has strong organisations able to contribute and share substantial knowledge and expertise within the network and has developed effective thematic groups to facilitate this.

SAAN has developed a detailed strategy based on shared values and with clear targets and indicators and has made some progress with implementation especially in the areas of advocacy at national level and knowledge sharing within the health cluster. It has also produced studies on abuse of older persons who are recipients of the social grant; Mainstreaming Ageing into Primary Health Care – Nkangala District – A Base Line, and Improving Older Persons Access to Social Services in South Africa.

SAAN has been able with HelpAge support to secure two grants from the private sector and the European Union to support both advocacy activities and network development activities. SAAN also receive support from the DSW through SAOPF. The securing of funding for activities of the network and for its development reflects the availability of such funding and the strength of the membership of SAAN.

However, from the interviews it has consistently emerged that SAAN has had significant problems in establishing clear systems for internal communication, accountability and coordination despite the strategy. The Guiding Framework for the coordination of the network has not been fully implemented. It has been significantly dependent on HelpAge for support for the coordination and promotion of activities and when there was a gap in HAI funding for the coordination the network almost collapsed and in the interim lost funding support.

3.3 The National Age Network of Zimbabwe (NANZ)

When and how was it established?

NANZ was formed in 2012 with the aim of bringing together organisations that work with older people or are interested in ageing and older people in Zimbabwe. HAI/SAFRO was instrumental in bringing together the long-term affiliate HelpAge Zimbabwe with other organisations and key government departments especially

Ministries of Agriculture and Health and identifying an organisation that could provide secretarial support to the network.

What is its purpose, scope and objectives?

NANZ is focused not only on promoting the well-being of older men and women, but has a broader interest and focus on ageing and ensuring that ageing is included in all the development actions. NANZ aims to promote intergenerational solidarity and understanding, including raising awareness of ageing with the younger generation. It also focuses on ensuring that ageing is integrated into the work of organisations that are not focusing primarily on older people but which wish to integrate attention on ageing into their other programmes. This is clearly reflected in the membership of NANZ. For example the Zimbabwean Farmers Union, which was a founding member of the network, is not an organisation focused primarily on older people but given the age profile of the majority of its membership, has an interest in understanding and addressing ageing and responding to the needs of older members. NANZ has pursued this approach and expanded its membership to include organisations like Beat (Bear feet Education Africa Trust) interested in integrating ageing in children's education programme. Elizabeth Chanakira Cancer Trust (ECCT) working on nutrition and health awareness for cancer patients of all ages, including older people. Island Hospice Healthcare (IHH) that provides palliative care and is currently focussing its attention on developing specific programme responses to different population groups including the aged.

NANZ developed a strategy plan covering the period 2012-2015. This focus on ensuring that:

- the implementation of the Older People Act translates into budget allocation for older people at all levels;
- older farmers are recognised and supported for their contribution to agriculture;
- older people access health services and medical insurance;
- older people's knowledge is studied and used in resilience programmes;
- older people's rights are promoted and the Act implemented;
- ageing is integrated in children and youth education; and
- the membership and the engagement of the network with other organisations and in particular youth organisations is expanded.

The strategic objectives clearly indicate what the network aims to achieve but the strategy does not address how the network will operate to achieve them in any detail. It highlights that NANZ will develop and nurture the relationship with government ministries and will work on the basis of pooled resources and combined expertise to achieve its objectives. It also commits to promoting exchanges to increase the capacity of the members to plan, implement and mobilise resources. It is committed to research and to produce evidenced based programme and policy recommendations. Members of NANZ interviewed expected also to benefit from funding and networking opportunities.

What is its organizational and governance structure?

The Centre for Community Development Solutions Trust (CCDS), an organization that provides professional services to the development community and operates on a non-profit basis, was identified from the beginning as the organization that could provide Secretariat services to NANZ.

The membership of NANZ has expended from the original four members to twelve members. This comprises government and civil society organizations including trade unions, service providers and research institutions. It aspires to integrate in the future with private sector companies.

NANZ was legally registered as a network in 2015. It is governed by and has a constitution.

NANZ has received funding for specific projects, which are implemented by some of its members in some cases with the Secretariat. In order to manage the development, implementation and monitoring of these projects and to fulfil the grant management responsibilities most efficiently, it has established subgroups of the network known as programme consortia.

The Board meets regularly to review the work of the network and of the programme consortia.

NANZ does not have a direct link with older men and women at the community level although its members work directly with older people. It does not have separate and decentralized chapters. However, it has organized campaign activities, including HAI supported Age Demands Actions, providing a platform for direct action by older men and women and works with the Zimbabwe Older Persons Organisation (ZOPO) in its programme work.

What are the key milestones?

NANZ has made significant progress in establishing and expanding the membership of the network from 4 to 12 members and legally registered the organisation. It has a professional organisation that provides the Secretariat services to the network. However, this has been funded largely by HAI as NANZ has not yet being able to secure independent funding for covering all its costs through the programmes that have been secured.

NANZ has focused primarily on attracting funding for programmes to be implemented by its members and has been successful in securing with HAI support for three sizeable grants in the areas of livelihood, health and HIV. This funding has been primarily for services, research and advocacy but, differently from the South Africa Age Network, has not covered the costs of the Secretariat or the development of the network.

Although NANZ has supported campaign efforts and especially ADA, its on-going engagement with older men and women is not clearly articulated or sustained.

It has developed a three-year strategic plan, which outlines strategic objectives to promote ageing and the wellbeing of older people but it has not outlined how the network will operate and develop to achieve its objectives.

It has established a close relationship with government departments and especially the ministries of agriculture, health and welfare. This has allowed for an on-going dialogue with government which also provides some grant funding to the members of the network; although some members have expressed concerns about the level of independence from government and the ability the network has to advocate for changes in policies and practices.

3.4 The Forum de Terceira Idade (FTI) and HelpAge Mozambique network

When and how were they established?
FTI was formed in 2001 with the primary objective of creating a network of all institutions working with and for older people. It has 30 registered members. HelpAge, which has been working in Mozambique since 1988 with local partners and government and established a country office in 1993, has been supporting FTI as part of its network development strategy since 2003. However, given the ups and downs in the development and especially leadership and governance of FTI, HelpAge has pursued its network development strategy independently working with partners and affiliates on joint campaigns and more recently supporting the development of provincial networks.

What are their purpose, scope and objectives?
FTI's declared purpose is to improve the living conditions of older people and guarantee the protection of their rights. It aims to achieve this through the promotion of the new Law but has limited capacity and funding to implement this strategy and to develop its network. HelpAge in Mozambique has a similar purpose with a strategy focus on strengthening local organisations through programme implementation and coordination of advocacy initiatives at national and regional level.

What are their organizational and governance structures?

FTI has a newly appointed director and members coming from five provinces, which only represent half of the provinces in the country. It has seven staff with three working as facilitators. It has a Board but has had significant problems in the past with limited separation between the Board and the executive and with putting adequate governance in place. With the recent appointment of a new Executive Director this problems seem to have been addressed.

What are the key milestones?
FTI is formally recognised by the government as a representative group of older people organisations and holds a formal consultative status with the country.
FTI conducted a strong and successful advocacy campaign for the approval of the Law on Promotion of Protection of Older People and its regulations both of which were approved in 2014. This campaign was conducted with an effective partnership and the involvement of HelpAge and its partners.

However, FTI remains a relatively weak network in terms of institutional and representational capacities. This has affected the confidence of donors including international donors, which have funded it in the past.

Given the recent successful campaign and the appointment of the new director there is however a real opportunity for HelpAge's country office to support the development of FTI with a focus on strengthening its internal structure, processes and procedures and reinforcement of its relationship with its members as well as developing its capacity to promote and implement programmes. HelpAge should also strengthen the links between its partners and affiliate network and FTI and gradually.

FTI has participated in three regional network meetings over the last two years. However, as its capacities are still limited, it is overshadowed by HelpAge Mozambique. As FTI strengthens, HelpAge can withdraw from its representation on the regional network and country network and focus on providing technical support and linking the FTI combine with the HelpAge Mozambique network to regional and international advocacy and learning opportunities.

3.5 The Lesotho Age Network (LAN)

When and how was it established?

Discussions on the development of the age network in Lesotho started in early 2015 and were facilitated by the Department of Elderly Care Services (DECS) within the Ministry of Social Development with the support of HAI/SAFRO. This process included the development of a national study focused on the situation of older people in the country and the gaps in the provision of policies, practices and services. In September this year, the DECS together with civil society organisations working on social development and the HAI affiliate, the Maseru Women Senior Citizens Association, developed and agreed Terms of References for LAN.

What is its purpose, scope and objectives?

The scope of LAN is to advocate for the rights of older people; mobilise older people at the grass root level to work with government and other service providers; facilitate research and disseminate knowledge on ageing; coordinate the work of the different members; develop the capacity of the members; and mobilise resources for the work of the network and its members.

LAN has not yet developed a strategic plan but members are starting to identify key issues they want to focus on including: promoting public awareness on ageing and facilitating the participation of older people in all matters that concern them and ensuring the private sector and the media also contribute to promote a positive view of ageing. The emerging network is also committed to advocating for the implementation of the recently approved National Policy on Ageing; lowering the pensionable age; and improving quality and access to health care.

What is its organizational and governance structure?

LAN is currently facilitated by DECS however this is intended as an interim measure until one of the members of the network is identified as the organization that could provide secretarial support for LAN.

The TORs outline the scope of LAN and articulate membership criteria. These focus on ensuring members of the network are organizations with experience of working with older people, have a passion for the issue, but also the capacity to plan, implement and raise funds for their activities and to commit to contribute to the work of the network including paying a membership fee.

What are the key milestones?

LAN is at an early stage of development. A group of organizations started working together to promote and influence the development of the Lesotho Policy for Older Persons and have committed to form the network and develop its ToRs. They have also started visiting each other to share information and expertise and build trust.

LAN has not yet identified an organization that will provide secretarial support and coordination for the network which is currently facilitated by the Ministry for Social Development (DSD). The Ministry continues to play a leading role, but it is aware that the leadership needs to be taken up by one of the civil society members of the network with the capacity to provide leadership and coordination. A potential member has been identified and the network aims to be formally registered and functioning before March 2016.

3.6 The Zambia Age Network

When and how was it established?

The Senior Citizens Association of Zambia (SCAZ), which is an affiliate of HelpAge, organised with the support of SAFRO a meeting of organizations working with older people in Zambia to discuss the potential establishment of a country age network in 2014. These included organisations that had worked in partnership with SCAZ over the last four years, for example the Traditional Health Practitioners organization. However, the group decided to work together as and when there was a joint interest or challenge to address rather than to establish an on-going network. For example the group, or some members of the group, came together to advocate for the inclusion of older people in the new national HIV/AIDS strategy and produced a study on the impact of HIV/AIDS on older persons to present and discuss with government.

SCAZ has also facilitated the development of six Older People Associations (OPAs) at the community levels with funding from World Granny, an affiliate of HelpAge. The aim is to expand the network of OPAs to ensure older men and women are actively participating in shaping their own agendas and in national advocacy efforts. The development of OPAs has been successful; with some of them already able to raise their funds locally for income generation activities and new communities requesting support to establish their own OPAs.

What is its purpose, scope and objectives?

Outside of the SCAZ network, the purpose of the broader but informal age network in Zambia is to share information and to jointly advocate for the rights of older people. The age network has been particularly active and successful in influencing the development of the national policy on ageing and collaborating with other networks on specific advocacy efforts, including strengthening social protection and HIV/AIDS programmes.

What is its organizational and governance structure?

SCAZ coordinate its network of community based older citizens' organizations and collaborates with other organizations or thematic networks (i.e. HIV/AIDS) interested in ageing and older people when required. These collaborations are generally time bound but relatively intense and have being driven by joint advocacy strategies targeting specific issues and actors and regular meetings within the networks and with government departments.

Differently from other countries in the region, the Department of Social Welfare has not encouraged or promoted the development of a national civil society network working on ageing. However, in other sectors, including social protection and health, the government has been more proactive in supporting the development of civil society network for consultation and collaboration; although in the case of health the civil society organizations were not able to come together in a network; this worked more successfully with the Social Protection Platform.

What are the key milestones?

Although a number of organisations working with older people have collaborated for some years under the leadership of SCAZ in advocacy and campaign activities, the age network in Zambia is still informal and driven by specific initiatives.

At the time of the review there were no plans for establishing a more formal network with a secretariat coordinating activities. SCAZ felt civil society networks in Zambia have not being very successful and consider that it is better to collaborate on specific

advocacy and campaign issues. They have found particularly successful the collaboration with organisations and networks that focus on specific issues like for example the social protection platform and the HIV/AIDS network as they provide expertise SCAZ does not have.

3.7 The Malawi Network of Elderly Person Organisations (MANEPO)

When and how was it established?

In 2010 the International Conference on Older People in Africa was held in Malawi. This raised significant interest in ageing in the country and, as a follow up, a group of organisations working with older people identified the need to address the lack of coordination and the capacity of the sector to speak with one voice on the rights of older people. MANEPO was established in 2013 to respond to these and has today 17 organisations on its membership.

What is its purpose, scope and objectives?

As per its Constitution, MANEPO:

- Supports and encourages the formation of elderly persons' organizations'
- Promotes and coordinates development efforts and self-help projects
- Co-ordinates the work for equal rights for elderly persons;
- Promotes, supports and complements government policies and programmes directed at elderly persons;
- Facilitates the exchange of information through seminars and education;
- Affiliates and cooperates with other regional, national and international organizations; and
- Promotes representation of all genders and the youth within elderly persons' organizations.

What is its organizational and governance structure?

MANEPO is legally registered and has developed a detailed constitution, which establishes the governance and organizational structure and the functioning of the network. This includes the Board of Trustees; the Secretariat with the national Coordinator provided by one of its strongest member Kalibu Ministries; a member acting as a contact person for the network in each region; and, representation in each district. The Constitution of MANEPO expands on the roles and responsibilities of the different level of governance; the Secretariat and the membership. It also defines different type of memberships: Ordinary members (older people focus organizations and organizations that want to mainstreaming ageing in their work), Associate or Temporary members (interested in working on ageing) and Honorary members (recognized for their special contribution to older people).

What are the key milestones?

MANEPO has a comprehensive Constitution with a transparent and accountable governance structure and a committed Secretariat. The network meets regularly but it has not yet developed an internal and external communication plan.

According to the coordinator, the network is well recognized in the country as an

authority on older people. It has an on going dialogue with government and it is regularly invited for consultation on older people policy and programmes and regularly speaks on national media.

The strategic plan for MANEPO was not available for this review, but from the interviews and other documentation it emerged that the network has focused its advocacy efforts over the last few years on promoting and influencing the National Policy for Older Persons, which the Government of Malawi has recently approved. This is a major achievement of MANEPO, which now plans to focus on ensuring that the policy is translated into the Act and it is implemented and monitored.

MANEPO had also the aspiration of building the capacities of its members and implementing joint programmes especially in the areas of: social pensions; age friendly health services at the community level, including HIV/AIDS services; and, the inclusion of older persons in disaster preparedness and response, especially given the disproportionate number of older people who died in the last flood. However, programmes in these areas have been developed so far by three/four of the strongest members of MANEPO independently from the network.

MANEPO has been active in the regional network SARAN and has learned from the experiences of the other members. It is now seeking further support from HAI/SAFRO to take the network to the next stage, in particular to secure funds for implementing programmes and support the development of the network.

3.8 Overall progress in the development of the age networks

Despite the diverse history, challenges and progress of the age networks, **it is a remarkable achievement that, in three years, age networks have been developed in six countries** in the region, either anew or building on some existing network structure, and that they have come together to form a regional network. Although at different stages of development, **age networks have been successful in aligning their objectives** through the regional age network strategy facilitated by HAI/SAFRO and, on this basis, have been able to **make some noticeable progress in achieving changes for older people** at country and, through coordinated advocacy efforts, at regional and continental levels.

This report analyses different aspects of the age networks including: their scope and purpose, the structure and governance, the resources available, the processes, and the delivery of outputs and, where possible, outcomes and it makes recommendations for future directions in these specific areas. However, at the overall level, the review has identified that in terms of progress made toward the development of strong age networks, the Zimbabwe, South Africa, Malawi and the Regional age networks have made progress and delivered some important results even if they still face significant challenges. The Lesotho age network is still at its beginning and needs to transfer successfully its leadership from government to civil society.

Mozambique faces significant challenges, which will only be addressed if the HelpAge network and FTI can combine their efforts and, as FTI grows stronger in governance capacity and representation, HAI fully relinquishes its leadership of the network, including the membership of the regional network, and focuses on providing an enabling technical support to the national network including supporting its membership and older people to contribute to its development and establish accountable structures.

In Zambia, SCAZ, HAI's long-term affiliate has developed over the years its own network of community based organisations of senior citizens, which is currently expanding with funding from World Granny (another HAI affiliate from the Netherlands). However, there has been limited progress on the development of a broader age network on ageing in Zambia. One of the reasons provided for this was

that civil society networks in Zambia have been difficult to develop, possibly due to the still limited understanding and awareness of their purpose and functioning. It was also mentioned that the government is not always supportive of civil society networks. However, it is known that for example the Social Protection Platform in Zambia has been successful as a network and that the government has been interested in engaging with networks of civil society in policy dialogue. Therefore the reasons why the age network in Zambia remains informal and ad hoc needs further exploration and should include a review of the role HelpAge and its affiliate can play in the future. On the other hand, the informality of the Zambia network might be more effective in advocacy

terms rather than focus too much energy at this stage on the development of a more formal network. Again this will need to be assessed in greater depth.

4. The purpose of the age networks

The country **age networks in the Southern Africa region share similar purposes** and objectives despite their diverse history and development. The regional age network SARAN has been instrumental in facilitating this alignment through promoting lesson sharing both at regional meetings and via bilateral exchanges.

From the analysis of available documents and the interviews, the purpose and strategic objectives of the age networks in the region include to:

1. **Advocate** for older people's rights and wellbeing with governments and other major stakeholders.

2. **Provide a platform for older men and women** and amplify their voice through campaigning to increase accountability.

3. **Generate and share information** and analysis on older people with mainstream organisations and increase support for ageing.

4. **Coordinate programme activities and promote collaboration** to enhance the quality of programmes and increase the resources for programmes.

5. **Develop the network** by increasing the knowledge and capacities of members and expanding the membership.

Although the regional network development and the communication strategies identify all these areas as critical to the purpose and objectives of the age networks, the level of engagement and delivery of these activities varies significantly across the region. As is analysed in the section below which assesses the outputs and, where possible the outcomes, of the age networks in all these areas, advocacy and campaigning are more strongly developed and implemented across most of the network. The other areas are less developed although there are some successes and examples of good practice on which to build the future direction of the age network. It is important to recognise that the age networks are at an early stage of development and have no capacities to fulfil all these purposes. Apart from advocacy and campaign, they should therefore prioritise their engagement in the other areas according to their specific objectives, capacities and opportunities.

Building on their good practices and experience, **age networks in the region should lead and specialise in certain areas offering services, knowledge and advise to the others.**

For example, the South Africa, Mozambique (FTI), Zambia and Malawi networks have focused more on joint advocacy and especially engaging with the development of national ageing policy and legislation; whilst the National Zimbabwe Age Network and the HelpAge partners network in Mozambique have been engaged more in joint

programmes and generating studies on ageing and older people in specific thematic areas, for example social protection and age friendly health services. The next regional strategy for the age network could focus on this division of labour and leadership taken by some age networks with specific expertise and experiences on behalf of the overall regional network. This could be thematically or functionally driven. For example the Zimbabwe network could advise on the development of programme consortia whilst the South Africa health cluster could provide thought leadership in policy and practice responding to NCD and dementia not just at national but also regional level.

5. The structure and governance of the age networks

This section reviews the structure and governance arrangements of the age networks, highlights strengths and weaknesses and provides recommendations for future directions. It also assesses the role HelpAge plays in the development of the network.

5.1 The Secretariat

All age networks in the region are at an early stage of development with limited and in some cases insufficient resources for supporting secretarial functions of the network including the minimum regular effective internal communication to ensure coordination and knowledge sharing but also transparency and accountability. Given the challenges of connectivity in the region there is still limited use of internet based communication although this is also an issue of resources and should be further explored. **At the regional review and planning workshop all age networks identified the need to strengthen the Secretariat functions**.

Learning from the experiences of other networks in the region, the **Secretariat** function of civil society networks in the early stages of development is **best hosted within a strong and well-resourced member of the network**, that is engaged with the issues at all levels and is able to make available some of its resources This is likely to be more sustainable and potentially efficient especially when there are overlaps between the work of the organisation that is hosting the secretariat and the work of the network. It can also provide strong leadership on ageing and tracked record with donors.

Although, of course, this is also potentially confusing and can give the host organisation too much control over the secretariat and the network. Members of the age networks interviewed in this review reported that the secretariats were at times limiting their opportunities of getting involved in certain activities or were capturing funding opportunities. Most feel that **for legitimacy and representational purposes the organisation hosting the secretariat should be a national organization**. At the regional level, however, it is recognised that HAI/SAFRO is best placed at this stage of development of the SARAN network to host the network because of its links, connections and capacity at regional, continental and international levels.

Amongst the age networks in the region, it is only MANEPO in Malawi that has its secretariat managed by a strong local organization with extensive programme on ageing called Kalibu Ministries. Interestingly, this network has developed over the last two years with support from diverse sources, including international organisations other than HelpAge, from which it has received some limited financial support. It has however been an active member of the regional network and benefitted from this in terms of access to thought leadership on social protection and HIV/AIDS as well as being able to rely on HAI's power of convening and linking to a wider network of organisations. **The national coordinator of MANEPO is a senior staff member of Kalibu Ministries and provides strong leadership and expertise to the network.**

Following a different model, the **Secretariat of the National Age Network in Zimbabwe is an organisation that provides services to NGOs.** It brings a wealth of experience in research and professional service, but so far has been funded mainly by HAI. The choice of this type of organisation as secretariat of the Zimbabwe Age Network allowed organisations that were potentially in competition to come together on a neutral ground. **This was successful as a strategy**, and has resulted in the formation of a network of organisations whose membership has increased. HelpAge's affiliate, HelpAge Zimbabwe, is part of the network. NANZ has tripled and diversified its membership in three years. **The sustainability of this secretariat arrangement in the medium-term might need, however, to be reassessed** both because of the costs of the secretariat and the leadership strength that could be provided by an organisation focused on ageing and older people.

The secretarial support of the age networks in **South Africa and Mozambique** represents yet another model. Both **networks are formally recognised by government** as groups with a formal consultative status with government. The governments facilitated the establishment of their secretariats and, in the case of South Africa, provided it with some funding. The **advantages of these structures are a close dialogue with governments** and potentially the capacity to build representative structures of citizens from across the country and the disadvantages are the **lack of independence from government** and the difficulties of raising donor funds for these types of structures.

In **Mozambique, the HelpAge office has developed a network of partner organisations** and supported the development of a provincial network of ageing organisations. **These operate in parallel to the FTI age network**, which is formally recognised by the government as representative of older people organisations. Although, HelpAge's office in Mozambique is clearly in a position to host the secretariat of the age network in the country, this potentially undermines the secretariat role of the national FTI network.

At the regional level, all age networks recognise the importance of having HAI/SAFRO hosting the secretariat as it is able to provide and share resources with the network, facilitate platforms at regional and international levels for the country age networks, and provide leadership on ageing at the regional and global levels.

Ideally the secretariat function of a network should be placed in an organisation funded by the memberships. This would strengthen ownership and accountability. However, at an early stage of development, when the benefits of the network still need to be fully demonstrated to potential members and network members have limited resources, the Secretariat function is best provided by a strong independent member of the network that is committed to older people and has the ability and capacity to provide leadership on ageing at all levels.

Although it is more sustainable and potentially more efficient to have a well-resourced organisation within the network hosting the Secretariat of the network it is important to ensure that **all members contribute in some way to the network and that there are separate plans and budgets, decision making processes and reporting**. We have found limited evidence of this separation in the documentation available at country level and in particular we were not able to see separate plans and budgets. **This is an area that will require some investment in the future to improve transparency, accountability, learning and value for money**.

5.2 The governance

All national age networks have a Board and a National Coordinator reporting to the Board who manages small teams. Such teams most commonly include communications staff, coordination staff, project officers and finance officers. Most have agreed Terms of References for the networks and how they will function/ or,

even more comprehensively, as in the case of Malawi, a Constitution which outlines all the roles and responsibilities of the different levels including older people at the grass root level. Information on Board members of age networks was not comprehensively available for the review and thus it was not possible to assess the gender balance at this level. Of the eight age networks reviewed (including two networks for Mozambique and the regional network) there are currently three coordinators that are women and five are men.

Most age networks hold regular meetings although, with the exception of the regional network, there is not a lot of evidence of regular communication to the membership on the outcomes of the meetings. In addition, there are no regular newsletters for the membership and communications between meetings is limited. The review has found that members feel that **communication and accountability are areas that require substantial improvement by all country networks**. In the case of FTI (Mozambique) there is also confusion between the role of the Executive and the Board and a lack of transparency and accountability.

The Malawi, Zimbabwe and Mozambique (FTI) network are legally registered. This requires the development of governance systems and structures and gives the network the legal status to raise and manage fund. Independently from whether or not they are legally registered, **age networks should develop clear Terms of References or Constitution/Statutes and make these available to their members**. These should include: the purpose of the network; the roles and responsibilities of the different levels of the board, the executive and the membership; the process for appointment and dismissal and the terms of the board members; the roles and responsibilities of the secretariat; the criteria for memberships of the network and the process for accountability at all levels of governance with transparent information regularly shared. The Constitution developed by MANEPO could be shared and adopted and more importantly, implemented and monitored.

Peers could review the country age network's governance arrangements and implementation through a process facilitated by the regional network. Peers would be able to learn and advice on challenges they have also experienced and addressed. It would also strengthen horizontal accountability in an area in which feedback is better received from peers than international organisations.

At the regional level, the SARAN network is governed by a steering committee made of representatives of the country age networks. To strengthen the ownership and participation of the members, **the leadership of the regional network on the steering committee could rotate amongst the members** and more than one representative from each country could take part in the regional network meetings, exchanges and activities. In addition, to extend the outreach and external positioning/standing of the regional network and to ensure the network is outward rather than inward looking, **it would be useful to consider the establishment of a regional advisory board and/or to open the steering committee to expert advice on specific area of interest to the regional network.** To set an example for the country age network and increase transparency and the ability to externally communicate its work, the regional network should develop clear Terms of Reference along the line of the TORs recommended for the country age network and outlined above.

5.3. The development of the membership of the network

The number of members of the age networks varies from 7 to 8 in Lesotho to 30 members in Mozambique FTI. A minority of the age network members (8 in total in the region) are affiliates of HelpAge whilst others are not. The affiliation to HelpAge seems not to be significant in the context of the development and functioning of the age networks in Southern Africa and therefore this aspect of the membership was not

explored in detail. However, in certain contexts, for example in Zambia, SCAZ which is a long standing affiliate of HelpAge in the country, feels that they should be hosting the secretariat of any age network that might emerge in the future in the country. On this other hand, the current discussion on who will take the leadership and host the secretariat of the age network in Lesotho is not pointing in the direction of the HAI affiliate but another organisation that is stronger and thus has greater capacity to take on the role. It is also surprising that certain strong organisations on the age networks are not affiliated yet to HelpAge; although the requirement of two-year partnership with HAI to obtain affiliation might be the reason for this. To minimise the risk of causing friction among the age networks' members, the **affiliation to HelpAge of all the members of the age networks or at least all the organisations focusing on older people in the networks could be considered**.

The age network members are most commonly organisations that provide services to older people and to a lesser extent organisation of older people. Many of these older people focused organisations are relatively small, although, some are part of local federations or networks. Age network leaders are conscious of the need to establish membership criteria and processes for appointing and dismissing members, to ensure the networks do not attract the so called "suitcase" organisations, which have limited depth of engagement and disappear between funding.

The more developed age networks have expanded their membership to include other organisations, which do not focus exclusively on older people but are, or have an interest in, working with older people. For example, in the Zimbabwe and Malawi networks there are members that work with older and younger people together especially in the area of HIV/AIDS. Zimbabwe also explicitly recognises its interest in working on ageing rather than just on older people and for this reason has expanded the membership of organisations working on broader development issues which are affected by ageing, for example Island Hospice that provides palliative care. Some networks have expressed also an interest and intention of attracting private sector organisations but this so far has had limited development.

Another positive development of the age networks has been their **engagement with other relevant networks**, especially in relation to specific campaigns and or thematic areas. Where this has happened, there has been a promising start. For example, the engagement with the women's network in Mozambique (HelpAge network) has resulted in the prominent inclusion of older women's concerns in the new Law on Promotion of protection of Older People (2014). The membership of academic/research institutions has also been sought with limited progress so far.

The expansion of the membership to these groups would be beneficial not only for the value they can add to the work of the network and their capacity to enhance the credibility of the network (especially as some of these are well resourced organisations), but also because of the strength they could bring to the advocacy efforts by representing different sectors to which the government needs to be accountable. **The links to other networks has been very positive in terms of achieving advocacy objectives** and it should be expanded and built upon; including engaging with human rights organisations.

Interestingly, in order to expand the membership and more clearly articulate the role of different types of members, MANEPO in Malawi, has defined **three categories of members: ordinary, associate and honorary members.** In general terms, ordinary members are those working with older people and on ageing, associate members are those can provide support and improve the well being of older people, for example friends and families; honorary members should be recognised for their contribution to the older people's movement. These do not have voting rights.

The establishment of different categories of members should be considered by age networks to promote and manage the growth of the membership and **to purse a strategy of diversification of the network, which could include organisations**

interested in mainstreaming ageing, thematic networks relevant to and interested in older people, as well as private sector and research institutions. **Guidelines on how to expand and diversify the membership should be developed.**

5.4 The relationship of older men and women's organisations with the age networks

The age networks are clear in stating that they represent older men and women and the challenges they face. However, the **engagement with older people is generally through the organisations that are member** of the networks and work with older men and women at the community level. In some cases, organisations of older people, especially pensioners associations, are also members of the age networks, for example in Mozambique, Zimbabwe and Malawi. These organisations generally represent a minority of the older population and therefore **age networks need to ensure they engage with all older people and especially the most disadvantaged older men and women** through other organisations. An effective way of engaging with older people and providing them with a platform for campaigning and advocacy has been **Age Demands Actions**, which most age networks in the region organise two/three times a year and which have resulted in a number of government pledges. In addition, in many countries, members of the network are supporting the development of **older people's groups monitoring the delivery of services** (Older Citizens Monitoring) and organising in Older People Associations. This requires **significant resources and long term investment** to ensure these organisations can become sustainable. However, it would strengthen and sustain the advocacy work and campaigning, including ADA.

Another strategy pursued by South Africa, Malawi and Mozambique has been to expand the representation of age networks through **the establishment of decentralised chapters**. These are important development, as the tendency is often to focus on capital cities, whilst the majority of disadvantaged older people in the region still live in rural areas.

The review identified the need to: **increase the engagement of older people and their associations in the age networks, i**ncluding in developing and monitoring their programmes and plans; and, to expand the role of the networks as a platform that provides space for older people to engage directly in campaigning and advocacy at all levels, including through decentralised chapters of the networks. This development is welcomed by organisations supporting civil society networks like CIVCUS and OSISA because it is considered vital for sustainable advocacy and campaigning.

5.5 The role of HelpAge in the development of the Southern Africa Age Network

HelpAge International has been supporting the development of all the national networks, especially since the establishment of the regional office in Southern Africa in 2012 (SAFRO). It also provides Secretariat functions to SARAN and has held regular meetings of the regional network. It has facilitated the development of the regional strategy and the communication strategy. The support to the development of national ageing network has been comprehensive covering: financial support and training for secretariats and members of national networks; funding for generating evidence through research; programme funding to members, including for the development of older people associations; promotion of exchange and sharing of lessons learned through the Regional Network and supporting/facilitating the relationship with government departments.

To some extent, **all HAI/SAFRO staff are involved in the development of the network**. However, over the last two year it has been the **Regional Director who has played a key strategic role in leading the development of the regional and**

country age networks and facilitating high level meetings with governments and other key stakeholders. In addition, the regional office communication's officer has provided on-going support to the age networks in terms of providing information and campaign materials especially for the ADA campaign. The HAI human resource manager provided also HR training and support to the age networks, as have the finance and resource development officers. HelpAge SAFRO has also provided technical support for the development of advocacy strategies in social protection, health, HIV and rights and has supported the programmes of some members of the age networks through regional programmes. **The knowledge and lessons learned from these programmes have been central to the age network advocacy initiatives and their funding has often covered the cost of the network** activities and development.

As already mentioned the recruitment of a Network and Partnership Manager who will focus on supporting the organisational development of the age networks and more specifically on improving their skills and knowledge in policy and programming is welcomed by age network members. This role will also support the work of the SARAN in coordinating advocacy efforts and will ensure the age networks take an active role in regional, and where relevant, international advocacy initiatives. This exposure to regional and international advocacy opportunities is highly valued by the country age networks for the learning this offer but also for the leverage this brings to national advocacy efforts.

HAI has invested in the development of each country age network with a special focus first on Zimbabwe and South Africa and now the rest of the region. In Mozambique, given the limited capacity and the lack of governance and transparency of the FTI network, HelpAge has supported networks of older people's organisations at the provincial level. These are operating separately from the government recognised FTI network and form almost a parallel network. Although, HelpAge has rightly focused on where it could make greater difference to older people, it is important that it makes an effort to work collaboratively with FTI, building on the successful joint advocacy carried out for the development of the national ageing policies. The appointment of a new leader of FTI is giving HAI some confidence that investing in the further development of the age network organisations in Mozambique may prove effective. As mentioned above it is urgent that **FTI is brought into the regional network and can directly benefit from learning** from other locally led age networks.

In conclusion, the role played by HAI/SAFRO in supporting the development of country and regional age networks has been fundamental. Both **government departments and members of the age networks have been positive in assessing the support received. HelpAge** should continue to facilitate; through SARAN, peer learning in organisational development; strengthen the **horizontal accountability** of the network; and support the **development of clear guidance and standards.** The appointment of a Network and Partnership manager in SAFRO is a positive step in this direction.

Peer review could be supported also by a more systematic and long-term programme of **secondments of middle level staff** from one member to another in country and/or across the region. This type of programme, funded by a Norwegian voluntary organisation in Asia, has cemented strong relationship amongst the East Asia HelpAge network organisations.

HAI/SAFRO, through the regional network, should also carry out a **systematic assessment of what capacity needs to be build and what is the baseline** to be able to better plan and budget for the type of capacity which is required and how this can be funded/integrated in other programmatic activities.

As SARAN and its members become more active in coordinating and developing the network, **HelpAge SAFRO could concentrate on providing technical support and thought leadership in** specific thematic areas including both policy and practice.

5.6 The role of governments

With the exception of the emerging network in Zambia, all the others age networks have seen the involvement of the respective Ministries responsible for the well being of older people. The Ministry of Social Development (Dept. Elderly care services) in Lesotho has taken the most active role and convened and chaired the age network in its initial phase, with the support of SAFRO. In South Africa, the Department of Social Development also convened a first workshop to assess how to improve the coordination of the different organisations working with older people in the country. This resulted in the formation of SAAN chaired by the Southern Africa Older People Forum (SAOPF) and supported by HelpAge.

Most governments in the target countries of the region have welcomed the establishment of the age networks as they promote coordination and sharing of knowledge and provide a context within which government and civil society can discuss and jointly address challenges and opportunities of ageing. Age network members also welcome the engagement of government departments as this provides an opportunity to regularly share the challenges faced by older men and women and ask government to address them. Government engagements in the network also facilitates technical dialogue on the development and implementation of policies related to ageing in a relatively "safe space"; although it can bring also with it the risk of co-option and loss of independence. For this reason, it is important that age networks take the opportunity to **influence policy through this dialogue and regularly invite government departments to network meetings but maintain a clear independence from government** and ensure they are able to advocate for the rights of their constituencies and present challenging evidence.

As illustrated by the summary table below, substantial progress has been made in the development of structures and the governance of age networks in the region in a relatively short period of time. However, advances in establishing effective and sustainable systems and processes is still very uneven across the region and targets should be set by country age networks to achieve the minimum standards and these should be monitored by SARAN.

Outputs – Network Development - Structure and Governance in Summary		
Key systems and processes	Score	Who has put in place
Establish Secretariat	5/7	SA, MOZ (FTI), MA, ZIM, SARAN
Agree TORs or Constitution	2/7	MA, LE,
Sign Memorandum of Understanding with government	4/7	SA, ZIM, MOZ, LE
Strategies and plans in place	3/7	ZIM, SA, SARAN
Expand and diversify the membership	2/7	ZIM, SA
Secure network funds from government and other donors	5/7	SA, MOZ, ZIM, MA, SARAN

6. Financial resources

To function networks need funding to cover the cost of secretariat staff and the operating costs of running an office including at times the travel costs for members to participate in meetings. They also need funding for key advocacy and campaign activities, which might include commissioning research and/or evaluation to generate evidence from members' programme as well as providing a platform for campaigning. **Funds for these activities**, especially funds for advocacy activities, **can sometime be included in bigger programmes,** which might also have a service delivery component.

Information on how the age networks are funded was not easily available/accessible for the review, although the majority of people interviewed highlighted that funding for the functioning of the networks is currently insufficient. Nevertheless, **some age networks, like for example the South Africa network and FTI in Mozambique, have been able to attract grant funding for the network and their advocacy work**. In Zambia the collaboration between ageing organisations and the HIV network has generated also grant funding for advocacy activities. The Zimbabwe age network has attracted funds for programmes to be implemented by its members but has not been able to attract funds for the functioning of the network.

It is important to learn from the South Africa and FTI experience on how to seek funds for network development. It is interesting to note that the Secretariat of both these networks are organisations, which are recognised by the government as representing older people at national level and that, despite some weaknesses in the leadership in the past, they have been established for sometime and are relatively well recognised in the country. **Donors are also starting to recognise the importance of supporting the development of network organisation**. For example, the EU has funded the development of age networks in the Southern Africa region as well as in other regions such as East Asia. Other donors are similarly beginning to engage in support for the age networks, for example, SIDA, OSISA, the Carter Foundations, FHI360 and local private foundations.

These donors are interested in the **development of effective networks mostly for advocacy, campaigning, as well as knowledge and resource sharing**; however, others are interested in networks that can manage and subcontract funds to small organisations. This has been a common trend in Mozambique and Malawi and some organisations have been able to negotiate with donors to outsource the grant management component and focus on delivering the network activities including capacity building, knowledge sharing, advocacy and campaigning.

Country age networks should focus on seeking funding for the network development and its advocacy and campaign activities by strengthening their profile as organisations that represent older people in the country and as a legitimate and credible national voice on ageing. They should then seek **to identify and establish relationship with donors with an interest in funding the development of networks** including foundations. In addition, age networks should focus thematically or functionally to be able to **develop stronger propositions** for donors with attention given to well defined results framework.

The Zimbabwe age network has managed sizeable grants implemented by some of its members, which have in part funded its secretariat functions. However, having realised that the management of these grants was diverting its focus away from core aspect of the network they recently decided to **establish separate consortia to manage these projects with regular reporting** to its board. This provides a more transparent and effective structure for programmer managemen**t.**

The Malawi age network is interested in mobilising resource for its network members and giving its Secretariat the role of programme monitoring and quality control. This is an interesting approach, which could facilitate the network role in knowledge sharing

but also risks fostering a main contractor/subcontractor relationship between the Secretariat and network members and transforming the Secretariat into an NGO, which competes with its members. Members of the Zimbabwe age network expressed this concern.

Age networks should focus on developing and managing funding for the development and implementation of network activities including sharing of thematic knowledge and expertise rather than **becoming NGOs that subcontract implementation to their members**. However, they should play a positive role in promoting the work of the network and its members and **facilitating and forming consortia for programme bidding and implementation.**

7. Outputs and outcomes of the age networks

This section of the report focuses on the main outputs and outcomes of the regional and country age networks in relation to: advocacy and campaigning at regional and country levels; knowledge generating and sharing of expertise; and, programme collaboration and coordination.

7.1 Advocacy and campaigning at regional level

In addition to its focus on providing support to the development of country age networks, **SARAN has been actively involved in promoting coordinated regional advocacy initiatives** targeting the Southern Africa Development Community (SADC); the African Union (AU); Pan African Parliament (PAP) and, internationally, the UN working group on the Convention on the Right of Older People and the Sustainable Development Goals. The network advocacy and campaign strategies adopted included:

- Producing evidenced based policy and practice standards;
- Providing information and support to the country age networks on regional and international advocacy opportunities;
- Helping country age networks mobilise government support for ageing;
- Enabling country age networks to participate in regional events;
- Connecting Age Demands Actions campaign at country level with international Action/15 campaign; and
- Participation by SARAN representatives in the World Conference on Healthy Ageing.

Although documented evidence of outcomes of these advocacy efforts was not easily accessible for this review, the key results appear to have been:

- Improvements to the **quality of the evidence produced on social protection** to support advocacy on social protection in individual countries and region-wide;
- **Mainstreaming ageing in the SADC** Civil Society Forum;
- Promotion by **five governments in the region of the Convention** through statements and presence at the UN working group;
- Contributing to ensure that older people and ageing were included in the **SDGs** also though participation in Action/15 campaign; and
- Building a broader **alliance on health and ageing**

In addition, to these outcomes, the coordination of regional advocacy initiatives by SARAN has resulted in **benefits for the country age networks** and their efforts in achieving national advocacy targets. In particular, country age networks pointed out that:

- Stronger advocacy at national level was possible because of the links with the regional and other neighbouring countries advocacy actions;

- All countries in the region acting on an issue at the same time strengthened everyone's action;

- Bringing together regional voices and support to national debates and advocacy efforts strengthened the capacity of the country age network; and

- Opportunities for national members to engage in regional institutions like SADC and the AU were very effective in developing the capacity and exposure of the country network representatives and their ability to lead country level actions.

However, the review has also identified some **missed opportunities** especially in the:

- **Effective use of evidence and research**; and

- **Sharing of information and expertise amongst members** of regional networks and especially the country age networks,

Regional level advocacy and campaigning is one of the most important functions of SARAN. It has resulted in identifiable outcomes, and is highly valued by all its members. **Country age networks see the potential for doing a lot more at regional, continental and international levels** and they would like to see continuing efforts to strengthen regional advocacy strategies, which involves all of them.

However, there is a need to monitor and evaluate in greater depth the approaches, the **outputs and outcomes of the different advocacy initiatives** to assess their impacts as well as draw comparisons and lessons from them. From this review, key ingredients for success seems to have been: entering into coalition with wider civil society grouping; linking directly national country networks with regional and international opportunities; establishing on-going dialogue with governments, SADC, and AU; producing strong evidence; building alliances and mainstreaming ageing in broader development agenda; and utilising the regional and international campaigns to put pressure on national governments.

7.2 Advocacy and campaigning at country level

Country age networks have been also actively involved in advocacy and campaigns on national ageing policies and law as well as on specific thematic areas including income and social protection; health HIV/AIDS and care; and neglect and abuse.

In Mozambique, Malawi, South Africa, Lesotho and Zambia, county age networks have been particularly influential in advocating for the development of new national ageing policies and legislation through on going policy dialogue with governments and, in some cases, with parliamentarians. **This engagement has put them in a strong position to follow up on the implementation and monitoring of these policies**. Success was achieved by: involving other networks including women and human rights networks, learning from each other; and engaging with the public through ADA and media campaigns.

With technical support from HAI, country age networks have been focusing also on social protection and pensions especially in Mozambique, where they have been able to build on HelpAge and partners' programme and research experiences in cash transfer, and in Zambia, where the network is working closely with the African Social Protection Platform. The Malawi and South Africa age networks have also initiated

advocacy work in this area. **Strategically, HelpAge is facilitating linkages between these national country age networks' efforts with the wider social protection movement** and basic income agenda including through the Southern Africa Social Protection Experts Network SASPEN.

Alongside social protection, the regional network strategy prioritises the improvement of access to and quality of health services. This is to be achieved primarily through a more direct programmatic engagement in training of health care staff with funding obtained by HelpAge for a regional health programme. However, developing and promoting standards for age friendly services and the mobilization of older people in the monitoring of these services are also important advocacy and campaign component of this strategy. The Zimbabwe and Mozambique country age networks have been involved in these activities starting with a programmatic focus delivered by members of the networks; whilst South Africa, through the establishment of the health' cluster; has started with sharing expertise within the membership to develop common policy and practice and potentially an advocacy strategy. As in the case of social protection, HelpAge has worked to build alliances for the regional network through the active engagement in the World Congress on Healthy Ageing.

Overall, **country age networks have made significant progress in influencing the development of the national ageing policies and are now engaging, with the support of HelpAge and the regional network, in more specific social protection, health and rights agendas.** The strength that derives from a network approach to advocacy and policy dialogue was recognised by all stakeholders and seen as an important and indeed necessary approach to achieve impact. **Most governments in the region prefer to relate to networks that bring together the voice of civil society especially if they represent the voice of citizens** rather than consulting on policy development and implementation with individual organisations. This is clearly reflected in the interests and the engagements with the age networks demonstrated by most governments in the region and in particular South Africa, Lesotho and Mozambique. **Age networks are also aware that voice and the lobby capacity of the network are much greater than those of their individual members acting alone.** For example in Zambia, where the age network has not developed outside SCAZ in any formal way, interested organisations come together as ad hoc network groups for specific advocacy strategies. SCAZ national coordinator during the interview for this review stated that `with the network we can achieve our advocacy targets faster than if were advocating alone'.

As at the regional level, advocacy and campaign work at the country level is considered central to the work of the networks and the ability to influence national policy and promote behavioural changes. However, more needs to be done to **develop and implement advocacy strategies that are based on a clear theory of change; use effectively evidence generated by research and programmes; provide older people with platforms for advocacy; and involve other networks and broader support.** There are some very strong examples of this in the region but more needs to be done to build on these examples and develop successful advocacy initiative systematically especially in the agreed areas of income, health and rights.

In addition, more emphasis should be given to develop effective strategies for engaging the country networks, and directly older men and women, in **monitoring the implementation of the recently approved National Ageing Policies and Laws**. This area has the potential for advancing the SDGs including the development of disaggregated data by gender, age and disability and should be supported and coordinated more actively by the regional network with the support of HAI.

7.3 Generating and sharing knowledge and expertise

Regional and age networks have conducted studies on the situation of older people to inform their programmes and strategies with a focus on the key gaps and priorities. They have also conducted more specific thematic studies including, for example, on social accountability, poverty and livelihood in older age, Non Communicable Diseases (NCDs), HIV/AIDS and care. These were developed to share knowledge and expertise and to inform evidenced based advocacy at country and regional levels. There is evidence that some of these studies, for example the study on older farmers in Zimbabwe, were used to inform advocacy efforts although overall it seems that their quality and use remain limited.

The review and evaluation of programmes managed jointly, through consortia, or separately by individual members of age networks could potentially generate important learning and knowledge on ageing. While both the Zimbabwe and the Mozambique HelpAge networks have generated interesting learning from programmes, this is an area that is still underdeveloped both in terms of production and dissemination.

Studies and research have also not been made available and shared across the region especially in comparison to other HelpAge supported regional age networks.

The sharing of knowledge and experience has been more consistent through regular regional meetings, bilateral exchanges of expertise and community of practice groups. For example the Zambia age network received the visit and support of the social protection and monitoring and evaluation officers from HelpAge regional office staff based in Mozambique. The Health and Justice cluster groups formed within the South Africa network (SAAN) have been particularly active in generating and sharing knowledge in these areas amongst the members and beyond.

As highlighted above, the Zimbabwe network has conducted research in partnership with universities and is committed to become a strong hub of knowledge on ageing in the country through working with groups of experts in specific areas.

The communication strategy of SARAN addresses knowledge generation and sharing alongside communication for internal coordination and advocacy. The strategy, which is possibly too broad and ambitious, has unfortunately not been used and translated in regional and national plans. Therefore there is a lack of a clear definition and planning for this important area of the work of the network. It needs to be addressed by **revisiting the regional communicating strategy and developing a more, coordinated and joined up effort for knowledge sharing**.

This is a critical function of the network; highly valuable and relevant. More should be done to review and build on successful initiatives; **seek reliable and long term sources of funding for knowledge sharing; develop partnerships with research institutions and other networks; and clarify the role of the network and its specific objectives in relation to becoming a better source of knowledge on ageing and older people**.

7.4 Programme collaboration and coordination

The age networks have the ambition of coordinating programmatic efforts geographically and or thematically as well as promoting programme collaboration amongst their members. Outside the regional and country programmes, which have been funded by or through HelpAge, the review has not been able to identify strong evidence of this. In particular, there **is no evidence yet of a national or regional programme which has been led by an age network member or a group of members without the leadership of HelpAge**.

In other regions where HelpAge has been supporting regional age networks, especially in East Asia and Latin America, this is emerging as an important trend, which demonstrates the maturity of the network and the confidence; trust and capacity that age networks members have developed. **Given the early stage of development of the age networks in Southern Africa it is not surprising** that this has not yet emerged as a strong trend albeit it has been recognised by the members as an important one.

8. Conclusions

The development of the country and regional age networks in the relatively short period of the strategy (2/3 years) has been remarkable. Six country age networks have been, or are in the process of being, established and there is a functioning regional network. These have all great potentials for progressing the ageing agenda in the countries, region and beyond. To ensure progress is sustained all age networks require, to a greater or lesser degree, improvements in governance, coordination and membership development. This could be best achieved through stronger accountability amongst members and with older people.

Although age networks, similarly to other civil society networks in the region, are in their early stages of development, it is recognised by all stakeholders that without the country and regional age networks progress in meeting advocacy targets would be slower and even more challenging. Age networks have demonstrated this in some successful advocacy and campaigning. However, knowledge generation and sharing as well as increasing the resources for ageing, are two key functions of the age networks that have not yet been systematically achieved. Some good practices are developing in these areas and the age networks, with the support and thought leadership of HelpAge, should set clear targets and plans to make progress in these two areas, learning also from other networks including HelpAge networks in other regions.

Technical Proposal for the Southern Africa Age Network Strategy Review 2015

Silvia Stefanoni

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1. Background

In 2012 HelpAge International established a new Regional Office in Southern Africa (SAFRO) with the purpose of expanding and deepening programmes and initiatives to improve the lives of older women and men in the region. This was to be achieved primarily by developing, coordinating and supporting national and regional networks of older people and their organisations. To guide this work, and the relationship between HelpAge in the region and these organisations, SAFRO promoted and coordinated the development of the Southern Africa Regional Age Network Strategy 2013-1015, which brings together country networks of stakeholders in ageing and development from Lesotho, Malawi, Mozambique, South Africa, Zambia and Zimbabwe. These National Age Networks have evolved in different ways and developed their own strategies, plans and targets in line with HelpAge International Global Strategy 2010-15. These plans were consolidated in the Regional Age Network Strategy, which sets more aspirational targets. The South Africa Age Network has also developed strategy 2015-2020.

2. Purpose of the review

With the development of HelpAge International's new Global Strategy 2015-2020, which includes future directions for development of the global network, SAFRO is planning to review the Southern Africa Regional Age Network Strategy in order to:

1. Assess and articulate the progress made towards the implementation of the Regional Age Network Strategy through a review of the implementation of three National Age Network Strategies (South Africa, Lesotho, Zimbabwe and Mozambique) and regional advocacy activities;
2. Identify challenges, lessons learned and opportunities from the national and regional review to inform the development of the next Regional Age Network Strategy; and
3. Facilitate the development of the new Regional Age Network priorities and milestones for the next four years to 2020 and document it (also pictorially).

3. Scope

The review will focus on the assessment of the national and regional network activities and approaches rather than on the direct impact of these activities on the lives of older women and men in the region. Four national reviews will be conducted to assess progress made in the development, implementation and monitoring of the national age network strategies and plans. The outcomes of these reviews will be brought together to contribute to the assessment of progress made at the regional level against the aspirational goals set in the regional strategy. The regional review will also assess the implementation of the network development goals included in the strategy.

The main purpose of the review is to inform and facilitate the development of the Southern Africa Regional Age Network Strategy 2015-2020. This will be discussed and developed by key stakeholders identified by SAFRO at the regional workshop in October. The new regional strategy will be informed also by HelpAge's International Strategy 2020 and by future ageing and development trends in the region. The identification and analysis of future

trends is outside the scope of this review but should inform the development of the new regional strategy. The regional strategy, as well as the national age network review, will inform the subsequent development of national annual or biannual plans and targets.

The review will not be able to assess whether the regional strategy would have been better implemented by a different structure as it cannot ask the counter factual but it will assess how well the national and regional networks are functioning and meeting not only the thematic targets they have set but also their organisational development goals.

In order to assess progress made against the objectives set in the Southern Africa Regional Age Network Strategy and identify future objectives, the review will address the following key questions:

- Are the networks efficiently and effectively achieving their objectives – and how should these change for the future?
- Are the networks functioning efficiently and effectively and are there lessons which could be learned across the networks?
- To what extent are network members satisfied with the support provided by HAI/SAFRO? And to what extend is HAI/SAFRO satisfied with the returns on the investment in the development, coordination and support of the national and regional networks?

More specifically the review will assess the following strategic priorities and questions:

a. Meeting strategic thematic targets

a.1 What is the quality of targets set in the national and regional age network strategies and plans? Including are they supported by a robust theory of change? Are they relevant to the context? Are they specific and measurable? Are they owned? Are monitoring and evaluation systems in place at national and regional levels? Are these robust, relevant and evidenced based?

a.2 How well did the national and regional age networks achieve the targets for each thematic area, which were set at national (measurable targets) and regional (aspirational targets) levels? Which areas over performed and which areas underperformed and why? What were the main challenges? And opportunities?

a.3 To what extent did the implementation of programmes and initiatives led by the national and regional age networks take into account gender, disability, age and poverty vulnerabilities? What were the main challenges encountered in including different vulnerabilities and how can these be addressed?

a. 4 To what extend did the network structure facilitate or hinder the achievement of the targets? What are the main learning points for the future?

b. Informing future strategic thematic objectives

b.1 Which thematic targets are still relevant and important in the country and the region? Which of these support the global targets set by HelpAge's 2020 strategy? Which will require an increased focus and which should be reduced? Which new targets should be set and why?

b.2 How should the lessons learned be reflected in the new targets set at national and regional levels? How should the identified key risks and assumptions be addressed in the future?

b.3 How should the network evolve in the future to improve the achievement of the targets?

c. Managing financial resources

c.1 Where are the core capabilities for financial and contract management across HA?/SAFRO and the network? What are the challenges and the future opportunities? Are there more efficient and effective ways of managing financial resources and contract management across the network and HelpAge?

c.2 Have the national and regional network developed robust funding strategies/plans? With clear priorities and fundraising targets? Are these well researched, realistic, and diverse?

c.3 Have the financial resource targets being met? What were the major challenges and how can these be addressed in the future? What needs to change and what needs to stay the same in raising resources for ageing and development in the region?

c.4 How much has the injection of resources shaped the growth of the network in each country?

c.5 Given future regional priorities what financial ambitions should be set for 2020 at regional level?

d. Developing capacity to deliver

d.1 Have HAI/SAFRO and the networks put in place solid and resourced capacity building plans? Do they have clear priorities and objectives?

d.2 How effective has been the capacity development and deployment through the HAI pan-African communities of practice/working groups?

d.2 Have HAI/SAFRO and the networks being able to build the technical capacity of their members and to effectively deploy the capacity to deliver quality programmes? Have consultants being effectively and efficiently identified and managed to support capacity gaps? What have been the main challenges in this area? What has been learnt across the network?

e. Accountability and communication

e.1 Have HAI/SAFRO and the age networks developed a transparent accountability system? Is this clearly understood and implemented? How could this be improved? How should results be attributed across HAI/SAFRO and the network?

e.2 Howdoes information flow across the networks and HAI/SAFRO? Are the key actors satisfied? How could this be improved?

e.3 Are transparent mechanisms to collect and address feedback in place? How well are these functioning? What could be improved?

f. Impact and sustainability

f.1 Overall what have being the benefits and the challenges of the network strategy? What are the future priorities for the development of the southern Africa network?

f.3 What are the potential threats to the future development of the network and what are the opportunities? How can these be addressed and harnessed to the benefit of older women and men in the region?

4. Methodology

In order to achieve greater depth, produce shared learning and maximise ownership of its outcomes, the review and development of the national and regional age network strategies will be participatory. It envisages the establishment of regional and national steering committees working with the lead and local consultants to support and advise on the implementation of the review as well as providing feedback on the key deliverables.

SAFRO will appoint the committee members and identify three local consultants and/or staff assigned to the review for a period of 5 days each. If staff are identified for this task rather than external consultants, it would be preferable if they are assigned to review a country in which they are not currently working. The local consultants/staff will have the responsibility to work with the local steering committee to gather key documents for the lead consultant, identify together with the national steering group the key informants, administer the questionnaire, conduct the interviews, and document the results of the questionnaire and the interview. The local consultants/staff will be led and supported by the international lead consultant.

In consultation with the regional steering committee, the lead consultant will identify and interview three representatives of relevant international development networks to provide information on the development and functioning of other network models to compare, contrast and learn.

The review will focus on mapping the journey of the development of four national age networks and the regional network, their relationship with older people, their organisations and HelpAge International. It will identify the added value of the different stakeholders, good capacity development models and future priority actions. The review will also aim to assess how efficiently and effectively the Age Networks and HelpAge have implemented the strategies through a review of progress against targets set. It will also explore how the Age Networks and HelpAge have been analysing and monitoring costs against outcomes to assess where possible value for money.

Evidence emerging from the analysis of national and regional documentation, including strategies and plans as well as monitoring and evaluation reports, will be triangulated with the perspectives and evidence generated by the interviews with key internal and external stakeholders.

In each country (Mozambique, South Africa and Zimbabwe) and at the regional level, a group of 7/8 key internal and external stakeholders should be selected for structured interview by the local consultant/staff supported by national steering groups. A smaller number of interviews will be conducted with stakeholders in Lesotho. It would be important to strive to achieve a gender and age balance among the interviewees. These stakeholders could include:

- Key government representatives working with the age network (i.e. SADC for the region and the relevant Ministry for national networks)
- Key donor representatives working with the age network
- Representatives of older people's organisations working with the age network

- The Chair plus at least two members of the committee/partner organisations
- Key HelpAge staff supporting country networks and at regional level 2 HAI board members from the region and key staff in EWCA office

The outcomes of the review will be analysed and presented in a report (max 16 pages) prepared by the lead and local consultants (contributing their national case studies). This will be presented by the lead and local consultants at the Regional workshop planned for the second part of October in South Africa. A draft of the power Point presentation will be reviewed by the Regional steering group prior the workshop and adjusted by the lead consultant. The PowerPoint presentation with the draft report will inform the discussion and the development new regional age network strategy 2015-2020 at the October workshop.

The lead consultant will work with the regional steering committee to prepare the meeting and the outline of the regional strategy. In addition, the lead consultant will prepare the first draft of the new regional strategy after the meeting. SAFRO will then take the responsibility of developing the next draft and finalising the new strategy.

5. Deliverables

Output 1 -   Outline structure of the report and time-line

Output 2 -   Review of the implementation of the national and regional Age Network strategies (report max 16 pages) in PowerPoint presentation form

Output 3 -   First draft of the 2015-2020 Regional Network Strategy

6. Work Plan

1.   Gather and analyze key regional and national documents with the support of the regional steering group and local consultants (**3 days** – 3/4 countries and regional documents)
2.   Interview with selected representatives of other international non- government organization networks and analyse (**2 days**)
3.   Design interview schedule/questionnaire for structured interviews and design outline of the reports (**2 days**)
4.   Validate questionnaire and outline of the country case studies and overall report and brief/support local consultants (**3 days**)
     o   HAI regional office appoint national and regional steering group
     o   Regional steering committee comments on questionnaire via teleconference with lead consultant and further revisions
     o   Select, brief, tele-conference, train local consultants including identify key documents and contacts
5.   Continue analysis of extra key documents gathered by key consultants and review of local consultants national case study reports (**1 day**)
6.   Analyze work of consultants and production of the report (**3 days**)
7.   Outline of the PowerPoint presentation (**1/2 day**)
8.   South Africa regional workshop preparation workshop and travel (**4 days**)
9.   Produce draft regional strategy including a pictorial representation of the network and its future development (**3 days**)
10.   Feedback of Report and draft strategy review of the documents (**1 day**)

Southern Africa Age Network Strategy Review
Country Age Network Case Study

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1. Executive Summary

As part of the review of the Regional Age Network Strategy 2013-2015, HelpAge International Southern Africa Regional Office (SAFRO) commissioned an assessment of the progress of the age networks in its member countries which include South Africa and the South African Age Network (SAAN). The purpose of the assessment was to map the process of the development of SAAN, its relationship with older people, its members and SAFRO. The assessments will contribute to the overall review of regional network and towards the development of a new Regional Age Network. Sydney Machafa conducted the review with technical assistance from the principal consultant Silvia Stefanoni and logistical support from the SAFRO team in South Africa. The assessment used document analysis and interviews with key informants to collect data. 14 documents were reviewed and 8 people interviewed. The results showed SAAN was developing towards its objective although it was facing challenges in coordination. The network was formed in April 2013 as an outcome of a reflection workshop organised by SAFRO and Department of Social Development (DSD) to reflect on the coordination of organisation of working with older people in South Africa. Currently the network has 30 members which include civil society members and government departments. The membership had increased since the network was formed but unfortunately the network did not present records to show how this change had evolved. The results further showed that the purpose of the network was clearly understood by its members. The network structure is composed of the Interim Committee and the Southern African Older People's Forum (SAOPF) board at the top followed by SAOPF as the coordinating organisation, then the network coordinator who currently sits at SAFRO followed by SAAN members and at the bottom of the hierarchy are older people. Thematic clusters have also been formed among the members and currently they are 2, the health and justice clusters. However the network has not yet established direct links with older people and its relationship with the government should be clarified further. The network has a strategic plan, which runs from 2014 to 2020 and was developed after an open, democratic and participatory process. The assessment showed that the network has progressed well in 3 of the 4 objectives in its strategic plan which focus on is on the creation of a network, advocacy and funding. Coordination and communication challenges were presented as major challenges for the network. This was partly due to staff turnover and internal misconception on the role of the network. No capacity building plan was presented and information sharing was mostly from SAFRO to the network and less among the other network members. The network did not have fundraising plan but was successful in securing funds from DMGT (2014), Anglo American (2015) and the EC (2015) through the technical assistance of SAFRO. However the budget of these projects were specific to particular thematic areas and did not cover the operational needs of the network, which means the network, had a resource gap. There was consensus that human resources are available in the network only that a clear system has not been established to tap on these resources. The key outcome of the network was mentioned as being the process of bringing together organisation working with OP in South Africa. The overall view is that the network is progressing well but it should quickly pass the set up phase, which has consumed much of its energy and focus to become a fully operational entity in the future. To ensure this the network review recommended to improve coordination of the network through the setting up of procedures and systems, improve the capacity of SAOPF so that it will be effective in its coordination function, improve communication, decentralise some of the roles of the network to other partners according to their skills and competencies, scale up the model

of clusters to other thematic areas within the network. SAFRO should also continue to guide the process.

2. Purpose and methodology of the review

a. Briefly outline the purpose of the review

HelpAge International Southern Africa Regional Office (SAFRO) is conducting a review of Southern Africa Regional Age Network 2013-2015, which brings together country networks of stakeholders in ageing and development from Lesotho, Malawi, Mozambique, South Africa, Zambia and Zimbabwe. These country age networks developed their own strategies, plans and targets in line with SAFRO International Global Strategy 2010-15 and these have been guiding their operations. As part of the review of the Regional Age Network Strategy 2013-2015, SAFRO commissioned for the assessment of the progress of each of these country networks with the purpose of mapping the development processes of the national age networks, their relationship with older people, their member organisation and SAFRO. These assessments will contribute to the overall review of regional network and the development of a new Regional Age Network Strategy. The report presents a case study of the assessment, which was done to the South African network, the South African Age Network Strategy (SAAN).

b. Who was involved in the review

The review for South Africa led by Sydney Machafa with technical assistance from the main consultant Silvia Stefanoni. The South African team led by the regional representative Necodimus Chipfupa gave logistical support to identify and select partner representatives for the interviews including their contacts and email addresses.

c. Methodology

Document analysis and interviews with key informants were the 2 methods that were used to collect data.

Document analysis (outline documents reviewed)
A total of 14 documents were reviewed. A documents map on the key documents to be reviewed guided the process. The following documents were analysed;
   a) South African Age Network: The Journey
   b) A civil society strategy on ageing in South Africa: a consultative workshop
   c) Guiding Framework for Coordination of Ageing network
   d) SAAN members reporting template
   e) South African Age Network Strategic Plan For: 2015- 2020
   f) Anglo American Chairman's Fund Proposal- Improving Older People's Access to Social Services in South Africa
   g) EC Proposal - Strengthening the voice of older people in South Africa to engage with local government.
   h) Mpumalanga field visit report
   i) Notes of meeting with Gail Ketse from DSD
   j) Grandparents and kin caring for orphaned and vulnerable children
   k) SAFRO meeting with Dr Taole
   l) AFFORD Health Concept Note
   m) Draft workshop report- SAAN strategic planning 18 July 2014
   n) SAAN membership list

Interviews with key stakeholders (include who was interviewed and how the interviews were conducted)

The interviews were held through skype, telephone and questionnaires. Questionnaires were only sent to individuals who could not be available on skype and telephone. 8 people who included members of the network, SAFRO Staff and donors were interviewed. The list of the people interviewed is in annex 1. Each interview took between 30 and 45 minutes depending on nature of the responses. All the responses for each of the interviews were entered into an interview matrix and the responses were then compared to come up with an overall response.

3. History of the development of the network

Describe

a. Date when the network was formed
The network was formed in April 2013

b. Key actors and organisations involved in setting up the network

The network was set up as an outcome of a reflection workshop organised by SAFRO and Department of Social Development (DSD) to reflect on the coordination of organisations working with older people in South Africa. The participants agreed that there was need for a strong national coordinating organization that would mobilize the ageing sector organizations. This resulted in the selection of an Interim Committee with the function to facilitate the establishment of the coordination structure. The following organisations and representatives of organisations were selected into the interim committee:

- Muthande Society for the Aged – Edith Skweyiya
- Sabona Sonke Foundation - Mary Hlalele
- Age in Action – Ingrid Cupido, later represented by Charlotte Fairbridge
- Department of Social Development – Gail Keetse
- Port Elizabeth Association for the Aged and Community Development / Ekuphumleni Old Age Home and PE Service Centre - Peter Mongameli
- South Africa Older People's Forum - Roedolf Kay
- SAFRO – Fortune Thembo
- SAFRO– Necodimus Chipfupa A follow up meeting was organised with the aim of establishing the coordination mechanism

The South African Older Persons' Forum (SAOPF) was nominated as the best placed organization to coordinate the Network. The evaluator thinks the creation of the network was open, democratic and transparency to allow ownership by the members.

c. Has the membership of the network changed since it was established? If so in what ways?
The membership of the network has changed since the network was formed but there was no evidence on this evolution to quantify it. A list compiled in September 2014 showed that the network had 30 members. Two organisations, ELIM and the South African Commission for Human Rights ,which participated in the review joined the network after an invitation from SAFRO when the network had already been formed.

4. Purpose, structure and governance of the network

Review and critique the purpose of the network in terms of clarity of intentions (through an analysis of the documentation) and shared understanding of its purpose amongst internal and external stakeholders (through the interviews)

The interviews and document analysis showed that the purpose of the network was clear and understood by the members. The evaluator thinks this was a reflection of the openness, democratic and participatory process which was involved in its creation. All the representatives interviewed summarised its purpose as of coordinating the collective work of the network such as advocacy and campaigns and the sharing of information on different experiences. For Age in Action it is a platform for which organisations working with older people can share their expertise. They gave an example of how they can share their expertise in setting community structures for older people, social development programming for which they have more cooperative advantage. Sabonasonke also shared the same view when it commented that they used to work in isolation before the network but now they are connected to a number of other organisations from which they can learn. For example the network connected them to Dementia South Africa which later gave them some training on dementia, which has been valuable t, their work. They did not know them before.

Assess if the structure of the network is adequate for its purpose through correlation of interviews and how the structure could be improved

The structure of the network is composed of a board which is made up of the Interim Committee. The interm committee is made up of: Muthande Society for the Aged – Edith Skweyiya; Sabona Sonke Foundation - Mary Hlalele; Age in Action –Charlotte Fairbridge; Department of Social Development – Gail Keetse; Port Elizabeth Association for the Aged and Community Development / Ekuphumleni Old Age Home and PE Service Centre - Peter Mongameli; South Africa Older People's Forum - Roedolf Kay; HelpAge International – Fortune Thembo; HelpAge International – Necodimus Chipfupa Its role is to spearhead the establishment of a strong, effective coordination structure. A steering Committee was later created under interim committee to lead the SAAN agenda and the implementation of the SAAN strategy and operational plans.
The steering committee comprise member organisations of the current Interim Committee selected at the February 2013 meeting, (3) three representatives from the SAOPF who are older persons and additional members from the following, if not already represented: care facilities; community based organizations; the Department of Social Development: Care and Services to Older Persons; and older persons. The Steering Committee meets at least once every quarter to guide the implementation of the SAAN agenda, review progress, elaborate implementation plans and assign implementers for defined projects.The Steering Committee will implement SAAN activities using a project approach, whereby there will be an identified project lead organizations/person who coordinates relevant strategic partners who take part in a particular SAAN project. Where there is a budget, the lead organization may be the budget-holder of the project.The Steering Committee may enter into partnerships and MOUs whose legal standing rests with the coordinating organization and Steering Committee member organizations) and the SAOPF board at the top followed by SAOPF as the coordinating organisation. Under SAOPF is the network coordinator who currently sits at SAFRO. Next are the network members. Among the members there are clusters which were formed which were formed as an initiative of SAFRO to group organisations working in the same thematic areas. Currently they are 2 clusters the "health and justice clusters."
At the bottom are older people and older people's groups. The structure loosely illustrated in the diagram below. However some of the interviewed members were not quite clear on the role of the Interim Committee. There was a strong feeling by others that the SAOPF needed more capacity and human and financial resources to undertake its coordination role effectively. Sabonasonke in particular had strong views that the network needed a strong leadership with 100% focus and always keeping the network

oiled. It said that SAOFP in its current status where it has many other commitments will not do this role effectively consequently the role of a network coordinator was seen as important to cover this gap in the short run. On overall there was a common view that the network started well with a lot of enthusiasm but has been fading of late. The slackening of the activities was partly attributed to staff turnover within SAFRO and misconceptions on the role of the network by some stakeholders. There were suggestions to improve the structure through clarity on the procedures, establishment of functional systems (including internal communication, quality assurance systems, accountability) and training of the key members at all levels which the evaluator also agreed with (DGMT). Generally the structure is simple and efficient way through which the network can function.

<p style="text-align:center; color:red;">SAOPF Board/interm Committee
Steering Committee</p>

<p style="text-align:center; color:red;">SAOPF</p>

<p style="text-align:center; color:red;">SAAN Members</p>

<p style="text-align:center; color:red;">Older men and older women</p>

Describe governance arrangements and assess if these are working effectively in terms of timely decision making, responding to emerging issues, transparency, accountability and clarity of roles and processes of different actors. Suggest ways in which the network could strengthen its governance.

None of the documents which were reviewed showed evidence that the network members were updated on the progress of the network. This was also revealed in interviews when most of the respondents said that they were not up- to- date on what was happening within the network. This can be an indication that the network was still developing its governance and accountability systems. The interviews further revealed that decision making and communication on key issues and opportunities is slow unless it is initiated by SAFRO. This views were strongly put by Sabonasonke which said that timely communication was impossible as network members also work full time on their mandates with less time to focus on the network issues. It reiterated the need for a full time coordinator responsible for facilitating communication.

Explore how the network relates to older men and women and represents them and/or facilitates their voice. Assess the level of accountability the network has to older men and women and analyse key challenges and suggest ways in which these could be addressed to improve the legitimacy of age network.

The network has not yet established direct links with older people at the grassroots. It was not yet known to older people. However it had collectively represented older people when it advocated for reference to older men during the revision of primary health services in the country (Reengineering Department of Health) and when it produced a position paper on access to basic services based on the evidence from studies which had been done by SAFRO and other organisations. Direct links to older people are done by individual organisation as part of their work which they have always being doing before the network was formed. For example ELIM lobbied for reference of older people in the South African HIV/AIDS Strategy. However SAFRO's vision is that the connections to older people should be done through Older Citizen Monitoring groups. A system should be established through OCM which will bring issues affecting older people up for reflection, resolution and programming. This system will be tested through the EC project

5. Financial and human resources of the networks

Describe the funding required by the network and whether the network has been able to raise this funding and if not why not. Analyse the financial resources of the network and how these have been invested/allocated by reviewing budgets if available and/or ask the chair of the network.

There was consensus among the respondents that the network requires funding for coordinating its work, capacity building and to support its advocacy initiatives. The network has been able to secure funding from DMGT (2014), Anglo American (2015) and the EC (2015) since it started. This was largely facilitated by SAFRO. The budget of these projects were specific to particular thematic areas which left resource gaps on other aspects which are important for the operation of the network. A loose analysis on the distribution of the budgets for the 2 projects which are currently running the Anglo American and EC projects showed that the distribution varies according to the objectives of the project. 90% of the Anglo American goes to research its main objective while 61% of the EC project is for the SAAN coordination and management. The share for communication a key activity is less. The analysis is shown in the graphs below. Consequently the network should ensure all its key areas are covered during its proposals to ensure a balanced development.
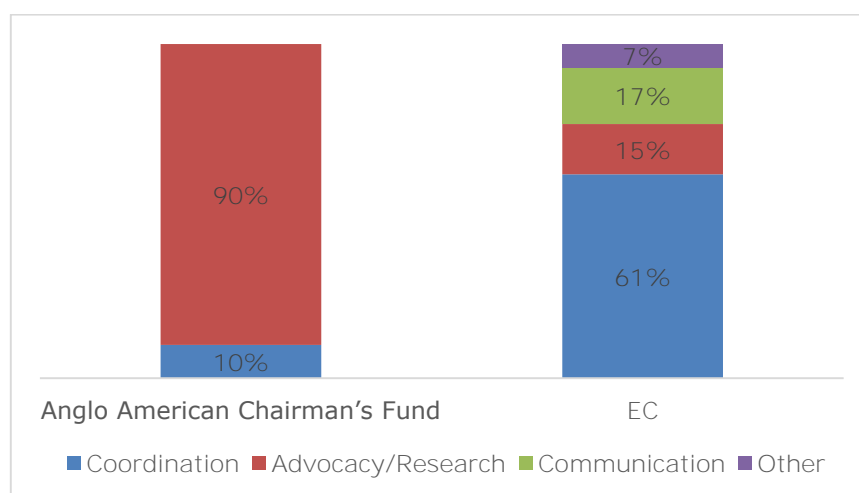
Review also fundraising plans and verify if fundraising targets have been met and if not why. Identify the sources of funding for the network and assess how sustainable these are. Analyse how the financial investment have shaped and influenced the network and

its development by seeking the perspectives of the different stakeholders. Seek the views of the key stakeholders on how the financial resources for the network could be sustained and developed.

There was no fundraising plan in place for the network. The was however an essential document for the network as it could have guided the network to meet the financial gaps for some of the activities in its strategic plan which were not covered by any project. Funding was however seen as important for the sustainability of the network (Sabonasonke and Elim Hlanganani)

> *Investigate the human resource needs of the network and assess if these are available when required? If not seek from the interviews how these could be identified.*

There was a consensus that human resources are available in the network only that a clear system has not been established to tap on them. The network members would provide the human resources. Age in Action for example said that it was readily available to share its expertise in setting community structures and social development issues. Sabonasonke said the training they had with Dementia South Africa is testimony of the existence of skills to improve delivery. Despite this availability the respondents reiterated that SAOPF the coordinating organisation is understaffed. It had only 3 staff members which some thought was insufficient for it to effectively fulfil its coordination function. The work of the health cluster is a good model on how some human resource coordination can be decentralised. Members of the cluster make their own plans, distribute tasks and share information. The model can also be scaled up to other thematic areas to decentralise responsibilities and utilize different skills, which exists in the network.

6. Process

> *Examine the strategic plans of the network if they exist and review the quality of the plans using the checklist below*

>   i. *Contextual analysis with references to regional network strategies and national ageing policies and laws*
>   ii. *Theory of change (including assessment of risks)*
>   iii. *Prioritised objectives (SMART)*
>   iv. *Targets and indicators including references to specific groups (gender, age, disability)*
>   v. *Resource requirements human and financial*
>   vi. *Activities*
>   vii. *Milestones*
>   viii. *Responsible people/organisation*
>   ix. *Monitoring and evaluation*

The network has strategic plan. It runs from 2014 to 2020. It was developed with the assistance of a consultant in July 2014 and picked from the outcomes of 2 meeting, which led to the creation of the SAAN in 2013. The strategic plan has;
> - a situational analysis
> -objectives although objectives 1, 2 and 3 can be made more specific
> - targets and milestones although some were based activities which are not funded
> - a monitoring and evaluation section which spells how and when the monitoring will be done.
> - activities although there are too general

The strategic plan is however not specific on some responsibilities of people and organisations and financial resource requirements. There is also no written theory of change on how it is going to achieve its objectives.

Strategic plan items	Presence	Comments
Contextual analysis	√	
Theory of change	X	The plan does not include a theory of change
Prioritised objectives	√	The objectives need to be more specific
Targets and indicators	√	The indicators are fine
Resource requirements human and financial	X	Is not reflected in the plan
Activities	√	The activities are general. They need more detail and clarity
Milestones	√	Clear and achievable
Responsible people/organisation	√	Its too general. Should be more specific. For example the role of government not clear.
Monitoring and evaluation	√	Need details on responsibility

Assess the quality of planning process by identifying who was involved and key stakeholders perceive this process.

The strategic planning processes had a logical pattern of events which started with a series Interim Committee meetings, followed by the workshop which finalised the plan. Sabonasonke is one of the interviewed organisation which participated in all these meetings. It was also selected into the steering committee. Its view was that there was a lot of depth and open discussions on the way forward and gave the discussion on the strength and weaknesses of SAOPF in undertaking the coordination role as an example. Elim Hlanganani joined the network during one of the meetings which led to development of the plan. Its view was that the process was clear which made it simple for them to cope with the others.

Suggest ways in which strategies and strategic planning processes/reviews could improve

The process can also be improved if it is based on data and evidence, the results of a review process, includes the view of older people and has wider views of all its members

Review capacity building plan or workshop reports and explore in interviews how effective has the network been in developing capacities of its members and in what areas. Include consideration of the community of practice and the use of capacity building consultants.

No capacity building plan was presented on the set of documents which were reviewed from which the evaluator can conclude that it did not exist. However under objective 4 of the strategic the network aims to undertake a skills audit (TNA) of all members and then develop a capacity building programme. Despite the lack of the capacity programme plan desk review and the interviews revealed that some partners received training on human resource management, OCM and communication. There was also training between members through the health cluster. However the trainings did not cover all the partners and there was a consensus among the people interviewed that there is more need for training. The capacity building plan should be known to all partners and should be explained within the context of the theory of change for it to have meaning to them.

7. *Review the effectiveness of the collection and sharing of information within and between the age networks, including the quality of the information and HAI 's role. Suggest how these could be improved.*

Information sharing was mostly from SAFRO to the network and less among the other members of the network. SAFRO through its regional communication department shared information on the Global Age Watch Index, efforts towards the UN Convention for older people and the Age Demands Action campaign and others. The information was up- to- date and of good quality and was shared through emails and publications which were distributed to partners.

1. The review showed that information sharing among the network members occurs under the health cluster where participating partners share information about projects being implemented. In one of the recent meetings ELIM shared its experience and progress in implementing the SADC HIV/AIDS programme. Sabonasonke said that the health cluster was a platform to find solution to implementation problems which improves delivery. Besides learning from others it has also shared its experiences on eyecare. As an attempt to improve the communication partners were trained on the use the social media to communicate their work. However there was a general observation by the respondents that the quality of information being shared should be improve and the evaluation suggest that this could be done through capacity building and the development of network communication plan which will lay out how communication will be done. The network can also continue to tap on SAFRO experience on communication.

Explore the relationship the network has established with key external stakeholders including decision makers and influencers and how relevant and effective these are in relation to the network mission and objectives. Seek from the interviews how these might be improved.

The network is still establishing with key external stakeholders and the relationships are not yet mature as the network is still young and has been focused more on developing its structures. An attempt was made to link with the Older People's Parliament in KZN with the idea of scaling up the concept to other provinces. Links were also made with the Ministry of Settlements to include

older people in one of their housing projects. The network has not independently connected other ageing networks in the Southern African region. The interviews also revealed that the relationship with DSD and DoH is still hazy as the 2 departments are still reflecting on how they will relate with the network. Although the representative of the DSD was not available for the review information from HelpAge staff and other network members interviewed showed that the idea of the SAAN was not welcome by DSD who preferred to work only with SAOPF, which received a grant from the government. Further analysis and comparisons of this view with information from desk review points to the fact that despite a good start with DSD support there was some misunderstanding, which resulted in the loss of confidence on the SAAN.

8. Outputs and possible outcomes of the Age network

Analyse the extent to which strategic planning targets have been met by comparing plans against reviews/reports and evaluations where they exist. Compile a simple table to illustrate this analysis using/adapting the suggested format below according to the relevant strategic plans. (i.e. not all the type of activities would be undertaken by all networks).

Both desk review and interviews with key staff showed that although the targets were not met there was evidence of significant progress to meet them. More progress was observed objective 1 and 2 of the strategic plan while objectives 3 lagged behind.

Under objective 1 a list of organisations which are members of the network are available but it has not been put into a database and still lacks information on physical address of the members and provinces and districts of implementation. Older people's groups have been created and trained at ELIM through the SADC HIV project and are collecting data on the delivery of care services and government grant to older people. The creation of the older people's groups are also part activities of the EC funded project which is currently under way. SAFRO sees OCM as the ideal model to get information on the situation of older people and involve them in programming and policy issues and said will support the network in supporting the groups. However there was no written strategy on how this would be rolled out and the concept is not clear to the members who were interviewed. The network has also not decentralised its activities to provinces. All is still centred at national level

Progress under objective 2 has been at national level where a policy position paper on access to basic services was presented to the South African government. The health cluster has also been active on reflecting on health issues affecting older men and women but is still to produce some policy deliverables. Studies on health and abuse were also commissioned to collect evidence for advocacy. However there is need to improve the quality of studies and involve of all network members in the planning to allow ownership

Objective 3 was the least achieved. The network was mostly concerned on setting up to focus on regional engagements. There was however participation in the Word Healthy Ageing Conference in Pretoria, SADC CNGO conference in Botswana. These has been through SAFRO push rather than the initiatives of the network coordination efforts.

Objective 4 was partially met as 3 proposals were funded (DMGT, Anglo American and EC) and some partnership assessment were done to some of the network member.

Explore with interviews their perceptions of the most important outputs and outcomes and seeks their views on the evidence of these. Seek explanations for objectives that have not been met or partly met and what improvements can be made.

All people interviewed mentioned that bringing together organisation working with OP was a key outcome of the network despite the challenges it faced in setting up. The reasons, which were given for not meeting some of the targets, were staff turnover and poor coordination. In relation to staff turnover there was a new board and chief executive at SAOPF who was not present when the network was formed. There were also staff changes within SAFRO. DMGT mentioned the lack of clear systems and procedures on how to do different tasks. There was also an internal confusion. There were questions on the role of HelpAge among some network members. It seemed for them that HelpAge wanted to take the secretariat role an ideas which was not welcome by other network members. This started when the coordinator of SAAN was housed in the HelpAge's office. This affected trust. The confusion was also felt by the donor and resulted in the loss of funding after a poor proposal was presented to the donor.

This could be improved by better coordination and more shared understanding of the objectives of the network.

Investigate interviewees understanding of value for money and evidence of how the network addresses this area including how well the plan have been coasted and the extent to which this is reflected in the budget (activity based budgeting).

The members did not have information on the operational management to give an answer on the value of money. One respondent however thought there was no value for money as it was costly to bring together all partners in the country and suggested that this could be through decentralising the function of the network to provinces.

Seek interviewee's perceptions of the value added of the network for their organisation and for older people
No value has been added yet as the network is still setting up but there were high prospects

9. Conclusion and future direction

Based on your analysis and feedback from interviewees how can the network be strengthened in the future and what are its options for progressing the older people' s agenda in the country. Outline also what might be the role of HAI and other stakeholders in this process. How can it be strengthened

On overall the network is progressing well but it should quickly complete the set up phase which has been the focus of the network. However it should;

1. -Improve coordination of the network through the setting up of procedures and systems. Attention should be given to build the capacity of SAOPF so that it will be effective in its coordination. A full time role should also be created within SAOPF oversee the activities of the network.
2. -Improve communication and keep all members up-to-dated on the progress of the network
3. decentralise some of the roles of the network to other partners according to their skills and competence
4. Scale up the model of clusters to other thematic areas
5. start to connect with other networks within the country and outside. The evaluator sees the potential as having potential to take a central role in advocacy

issues in the country, region and internationally through connecting with other networks within the country and outside

6. SAFRO should continue to guide, share necessary information and build the capacity of the network. Two of the people interviewed said they should do it with commitment and boldness as their reputation would be at stake
7. The government which already gives grants to the partners through DSD should support the network to ensure that it is coordinated

10. Annexes

Annex1: List of people interviewed

1. Marian Gotha – HelpAge
2. Mary Hlalele – SABONA SONKE/SAAN
3. Janet Duffield – HelpAge
4. Gail Ketse – DSD
5. Jacob Skhosana – SAOPF
6. Leonie Sampson – Former DGMT
7. Advocacte Malatji and Omolara Akintoye –SAHRC
8. Molly Baloyi – Elim

Annex 2: Progress on strategic plan

Strategic Plans			Annual reports/evaluations	Interviews
Type of activities	Objectives	Targets	Met/part Met/Not met	Commentaries
Identify all civil society organisations working in ageing in South Africa and what they do.	To ensure that the South Africa ageing network is strong and well-coordinated.	A comprehensive database of civil society organizations working in ageing is set up and accessible to key stakeholders.	Part met	There should be guidelines on how to incorporate new members
Carry out regular meetings with stakeholders at all levels.	To ensure that the South Africa ageing network is strong and well-coordinated.	At least 4 meetings are held at provincial level and 2 at national level, to	Part met	Meetings currently at national level. Provincial coordination also need to start
Influencing policy and practice	To ensure that the South Africa Ageing Network has the capacity to carry out advocacy for the rights of older people in South Africa	Policies and programme on health and abuse/protection implemented.	Part met	No new polices were implemented but there was reflection on the inclusion of older people in sector poicies
Collect data on older persons issues from all levels	To ensure that the South Africa Ageing Network has the capacity to carry out advocacy for the rights of older people in South Africa	Provincial trainings held in all the 9 provinces	Part met	Capacity building on OCM approach to all partners and expand the activities to other members and provincws
Providing external stakeholders with information on ageing	Take part in regional and international forums in order to influence regional and international policies and programmes	Take part in least 2 key regional and international forums to influence policy and programming that benefits older people.	Part met	SAF facilitated the participation. It was not the initiative of the network

Joint research	To ensure that the South Africa Ageing Network has the capacity to carry out advocacy for the rights of older people in South Africa	Policies and programme on health and abuse/protection implemented.	Met	There is however the need to improve the quality of the research
Older person's desks are established in each Premier's Office	To ensure that the South Africa Ageing Network has the capacity to carry out advocacy for the rights of older people in South Africa	OP desks have an adequate budget vote to implement issues raised by OP at local level.	Not met	Had no funding
Undertake a technical needs assessment (TNA) in respect of member organisations	To facilitate the ability of member organisations rendering services to older persons to cope with the developmental discourse in South Africa by 2020.	Trainings on capacity building held for SAAN members linked to the Technical needs assessment (TNA)	Part met	The training did not cover all the members
3) Link SAAN members to funding opportunities and secure funds for programme implementation	To facilitate the ability of member organisations rendering services to older persons to cope with the developmental discourse in South Africa by 2020.	Successful funding proposals developed for SAAN activities	Part met	SAFRO led in the development of the proposal

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Executive Summary

The case study report presents an analysis and findings from a qualitative research conducted during the period from the 21st to 25th of September 2015 in Zimbabwe. The findings will support the Southern Africa Age Network Strategy Review 2015.

A total of 8 stakeholders who are part of NANZ (National Age Network of Zimbabwe) were interviewed namely the Ministry of labour and Social Welfare (Older Persons Board), Zimbabwe Older People's Organization , HelpAge Zimbabwe, Community Center for Development Solutions, Elizaberth Chanakira Cancer Trust, Island Hospice Healthcare , Zimbabwe Farmers Union and Agritex . They were interviewed with a purpose to better understand the relationship they have with the Age Network, their perspective and seek their views on how the network can improve in the future to become more effective in responding to the needs of older men and women.

Key findings
Like any other country in sub Saharan Africa, the population of older people in Zimbabwe is increasing. Current statistics show that 5,8% of the population in Zimbabwe is 65 years and above. However this growth is not followed by good living conditions . Among many problems that older people are facing include: Retrenchment without pensions, forced to pay taxes on residential property, purchase of burial ground, No pensions for those who worked in the informal economy, No consideration for supporting their livelihoods, Marginalised and not fully represented in decision making bodies of governance

Amidst these problems, civic and public organizations came together in 2012 and formed a network known as NANZ (National Age Network of Zimbabwe) aimed at advocating to the Government and civil society as a whole to address ageing issues.

Achievements

- NANZ was created in 2012 and it is now known as legal network(officially registered in 2015).

- The number of stakeholders grew from four in 2012 to twelve in 2015.

- The network raised the voice of older people to GVT and civil society in three different occasions (International older people's day, World Health Day and World Abuse day).

- Through direct projects implementation there is some good evidence gathering which may be able to feed into advocacy aimed at influencing policy/practice changes.

- The network increased its vision to including civic organizations from an intergenerational perspective.

- The holistic approach will maintain the stakeholders autonomy and create an opportunity for funding and increase research on ageing issues.

Weakness
- The network has not established contacts with private sector and human rights organizations which could bring further strength.

- The network (may be because of its age) has not carried out a successful advocacy activity aimed at influencing police changes.

- Absence of a detailed NANZ strategic document common to all members .

Recommendations
- NANZ should broaden its vision to include human rights organizations and private sector.

- They need to reach to a further level of advocacy/influence policy changes by stimulating national debates .

- Bringing the public sector into the network may be seen as an achievement but also a challenge at the same time. They need to find a balanced way in order for it to be stronger at advocacy strategy.

- Explore other networks to which other stakeholders belong to in order to increase funding opportunities and visibility .

- Other Social platforms like UN, AU and SADC which Zimbabwe is a signatory /member should be engaged to influence policy changes/practices .

- Improved coordination and capacity building to its members is key for the success of the network.

1. Background

This report presents analysis and findings from a qualitative research case study conducted during the period from 21 to 25th of September 2015 in Zimbabwe . The findings will support the Southern Africa Age Network strategy Review 2015.

Help Age International's Southern Africa Regional Office (SAFRO) supported the development the Zimbabwe Age network strategy which had been in place for two years (2013 -2015) and now needs to be reviewed.

A total of 8 stakeholders who are part of NANZ (National Age Network of Zimbabwe) were interviewed namely Ministry of labour and social welfare (Older Persons Board Chairman), Zimbabwe Older People's Organization (ZOPO), HelpAge Zimbabwe, ECCT, IHH, Zimbabwe Farmers Union(ZFU) and Agritex out of 9 members of the network. Nango and its donors were not interviewed because they were involved in professional commitments. However the questionnaire was shared with them and hope that they will fill in with information and send back in time for the report.

2. Purpose and methodology of the review

     a. Briefly outline the purpose of the review

With the development of HelpAge International's new global strategy 2015-2020, which includes future directions for the development of the global network, SAFRO is planning to review the Southern Africa Age Network Strategies in order to :

     1 Assess and articulate the progress made towards the implementation of the Regional Age Network Strategy through a review of the implementation of three national Age Network Strategies (South Africa, Zimbabwe, and Mozambique) and regional advocacy activities.

2 Identify challenges, lessons learned and opportunities from the national and regional review to inform the development of the next regional Age Network strategy .

3 Facilitate the development of the new Regional Age Network priorities and milestones for the four years to 2020 and document it.

b.   Who was involved in the review

Eight stakeholders of National Age Network of Zimbabwe (NANZ) namely
Centre for Community Development Solutions (CCDS)
Zimbabwe Older Peoples Organization (ZOPO)
Older Persons Board
HelpAge Zimbabwe
Elizabeth Chanakira Cancer Trust (ECCT)
Zimbabwe Farmers Union (ZFU)
 Island Hospice Healthcare   (IHH)
Agritex

c.   Methodology
i.   Document analysis (outline documents reviewed)

Basically a desk study was made and the following documents were reviewed:

Zimbabwe Age Network Strategy Paper (2012 -2015)
HelpAge International Southern Africa Regional Age Network Strategy (2013 -2015)
The National Age Network of Zimbabwe annual Report (2014-2015)

ii.   Interviews with key stakeholders (include who was interviewed and how the interviews were conducted)

A three days field visit was conducted to the following key stakeholders:

Older Person Board (an arm of the ministry of social welfare) represented by Mr Jonathan Mandaza.
Zimbabwe Older People's Organization (ZOPO) represented by chairperson, Mrs Rudo Tenenga
Elizabeth Chanakira Cancer Trust (ECCT) represented by Assistant project manager, Mr Clement Manika
Island Hospice Health care (IHH) represented by grants and programme manager, Mrs Loura Sibanda and Financial controller, Mr Elias Masendo.
Zimbabwe Farmers Union (ZFU), represented by Microfinance and projects officer, Mrs Teresa Makomva and Commodities officer, Mr Maponde Elimon
Agritex represented by deputy director, Mr Mudefi
HelpAge Zimbabwe, represented by Programmes manager, Mr Adonis Faifi
Center for Community Development Solutions, represented by coordinator, Mr Marck Chikanza.

All the interviews were organized formally in their respective offices following the itinerary which was arranged by CCDS resulting from the appointments made except for CCDS representative who was absent on professional grounds but they were able to fill in the questionnaire and sent to the field consultant. It should be emphasised that informal meeting was arranged with CCDS representative before his mission. Logistic arrangements including accommodation, transport to meet the respondents and communication were arranged by CCDS staff members.

It should be noted that given the fact most of the respondents are still new to the network the questionnaire was not fully utilized and thus many questions were left

unanswered, but the draft report gives some useful elements in terms of setting up of the network, progress made, challenges and the way forward.

3. **History of the development of the network**
   Describe

   a. **Date when the network was formed**

The National Age Network of Zimbabwe (NANZ) was formed in 2012 as a strategy to bring together various organisations that are either directly or indirectly working with older persons in the country or have an interest to work with older persons. The major strategy adopted by NANZ is delivering its mandate by addressing ageing issues throughout the ageing process, which is from birth till later life. This was upon realisation that major issues that affect older persons are a result of decisions made by themselves, family members and in most cases government as they deal with day to day issues that affect ordinary citizens.

   b. **Key actors and organisations involved in setting up the network**

During the setting up of the network, it was composed of the following actors and organizations:
Centre for Community Development Solutions Trust (CCDS)
HelpAge Zimbabwe
International Business Solutions (IBS)
Zimbabwe Farmers Union
The Ministry of Agriculture, Mechanisation and irrigation Development
Ministry of Health and child Welfare

   c. **Has the membership of the network changed since it was established? If so in what ways?**

The membership has increased from four in 2013 to 12 in 2015.The membership of the network changed since it was established to include more other stakeholders with a view to increase and broaden its vision in addressing the needs of not older people but putting at centre its main attention on ageing matters which is developmental i.e when the network talks of age matters it is not only older people but up coming generations.
That 's why the network expanded its membership to include the Beat organization (**Bear feet Education Africa Clast**) to consider education matters for children.
Elizabeth Chanakira Cancer Trust (ECCT) with an understanding that cancer does not only affect older people but other age groups. The thematic areas covered include nutrition and health awareness education for all ages.
Island Hospice Healthcare (IHH) which provides palliative care across the board that is focussing its attention to special population groups including the aged.

4. **Purpose, structure and governance of the network**

The NANZ is a coalition of government relevant departments and civic organizations working in many segments but all sharing the common understanding that ageing is universal and therefore it need to be prepared across all the age groups so that they can have a dignified and healthy life. Therefore during its set up, the Members indicated a plethora of expectations :-
   • To benefit from funding that comes within the network

   • Networking opportunities within the group.

- Opportunity to collaborate with members who have similar interests.

- Capacity building trainings that could benefit more individual organisations especially outside NANZ.

- Working together as one voice not in a competition but just to acknowledge that they can work putting on agenda key issues as affecting ageing population.

In meeting these expectations the network even without hearing from the people, initiated stages like resolutions for older people universal pensions; older people's representatives in parliament to represent older people issues and harmonization of age being regarded as older people. From the background there is a common understanding old age starts at 60. Moreover Zimbabwe is a member of AU, UN and SADCC where age of 60 is accepted. Contrary to that the GVT through its act recognizes age at 65 + in contradiction of the Zimbabwean Constitution which is the supreme law only recognizing older people at the age of 75+.

Besides this among other problems that OP are facing includes:
1. Retrenchment without pensions
2. Forced to pay taxes on residential property
3. Purchase of burial ground
4. No pensions for those who worked in the informal economy
5. No consideration for supporting their livelihoods
6. Marginalised and not fully represented in decision making bodies of governance

In a nutshell, the network seems to be quite clear in its objectives in driving matters to the Government.

The fact the network grew in number from 4 organizations when it was up in 2012 to 12 shows how interested are the networks to come and work together to take forward ageing issues in a holistic approach.

The network does not only include the civic organizations but has moved further to include the public sector. This partnership between public and private sector in itself is a strength and this may convince the GVT to come in and take the ownership.

In terms of its purpose the network covers most of thematic priorities set in HelpAge International strategic approach. However given the fact that the strength of the network to successfully drive the advocacy strategy at all levels is based by rights principle, the structure should make a step further to include human rights organizations.

NANZ started operating in 2012 and this year it was registered as an official network to represent ageing interests. As far as it concerns, the network has put its "home" in order in terms of governance structure and all the legal structures that it needs to respond to emerging issues. What the network needs to do is to move further to higher level in terms of advocating. This is the opportunity that the network has at hand to advocate more for the rights and influence policy changes for older people as well as making sure that the GVT recognizes the aged and their rights are respected as well as putting infrastructures that are age friendly. CCDS who is the coordinator of the network through the monthly meetings should be able to communicate and engage more the stakeholders by sharing information and regular follow up on issues

raised by its members. In doing so, they will guarantee transparency and accountability which is key to strengthen the network.

5. Financial and human resources of the networks

NANZ, given its age (only legalized this year), has not been able to raise funds for the network to operate to its capacity. There are some stakeholders within the network that have clear visions to embark on advocacy in ageing issues starting from evidence gathering but have not been able to do so given financial constraints. Currently there are 3 programmes running in Zimbabwe including the SADC- HIV, BHOPA and livelihoods programmes. These have brought in huge sums of money given the age of the network However there are opportunities which can be maximized from the network. There are some stakeholders within the network who belong to other regional networks. This is the case with IHH belongs to other regional network of palliative care (APCA with headquarters in Uganda and HPCA in South Africa) and ZFU belongs to Southern Africa Confederation of Agriculture Union. These links can be extended sort of making a " spider web" with fillers that are going out. When it comes to funding opportunities it is easier for the network to apply for funds together.

The human resource needs was not fully exploited in this review but the meeting with key respondents had little doubt that the network has human resources with some skills and these can be used as background and reviewed as funding gap is reduced.

Strategic Plans			Annual reports/evaluations	Interviews
Type of activities	Objectives	Targets	Met/part Met/Not met	Commentaries
Influencing policy and practice	MOU between Runde Rural District Council and NANZ to operate in District wards	???	Met	Network members operating in the district without negotiable process
Campaigning mobilising older people	World Health day; World Abuse day; Older people's day	3	Met	Raised awareness for the need to pay attention to ageing
Providing external stakeholders with information on ageing				
Joint research	Training on	1	Met	Special attention to the

	geriatric palliative care			aged
Joint programming				
Joint bidding for funding				

6. Conclusion and future direction

From the interviews it is clear by registering NANZ as a national network, they have put the house in order in terms of governance and legal structures that are needed. However there are critical issues which I feel need to be considered which may bring a strength to the network:

1. What the network needs to reach a further level of advocating/ influencing policy changes by stimulating debates at national level. This can be done by strengthening the partnership between private and public and get hold on GVT to come in and take the ownership.

2. One of the major issues raised was the absence of a detailed NANZ strategic document common to all members. They were visible signs of lack of common understanding of NANZ existence and how organisations can contribute to ageing issues in the country. Regardless of the fact that members were fully aware of the projects that the network is implementing, their contributions to the network seemed to be twined more towards existing funded projects more than to issues affecting older persons in the country.

3. Also highlighted as a specific challenge or weakness is the inexistence of a relationship between the older persons board and the NANZ. It was clearly highlighted that NANZ has some good relations with some of the board members, but does not have a relationship with the board itself. It was also highlighted that this was not only a NANZ challenge but also a weakness within the board which does not seem to be ready to engage with civic society as there are a number of negative predispositions and connotations common in doing so mostly by government departments and boards such as the older person's board. This is in itself poses challenges to NANZ as the board is a conduit through which development partners seek to engage the Ministry of Public Service Labour and Social Welfare.

4. Some members felt that NANZ was incapacitated both in terms of financial and human resources. As expressed by members, this was observed through limited geographical coverage on projects that address ageing issues in the country. However, this reflects as well on the limited understanding of NANZ operating modalities were it is not judged by projects that come through the coordinator of the Network which is the Centre for Community Development Solutions (CCDS) but by the performance of individual members especially in their mainstreaming of ageing issues mainly in projects that are directly discharged by individual members without the involvement of other network members. Given limited donor funding, some members joined the network with the hope of easily receiving funding. This seemed common in members who are either new in the development sector or who have in adequate capacity to raise

resources on their own. The inability to raise resources by individual members has a huge spill over effect to the operations of the network as ideally, members are expected to resource mobilise on their own to either directly address or mainstream ageing in their developmental work, which will be a sign of successful capacity building by NANZ either way.

5. Some network members felt that the position and role of CCDS in the network needs to be clearly defined. Concern was around the coordination role of CCDS in the network and at the same being the coordinator of the network leading to limited opportunities for other network members to also implement activities within the network.

6. Human resources was also highlighted as a key challenge within NANZ secretariat both in terms of capacity of existing members to continuously advance ageing issues as well as in terms of numbers. Members cited that NANZ secretariat is understaffed, hence making it difficult to discharge NANZ and CCDS specific duties at the same time. Key issues cited include the abuse of older persons, failure by government to provide social security for older persons which members felt they need adequate engagement, follow up and more frequent reporting back by NANZ secretariat.

Way forward

1. One of the key issues raised is organising a Strategic Planning seminar that will see a strategic document based on common understanding of how the network should address ageing issues in the country.

2. There was also suggestion to invest in a lot of research work that will form the basis of the networks future projects and activities. The members felt it will address key issues that affect older persons.

3. Some members felt that there is need to increase the number of organisations that participate within the network. They felt that having more members will enhance NANZ mandate through various partners in different parts of the country who are able to deliver and mainstream ageing issues in their developmental work.

4. Fundraising for the network was also highlighted as a key area that need urgency given the current limited resources within the network.

5. The secretariat (CCDS) should concentrate with engaging and creating linkages with stakeholders at national level and allow network members to engage with community members.

6. There was also suggestion to increase NANZ visibility to the board as well as providing resources for the board to be functional such that it is able to engage and work closely with civic society organisations.

Role of HAI and other stakeholders in this process.

1. Other regional networks which the stakeholders belong to should be further exploited and link them to Age network for funding opportunities and take ageing agenda in a holistic approach.

2. UN, AU and SADC should also be used as other platforms for advocacy especially to countries which are members/signatories (like Zimbabwe) to influence policy/practices.

3. In my opinion, SAFRO/HelpAge International should invest in building capacity and supporting in the mobilization of resources for country networks to fully operate, organize exchange visits between country networks, carrying out researches on specific thematic areas and sharing more information on ageing with country networks as opposed to opening country offices.

Annex 4

Southern Africa Age Network Strategy Review
Country Age Network Case Study – MOZAMBIQUE
DRAFT- Oct 12,2015

1.   **Executive Summary**

The purpose of this case study is to review and document - specifically for Mozambique - progress made towards implementation of the national Age Network Strategy in order to contribute to the development of the new Southern Africa Regional Age Network Strategy for the upcoming four years. Data were collected through document study and interviews with relevant internal and external stakeholders.

Development of the national network: Currently Mozambique has a national organisation formally representing older people's associations, the 'Forum da Terceira Idade'-FTI. Simultaneously HelpAge country office fulfils a number of network functions through projects, in partnership with older people's associations. This study describes and analyzes how FTI and HelpAge function, how they relate to each other and what perspectives exist for the future.

HelpAge International has worked in Mozambique since 1988, partnering with local organisations and the Government to improve older people's life. FTI was formally established in October 2001 with the primary objective to create a network of all institutions working with and for older people. As part of its development strategy HelpAge International has supported FTI since 2003, but institutional growth of FTI has shown ups and downs, with internal governance, communication and strategic planning being major challenges. Mozambique is represented by HelpAge country office in the Regional Age Network. FTI is not part of this regional network.

The network: purpose, structure and governance. Guided by the HelpAge's global themes of interventions, the national strategy seeks to *"..... support a growing network of organisations to improve their work with and for older men and women"*, with FTI and PSCM-PS being considered "*key national partners"* and affiliates are encouraged to increase their leadership role in national level regional networking. However, the HelpAge Mozambique 2013/14 annual report mentioned limited progress on expansion of the network.

HelpAge and FTI come close in regard to the **declared** purpose of their organizations; both organizations strive to improve living conditions and guarantee older people's rights. But there are significant differences on strategy and activities between the 2 organizations.

FTI, has the legal status of an association, with the required governing bodies elected and in place. FTI has 30 registered member-organizations, mostly urban based and unequally distributed over the country. Participation of member organizations in FTI's governance was appointed as a severe weakness of the Forum. Renewed leadership at FTI gives rise to some optimism for much needed improvements in governance issues.

HelpAge in Mozambique reflects the structure of an International NGO (INGO): the country office is accountable to the regional and global secretariat of HelpAge International. Apart from HelpAge affiliates that participate in regional network actions, there is no formal structure or mechanism established to give older people a say in the organization at national and regional levels. HelpAge has started, but not yet concluded a transition process to a national organization. The creation of a local board or consultative committee can increase HelpAge legitimacy while preparing the setting up of a local organization.

Both FTI and HelpAge regularly seek older people's opinion on their economic and social living conditions, as well as on the way their rights are respected and complied with. However, formal mechanisms to involve older people are limited.

Mozambique has advanced legislation on gender equality, although cultural practise still very much define gender issues and hinder equality. Data found on women's participation in political and representative organs, are not age-specific.

Financial and human resources of the networks: FTI has encountered serious constrains to finance its program, particularly networking activities. Donors have not responded positively to requests for funding since they lost confidence in the organization's accountability. HelpAge country office has been able to gain relevant funding from different sources. However, funding constraints have influenced the organization's holistic approach and reduced flexibility in program implementation.

Processes: HelpAge Mozambique does not have its own National Network Strategy; the regional network strategy has been the foundation for national network activity planning and implementation. FTI's strategic plan is outdated and currently under revision.

HelpAge, FTI and the Government referred that they have good working relations. Government needs to work with both the national and the international network. But HelpAge is also aware of the risks of working closely with

Government. HelpAge and FTI can strengthen their position in relation to Government by increasing coordination and sharing goals and strategies.

Networking is impossible without communication. But communication is still a very weak point in FTI's practise. HelpAge is doing better when it comes to visibility and quality information dissemination among members and stakeholders, but there is space for improvements in consistency and reach.

Conclusions:1) the use of networking as a development strategy seems still to be in an initial stage in Mozambique, 2) the national network FTI is very weak, both in regard to its institutional capacity as in relation to program implementation, 3) at the moment, FTI does not comply with the minimum requirements to represent the country in a regional network, but HelpAge country office representing Mozambique in the regional network, is also not an ideal situation. Affiliate organisations can take on that function on a temporary and rotating base.

For the future: FTI has to change in all aspects to become a trustworthy network organisation. HelpAge has to work in the direction of becoming a provider of capacity building services to a national network and local older people's organisations. SARAN should intensify its efforts to stimulate communication and exchange of experiences between country networks, promote joined research and planning and influence policies at all levels.

## 2.	Purpose and methodology of the review

<u>Purpose of the review</u>
HelpAge International Southern African Regional Office (SAFRO) is in the process of reviewing its Regional Age Network Strategy. In this context a review of the implementation of three National Age Network Strategies will be undertaken, being Mozambique one of them.

This review will - specifically for Mozambique - assess and document progress made towards implementation, identify challenges, opportunities and lessons learned in order to contribute to the development of the new Southern Africa Regional Age Network Strategy for the upcoming four years (till 2020).

The review will focus on the assessment of national network activities and approaches rather than on the direct impact of these activities on the lives of older women and men in the country.

Therefore the review will address the following key questions:

- Is the country network efficiently and effectively achieving its objectives – and how should these change for the future?
- Is the network functioning efficiently and effectively and are there lessons which could be learned?
- To what extent are network members satisfied with the support provided by HAI (and indirectly by SAFRO)? And to what extend is HAI satisfied with the returns on the investment in the development, coordination and support of the national network?

<u>Who was involved in the review</u>
The country review for Mozambique was done by a consultant who received guidance and support from the regional consultant and Regional Steering Committee members. Selection of partners and stakeholders for interviews was done in consultation with the Mozambique HAI country coordinator.

<u>Methodology</u>
i.	Document analysis: in line with the scope of this review, document selection focussed on the creation, growth and functioning of the network in Mozambique. However, in order to understand the regional context, and the contribution Mozambique is expected to deliver to the Regional Network Strategy, documents produced at regional level were also consulted and included in the analysis. A complete list of consulted documents is presented in annex 1.
ii.	Interviews were held with representatives of the national network organization Forum da Terceira Idade (FTI), a staff member of HelpAge country office and with 2 key stakeholders (MASC and AGIR). Two affiliated organizations were interviewed (APOSEMO and VUKOXA) as well as the Beira based partner organization ASADEC. The Director of the Older People Department at the Ministry of Gender,

Children and Social Action (MGCAS) was also interviewed. In Annex 2 we present the list of people interviewed.

The interview guide composed by the regional consultant was followed in all interviews with the necessary adaptation to the background and expertise of the interviewees.

3.   **The development of the national network**

Setting the stage
Before going into the details of older people's network functioning in Mozambique, it may be helpful to set the stage, i.e. to make clear what is our understanding of the reality of the Mozambican network today. One could argue that there are currently in Mozambique two older people's network organizations. There is the HAI country office fulfilling an important number of network functions at national and regional level, such as dissemination of information, coordination of activities around older people centered programs and setting up lobby and advocacy actions.

On the other hand, we find the "Forum da Terceira Idade" (FTI), which, despite its more than 15 years of existence, can still be characterized as a network-in-the-making of national older peoples associations. The two organizations share values and objectives and work together in campaigns and advocacy activities, but they are very different in terms of organizational structure, resources and institutional capacity.

Given this particular situation, this country study will consider the national network FTI and the HelpAge country office as two interlinked and complementary networks, with shared values and goals, in different stages of development.

The specific questions we will try to answer are:
   - how does FTI function today and how does HAI currently work with this national network?
   - how can that national network be motivated to join the other country networks in a functional regional network?
   - how should HelpAge International relate to such a national network when it is fully operational in country? What kind of leadership is required and how can the Age Network in Mozambique be developed and strengthened in the future. What is the role of HAI, of the Government and FTI?

In the following section we will briefly describe how the network was formed and how the two organizations (FTI and HelpAge Mozambique) evolved over time.

History of the national network
FTI was formally established on October 25, 2001 and had its statutes published in the Government Gazette (Boletim da República) of February 13, 2002. The organization had 30 registered members in 2013[1]. The Forum defines itself as a network of non-governmental, national and international organizations working with and for older people. FTI's first objective is to create a network for communication, information and exchange of experience of all institutions that work with and for older people. FTI further seeks to strengthen and empower non-governmental membership organizations, so that they acquire skills and knowledge to act in defence of the interests of older people. Advocacy as such does not appear as an objective, but FTI declares that it will defend the viewpoints of its members in discussion with government institutions.

HelpAge International has worked in Mozambique since 1988, partnering with local organisations and the Government to improve older people's access to healthcare, social and financial security and protect them from injustice and abuse. HelpAge Country office was established in 1993 and has since then implemented - mostly through local partner organizations - programs on social protection, community monitoring and emergency support, focusing on older people and their families, generating evidence for advocacy and lobby activities at different levels.

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[1] *O papel do Fórum da Terceira Idade, Apresentação por Conde de L. Fernandes no encontro "Troca de experiências" promovido pelo MASC nos dias 24 a 27 de Março de 2014, Maputo, 2014*

HelpAge International in Mozambique has its HQ in Maputo and a provincial office in Tete where a total of 14 highly qualified and experienced staff secures project implementation and provide assistance to partners and Government institutions.

As part of its development strategy HelpAge International has supported FTI since 2003 with project assistance and institutional capacity building. HelpAge is very much aware of the need to strengthen FTI to become an autonomous, well functioning national network[2], but institutional growth of FTI has shown ups and downs. While governance, internal communication and strategic planning continue to be major challenges, FTI demonstrated strong advocacy and lobby capacity, particularly in the campaign for the approval of the Law on Promotion of Protection of Older People and its Regulations, both approved in 2014.
FTI's leadership in the Campaign contributed to changes in the relationship between FTI and HelpAge: the two organizations entered into a more balanced partnership – all by it temporarily - based on the recognition of the identity and specific skills of each partner[3]. While HelpAge brought to this partnership its expertise in the area of advocacy for the rights of older people and the experience of an extensive network of member organizations from around the world, FTI's strength is the deep knowledge of the Mozambican culture and its experience of working with older people in a network of national organizations. Although important lessons were learned in the process, internal constrains at FTI hindered further reinforcing and building on this new balance.

At the same time (2014) HelpAge entered into a process of transforming its Mozambican country office into a national organisation. The final goal of the transition process was described as follows: *"The transition is intended to strengthen local action to defend the rights and entitlements of older men and women, as well as the creation of a local platform as part of a broader regional HelpAge network on issues related to aging, which brings together affiliates and partners through a negotiated way of action"* [4].
Searching for an answering to the question: 'what kind of organization should the national HelpAge Mozambique be?", the final report on the information gathering phase of the transition process recommended, among others, that Networking should "have a higher priority, both through strengthening FTI and establishing links with other critical partners that add value to HA interventions".

It has to be noted that HelpAge country office staff represents Mozambique in the Regional Age Network coordinated by SAFRO, while FTI is not part of this regional network, despite the support the organization has received from HelpAge.
FTI recognizes that it needs to build a stronger identity as a national network organization as a pre-condition for effective participation in a regional network[5]. The building up of that identity requires substantial improvements in internal governance and (technical, organizational and human) capacity to coordinate and involve network members[6].

4.   Purpose, structure and governance of the network

4.1   Purpose of the network

HelpAge International promotes networking at national, regional and global levels as a key strategy to create awareness on ageing issues, particularly poverty in old age, within civil society, governments and donor institutions. The purpose is to strengthen age care organizations, by facilitating their interaction

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[2] *Mozambique, Older People's Network Strategy, HAI Mozambique, 2012*

[3] *Estudo de caso para o projecto "Campanha de Advocacia para aprovação da Lei de Protecção da Pessoa Idosa" implementado pela FTI, T. van Eys para MASC, Agosto 2014.*

[4] *Final Report on phase 1 of the HelpAge Mozambique Transition Process, S. Simione & T.van Eys, July 2015*

[5] *O papel do Fórum da Terceira Idade, Apresentação por Conde de L. Fernandes no encontro "Troca de experiências" promovido pelo MASC nos dias 24 a 27 de Março de 2014, Maputo, 2014*

[6] *Notes from interview with FTI Executive Director and staff member, Maputo, October 2015*

with governments, access resources and mainstream older peoples' issues into the development agenda of the countries so that these actions can lead to alleviation of poverty.

Guided by the HelpAge's global themes of interventions, the national strategy seeks to build ownership of the national network, by working closely with relevant government institutions, age care civil society organisations, the private sector, trade unions and the academia. Recent year plans of HelpAge Mozambique country office[7] have as Global Action (GA) 5: *"We will support a growing network of organisations to improve their work with and for older men and women"*. The Forum da Terceira Idade (FTI) and the National Civil Society Platform for Social Protection (PSCM-PS) are referred to as "*key national partners"*. Affiliates (Vukoxa and APOSEMO) will be encouraged to increase their leadership role at national level and increase their engagement in regional networking[8]. However, the 2013/14 annual report mentioned limited progress on expansion of the network.

FTI's pretends to "support older people so that they have an acceptable living standard and don't suffer from discrimination, violence, abuse and exclusion". The Forum further advocates for the establishment of legislation and mechanisms to ensure a minimum pension, universal social protection and other basic rights for older people[9].
HelpAge Mozambique annual plan for 2014/15 foresees (under the same GA5) in the provision of technical support and training of FTI members, particularly in the provinces, so that FTI can take on a leading role in advocacy activities on the pos-2015 Agenda. Another important point is HelpAge intention to sign a MoU with FTI and to clarify and agree on FTI's role in the country network.

From the documents reviewed it can be concluded that HelpAge and FTI come close in regard to the **declared** purpose of their organizations; both organizations strive to improve living conditions and guarantee older people's rights. But there are significant differences on strategy and activities.
HelpAge is using program implementation to strengthen local organisations, coordinate advocacy activities and communicate experiences and other relevant information. HelpAge also provides some support to FTI for monitoring and linkage with older people´s organizations. The HelpAge country office managed to gain important funding for programs on health, social protection and community monitoring.
On the other side, FTI activity plans are at the moment very much limited to dissemination of the new Law and Regulations on the Protection of older People. Insufficient funding is presented as the main constraint that limits expansion of activities[10]. But funding institutions have expressed their lack of confidence in FTI's capacity to perform more and better[11].

4.2   The network structure

Following Mozambican law, the third age forum, FTI, has the legal status of an association, with the required governing bodies elected and in place: a board of 5 people, a fiscal board and the presidency of the General Assembly.

Some 30 older peoples associations, distributed over 5 provinces and Maputo-City, are members of FTI. Members vote for strategic and year plans and for yearly reports in the General Assembly that has to be held each year. However, weaknesses in compliance with established governance principles together with unclear management procedures have impeded the forum to fully develop its potential when it comes to participation of member organizations in FTI's governance.

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[7] *Annual Report 2013-2014 and Annual Plan 2014-2015, HelpAge Mozambique, Maputo*

[8] *Annual Plan 2014-2015, HelpAge Mozambique, Maputo*

[9] *O papel do Fórum da Terceira Idade, Apresentação por Conde de L. Fernandes no encontro "Troca de experiências" promovido pelo MASC nos dias 24 a 27 de Março de 2014, Maputo, 2014*

[10] *Notes of interview with FTI, Maputo, October 9, 2015*

[11] *Notes of interviews with MASC and AGIR, Maputo, October 9 and 10 resp., 2015*

Furthermore, the FTI director stated that some member organizations do not really exist, i.e. they are created by individuals who seek material gains for themselves in the first place. Such organisations can completely hibernate between periods when project money appears and they become active. Donor representatives interviewed confirmed this situation but also referred that it is a characteristic of civil society in general and not something specific for older people organizations.

Member organisations of FTI are not equally divided over the country and urban based organizations outnumber rural ones. More than half of the members come from the 3 southern provinces and 5 provinces do not have any FTI member organization[12], amongst them Tete province. This may seem surprising since HelpAge has worked in Tete for years, has a provincial office and a partner organisation in the provincial capital.

FTI has its headquarters in Maputo and representations in Sofala and Nampula provinces. In these provinces the Forum is represented by local organizations: ASADEC in Sofala and AAVEDOS in Nampula. In the remaining provinces the Forum is represented by its member APOSEMO who has delegations in each province.

Limited geographical coverage of FTI suggests that there is space for expansion, in order to improve older people's representation in the network structure and thereby increasing legitimacy of the organization.

FTI has 7 staff members, support staff included, and 3 "facilitators". Two staff members are working directly on program implementation. The executive director is in charge of planning, internal and external communication and supervision of financial management. The facilitators are actually leaders of Maputo based partner organisations. They take care of liaising with their and other member organisations on specific subjects like gender, HIV/SIDA and Community Monitoring.

HelpAge in Mozambique reflects the structure of an International NGO (INGO) wherein a country office is accountable to the regional and global secretariat of HelpAge International. The country office is headed by a country director; 14 Mozambican staff members analyse the national environment, define priorities for action based on HelpAge International Global Themes, operationalize global action (GA) and manage specific projects[13].

HelpAge works with and through national older people's organizations, sometimes through the FTI, but mostly directly, on the implementation of projects and programs in health, community monitoring, livelihoods and social protection. This approach allows for monitoring older people's wellbeing and collecting evidence for further advocacy actions. The approach also opens possibilities for inclusion of inputs from older people in project design and testing new development options. HelpAge affiliates[14] participate in regional network actions and contribute experiences through meetings and documentation. There is no other formal structure or mechanism established to give older people a say in the organization at national and regional levels.

For HelpAge to move forward with its country network strategy (see 4.1 above), the national network FTI has to be supported to improve its performance. Unfortunately and despite substantial institutional support from other donors, particularly Oxfam-Novib through the AGIR program, little progress has been made in the institutional capacity of FTI. Besides this, there is a challenge to create or stimulate the creation of OPA in provinces and regions where they don't exist. But creating such organisations is much easier than keeping them alive and healthy. So every investment in this area has to carefully consider sustainability issues involved in expansion of the network. For strategic reasons FTI may consider to first consolidate and improve on existing membership before going into geographical expansion.

HelpAge can play an important role in supporting FTI in the different aspects of organizational capacity building, strengthening new organizations and reinforcing linkages with existing organizations. Such

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[12] *FTI members per province: Maputo city and province (14), Gaza (3), Inhambane (1), Sofala (7) and Nampula (6). Notes from interview with FTI Executive Director, Maputo, October 2015.*

[13] *TOR for Mozambique Network Ageing Strategy 2012*

[14] *HelpAge has two afilliated organizations in Mozambique: Vukoxa and APSOSEMO*

support should be governed by a MoU that clearly establishes the partner's roles and mutual obligations. The signing of a MoU was foreseen in the Annual Plan 14/15, but has not yet been concretized.

An important point for collaboration and support from HelpAge could be advocacy work and capacity building directed to other international and national NGO's, political parties, scientific and public institutions, in view of mainstreaming older people's issues.

4.3   Governance and legitimacy

Due to very strong, but also very solitary leadership in the past, FTI's governing bodies practically did not work and member organizations did not participate in a structured and regular way. Besides this, in every day practice there was no clear separation between governing and executive competencies. The secretariat (headquarters office) depended on the leader for planning and implementation of activities.
But that situation has changed now. A new executive director has recently been appointed and the organization is revising its structure as well as its strategic plan. This new developments give rise to some (cautious) optimism for the future of the FTI network[15].

HelpAge is an international networking organization with a strong component of NGO development and advocacy activities. Governance bodies are centrally defined and established; HelpAge International makes great efforts to have regional representatives on the Board and on specific working groups and committees.
The HelpAge Maputo country office is functioning as an NGO, where hired workers guarantee implementation of programs and projects; staff is accountable to regional and international governing bodies. There is no local board or consultative committee.
The foreseen transition of the HelpAge country office into a national (local) organisation has not yet taken place; the first phase of this process has been concluded but decision making was held up due to changing environment, new insights and ongoing reflection on alternative solutions for localisation of HelpAge activities.
Although the transition process has not yet been concluded, HelpAge could make a step forward in creating a social base and insertion in the Mozambican society - thereby gaining in legitimacy - by setting up a consultative committee. Such a committee would not have decision power on country strategic plans, but it could make an important contribution advising the country director and staff on strategic points and program implementation. The committee could also have a lobby function in relation to donor and government institutions.

Networking is an important part of the country office activities, involving civil society organisations, particularly older people's organisations, scientific and research institutions and government departments at different levels.
The country office played an important role in setting up the Civil Society Platform for Social Protection (PSCM-PS), that includes civil society organisations, donors and government bodies. The platform's focus is on social protection issues and HelpAge sees it as its role to push for increasing coverage and value of social protection programmes for older people leading to universal coverage of older people with a pension scheme [16]. The ADA campaign was also frequently used for lobby and advocacy for older people's rights to social protection and appropriate health services[17].
As part of its networking activities HelpAge country office provides assistance to and capacity building off local older people organizations. Support has ranged from including local organizations in service provision projects, in-service training on administration and bookkeeping, training on advocacy and lobby and exchange programs.

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[15] *Interview with Assane Macangira, Program Coordinator at AGIR, Maputo, October 2015*
[16] *Annual Plan 2014-2015, HelpAge Mozambique, Maputo*
[17] *Annual Report 2013-14, HelpAge Mozambique, Maputo*

4.4   Involvement and gender

Older people involvement
When implementing project activities Forum da Terceira Idade (FTI) organizes meetings with older people to consult them on project issues. Communities where projects are implemented are stimulated to organize activities on commemorative days. FTI further works with so called "pressure groups": two members of local older people organisations in Maputo city and province were selected to participate in FTI activities such as lobby at central level, but also to represent older people at commemorative days and in consultation meetings with donors and other external organisations.
FTI leaders recognize that this structure has its limitations: only Maputo based organizations participate. Accountability is weak since the two representatives are not elected by the members of their organization.

At HelpAge level, older people are consulted through partner organizations, mostly when special issues come up. For instants, there was an extensive information and consultation campaign in all provinces around the Law on Promotion and Protection of Older People in 2012/13. HelpAge also participates in and stimulates local organisations to organize promotion and advocacy activities around festive and commemorative days. Within the context of such activities older people are invited to voice their worries and needs.

In 2012 HelpAge organized Focus group discussions with older people. The discussion sessions proved to be a great opportunity for older people in Mozambique to voice their view on the situation they are in. They talked about their participation in social and political activities, attitudes of disrespect they experience, problems they have to make ends meet and other issues that worry them. Participants said they would like this kind of meetings to continue, especially with the government before implementing development programmes[18]. The results of the Focus Group discussions were included in the "State of the World's Older Persons Report 2012".

Gender equality
Mozambique has made substantial progress in gender equality in the last 25 year: women are increasingly represented in political and representative organs. For instants, in 2010 more than 39% of members of Parliament were women. But at lower levels the 30% minimum of women representatives required by the Law on Local State Organs (LOLE) is seldom reached for Consultative Councils at District and Administrative Post levels. Despite progress registered, a base line study done by EISA concluded that in Mozambique women occupy only 25% of leadership and decision making positions[19].
Remarkably, no data could be found on the participation of older people, particularly older women, in representative and governing bodies or leadership positions in public and private institutions.

Cultural issues still very much define gender issues in Mozambique and lead to:
-   Illiteracy rates that are higher among women, particularly among older women.
-   women have two times less access to formal communication instruments than men[20] so their knowledge of (social protection)rights, health and prevention of illnesses, market opportunities , etc. is less
-   child marriage and early pregnancy rates are among the highest in the world (UNICEF 2011)
-   women (and children) are the main victims of domestic violence and abuse. Older women suffer most from violence; they are accused of witch craft and magical malevolently powers. Cases have been reported of older people that lost their land or were evicted from their house, physically hurt or even murdered. Though it is hard to become specific data on violation of older people,

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[18] *Focus Group Discussions Analysis: Mozambique "The Voices of Older Persons", A contribution to the State of the World's Older Persons Report 2012, Maputo, Januari 2012*
[19] *Mulheres em posiçoes de liderança em Moçambique, Resultados de um Estudo de Base, Miguel de Brito, Maputo, 2012*
[20] *Ministério de Plano e Desenvolvimento, Relatório sobre os Objectivos de Desenvolvimento do Millenium, 2010*

information reported in the press suggest that prosecution of the suspects is rare and condemnation exceptional.

HelpAge and FTI have advocated strongly for the inclusion of gender equality in the Law on promotion and protection of older people. As a result the Law includes several articles that protect older women and men in general against violence, abuse and discrimination, and widows in particular by guaranteeing their heritage and property rights (on land and housing)[21].

HelpAge is a member of 'Forum Mulher', a Mozambican women's network, advocating for women's rights. The Forum is governed by its members who decide what's on the Forum's Agenda. HelpAge and FTI could play a more active role in lobbying member organisations of 'Forum Mulher' to give a higher priority to older women's protection[22].

5.   **Financial and human resources** of the networks

FTI has encountered serious constrains to finance its activities. Donors have not responded positively to requests for funding since they lost confidence in the organization's accountability[23].
In the past FTI received substantial support from HelpAge. Initially this support was directed at the improvement of FTI's institutional capacity while in recent years HelpAge support goes mostly to program implementation. Besides HelpAge support FTI receives currently funding from FNUAP through Coalizão (a national NGO) and from the AGIR programme that provides a substantial support for institutional capacity building. Fundraising for networking activities is a particular challenge for FTI.

Without having regained the donor's trust, funding requests will not easily be rewarded. FTI and its membership organisations will have to assume a more responsible attitude in relation to governance issues, and particularly in the definition of and compliance with administrative procedures and processes. Moreover, FTI's definition of network activities may need some clarification. Cases have been reported of local older people's organization that found themselves in competition with FTI when applying for funds to finance activities at community level.

Notwithstanding funding constraints HelpAge country office has been able to gain relevant funding from different sources, among them HelpAge International, the Irish Government (Afford Program) and the Dutch Embassy. IOM, CAFOD and Childfund have partnered with HelpAge in emergency response and in rights work. Financial support is mostly directed to program activities in areas such as health, HIV/SIDA, community monitoring and social protection. Most programs include a component on networking (coordination, dissemination of information or advocacy) but specific funding for networking is exceptional.
HelpAge reported[24] that funding constraints have influenced the organization's holistic approach and reduced flexibility in program implementation. But on the other hand the same constraints represented an opportunity to work increasingly with partners and stakeholders on key issues.

6.   **Processes**

6.1   Strategic planning

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[21] *Lei 3/2014, Lei de Promoção e protecção dos direitos da Pessoa Idosa, Boletim da República, 1a Série, Número 11.*

[22] *Relatório final da Consultoria para a facilitação do Processo de transição da HelpAge International em Moçambique numa organização nacional; fase de recolha de informação, Maputo, S.Simione e T.van Eys, Julho de 2015.*

[23] *Notes of interviews with MASC and AGIR, Maputo, October 9 and 10 resp., 2015*

[24] *Annual Plan 2014/15, HelpAge Mozambique, Maputo*

As part of a regional exercise leading to the development of a Regional Network Ageing Stategy, HelpAge Mozambique started in September 2012 the process to develop the Mozambique Network Ageing Strategy. The underlying idea was to "enable the representation of older people in its national development processes from village to district, province and national level, thus seeking the participation and facilitation of the civil society organisations in age care at all levels"[25].

After an extensive consultation process with older people from all over the country, HelpAge country office presented a draft version of the national Older People Network Strategy at a regional meeting in Harare (Zimbabwe) in early 2013. The draft document together with similar documents from Zambia, Zimbabwe, South Africa, and Lesotho laid the foundation for the regional network strategy. From that point on network activities were included and operationalized in annual plans (for 2013/14 and 2014/15) and HelpAge Mozambique ended up not having its own National Network Strategy.

We will hereafter give some comments on the Draft Network Strategy since the document in our view can be used as a foundation for the development of a National Network Strategy.

The Draft Network Strategy provides a comprehensive socio-economic analysis of the national context wherein older people in Mozambique make their living, paying special attention to social protection, health and HIV and civil society organisation's performance. But the document does not describe government policies related to older people and the legal situation of this age group. Conversely, annual plans do pay much more attention to these subjects, particularly when plans are related to the Campaign on the Law for promotion and protection of older people.

The Draft Network Strategy contains a Theory of Change: after having identified the problem, the proposed network strategy is presented as a solution because it will lead to "sustainable and positive change whereby needs and rights of older people are realized".

The strategy further identifies four (4) key components and corresponding strategic aims. For each strategic aim Actions, Milestones and Indicators are defined. The draft Strategy does not present a risk assessment, nor a M&E approach.

Being a draft document, later merged with other country network strategic plans, it is understandable that the same rationale was not followed in the annual country plans: HelpAge Moçambique national plan for 2014/15 presents 5 (five) Global Actions (GA) and defines key outcomes /milestones "related to both community work and policy change". The plan further identifies actions on Learning and partnerships, Organisational initiatives and a calendar for advocacy and policy influencing .

FTI's strategic plan is outdated and currently under revision. Consultation of member organizations are being planned to create active support for the new strategy that will focus on advocacy in health, social protection and social auditing[26].

6.2 Relations with government

Both FTI and HelpAge consider their working relations with government institutions at different levels as being open and of mutual respect.

In 2013 FTI was accepted as a full member of the reactivated National Council for Older People[27]. This recognition occurred in the context of the campaign for the approval of the Law on promotion and protection of Older people. Participation in the Council provides FTI with an excellent opportunity to monitor Government's performance and initiate immediate lobby and/or advocacy actions when needed.

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[25] *Mozambique Network Ageing Strategy – 2012, Maputo*

[26] *Notes of interview with FTI, Maputo, October 9, 2015*

[27] *The Regulation that created the National Council for Older People (CNPI) was approved by the Council of Ministers on 22.03.2011. The Regulation states that CNPI is a consultative and inter-sectorial coordination mechanism with the purpose to promote the implementation of specific policies and programs defined by the Government to reach the social, economic and cultural wellbeing of Older People in Mozambique.*

Government institutions, particularly top level staff and directors, have affirmed their willingness to coordinate with civil society organizations that work with and for older people, because there is a general recognition that CSO contributions come directly from the older people themselves. Moreover, collaboration with those CSO also means gains in legitimacy for the government's programme[28].

Government representatives value their relationship with HelpAge as being indispensable in any discussion about older age issues. In the opinion of the Ministry of Women and Social Action (MMAS) (now Ministry of Gender, Children and Social Action - MGCAS) HelpAge is a reference in the country due to its demonstrated experience and competency. HelpAge has provided material and financial support to the Ministry for the organization of conferences and meetings around commemorative days. "The Government needs strong organizations like HelpAge to advocate for improvement of citizen's rights", said the Head of the Department of Older People at MGCAS. But for legitimacy reasons the Government also needs to work with the National Network FTI. "We work with both organizations on practical subjects and on the base of agreements" [29].

However, HelpAge staff expressed its worries about the relationship with Government departments, considering it to be based basically on symbolisms and not following an established calendar for reflexion and negotiation. "Contacts happen too much around festive days; the government wants our contribution to organize, for instants, October 1 festivities. Government representatives present their speech, but older people seldom get the opportunity to claim their rights, express their needs or present proposals"[30].

HelpAge recognizes that there is a certain risk that the organization may be utilized to serve the Government's objectives, which may not always be the same as HelpAge goals. Like other international organizations HelpAge has to request every two years Government's permission to work in the country. This pressure combined with expectations about material support and the capacity of HelpAge to respond, can disturb the delicate balance that characterizes the relation between the two entities.

HelpAge and FTI could benefit from sharing goals and strategies – in words and in actions – in relation to the Government. They can adjust and coordinate activities to strengthen their autonomy and independence in relation to the Government, but also to create space to let a more critical voice be heard in relation to government policies on older people's issues.

6.3   Communications

Networking is impossible without communication. Andrew Chetley describes communication as
a process for partnership and participation that is based on two-way dialogue, where there is an interactive interchange of information, ideas, techniques and knowledge between senders and receivers of information on an equal footing, ..."[31]. Effective communication as well as networking rely on feedback and interaction, that allow different perspectives and ideas to be transformed in new insights and approaches.
In their paper for HelpAge International on the Network review (2014) Weldring and Kelsey stress the need to develop communication mechanisms to involve the wider network, clarify the role of affiliate organizations and create a shared identity. At regional level SARAN developed the Age Communication Network Strategy with the objective to raise awareness and visibility of SARAN, improve coordination, information exchange and collaboration among members, promote advocacy campaigns and increase the number of affiliates within the network.

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[28] *Relatório Final do Estudo de caso para o projecto "Campanha de Advocacia para aprovação da Lei de Protecção da Pessoa Idosa" implementado pela FTI, Tinie van Eys para MASC, 15 de Agosto de 2014*

[29] *Interview with the Head of Department for Older People's Issues, Ministry of Women and Social Action-MMAS (now MGCAS) , Maputo, October 2015*

[30] *Notes from interview with HelpAge staff, September 2015*

[31] *Networking and communicating research, Andrew Chetley,Director, in Exchange www.healthcomms.org (Exchange is a networking and learning programme that promotes effective health communication. Established in 2000, it is financed by the UK Department for International Development(DFID) and hosted by Healthlink Worldwide).*

In the documentation analyzed for this study no clear evidence could be found about the dissemination of the regional communication strategy, nor about the development of a national communication strategy. As far as FTI is concerned partners and external stakeholders interviewed for this study, considered current communication with and between members of the network very weak. HelpAge communication was considered of better quality but very much restricted to implementing project partners. Interviewees agreed on HelpAge capacity to make the organization and its goals visible for the wider public. In this context the publication of the Global Age Watch Index in local newspapers was considered an important achievement to increase visibility and a good instrument to advocate for older people's rights.

The development of a national communication strategy for the older people's network could help to improve consistency and reach of information dissemination and exchange of opinions and experiences among older people, their organizations and other interested public and private institutions. HelpAge, FTI and other interested institutions can benefit from systematic organisation and publishing of policy documents, research and evaluation reports, annual plans and reports and other relevant documentation, in order to make ageing issues more visible and promote transparency in managing resources provided to do so.

7.   Conclusions and future direction

Coming to the point of drawing some conclusions of this study, there is a previous question to be answered: in how far do development institutions in Mozambique, particularly HelpAge, FTI and older people associations, see and recognize 'networking' as an effective development strategy?

This study has not succeeded to collect clear evidence of such recognition and adherence. The documentation studied and contacts with staff members of development organizations suggest that, although important steps have been taken, organizations still adhere very much to well known and experienced development approaches while the use of networking as a development strategy is still in an initial stage.

It could be beneficial for HelpAge to study in depth the perceptions, opinions and expectations of internal and external stakeholders on networking as a development strategy and hence on the age network as a useful instrument in the fight against poverty of older people.

Going back to the specific questions mentioned in chapter 3 above, we now present some conclusions:

a) The national network FTI is very weak, both in regard to its institutional capacity as in relation to program implementation. Overall FTI is far from attaining its most important objective, as described in chapter 3 above.
Network functions are implemented on an ad hoc base and reach only a limited number of older people's associations. Fundraising is problematic, not only because of lack of technical knowledge about project proposal preparation. Past performance has not created sufficient trust and confidence among donors to go into new funding contracts with FTI.
"FTI has to change a lot" concluded one of the interviewees. Considering recent new inputs in FTI human resources, HelpAge may consider making an additional effort to support FTI in the renovation process. If so, the planned, but not yet established MoU, should focus on reinforcing FTI relation with its member organizations, as well as on improving the organizational structure, processes and procedures.

b) Can FTI be motivated to join a regional network? In our understanding the point is not about motivation but rather about creating the capacity to participate in a functional regional network, together with other country networks.
At the moment, FTI does not comply with the minimum requirements to represent the country in a regional network. The organization is aware of the benefits of being part of a regional network, but there is also awareness that FTI has to improve a lot to be able to correspond to the profile of a regional network member.

However, the current situation, wherein the HelpAge country office represents Mozambique in the regional network, is also not ideal. Having a national organization representing the country in the network would be much better from a point of view of knowledge transfer and capacity building, but above all for legitimacy reasons.

While HelpAge is analysing options for its transition into a local entity, and FTI is not (yet) ready to assume representation of the country in the regional network, affiliate organisations may temporary and on a rotating base take on that function.

c) The future
- As far as FTI is concerned, there are basically 2 possibilities: either the organization changes into a well managed institution, or FTI will cease to exist. For FTI's survival financial support and technical assistance will be needed. There is an urgent need to strengthen internal governance, as well as programme planning, monitoring and implementation. More structural arrangements have to be established to increase member participation and involvement in decision making. In this context, the establishment of a functional communication strategy is crucial.
- The future of HelpAge in Mozambique is less clear; further study and analyses need to be done before a final decision can be taken on the localisation issue. However, assuming that HelpAge seriously wants to follow up on its country network strategy, the organization has to let go - gradually - of some network functions, such as representing the country in the regional network, influencing and monitoring national and regional policies, planning and organizing advocacy and mobilizing campaigns. These kind of activities should be implemented by local older people organisations and coordinated and supervised by the national network.
Affiliate organizations can play a leading role in taking over certain network tasks, while the national network, supported by HelpAge, works on strengthening the network capacity of other organizations at provincial, district and local level. HelpAge would then gradually assume the role of provider of capacity building services to the national network and to local organisations.
HelpAge could also have a role to play to lobbying other INGO's and national institutions to include ageing issues in their programs and action plan.
- The SARAN, assisted by SAFRO, should intensify its efforts to stimulate communication and exchange of experiences between country networks, promote joined research and planning at regional level and influence policies in the region, as well as at African and world levels (SADC, AU, UN).

Maputo, October 31, 2015

Annex 1: List of documents consulted
Annex 2: List of people interviewed

Abbreviations

AGIR:	Action Programme for Inclusive and Responsible Govenance)
AU:	African Union
CSO:	Civil Society Organisations
FTI:	Forum da Terceira Idade
GA:	Global Actions
MASC:	Mecanismo de Apoio a Sociedade Civil
MGCAS:	Ministry of Gender, Children and Social Action
PSCM-PS:	Plataforma da Sociedade Civil para Protecção Social – Civil Society Platform for Social Protection
SADC:	Southern African Development Community
SARAN:	Southern Africa Regional Age Network
SARAN-S:	Southern Africa Regional Age Network Strategy
SAFRO:	Southern African Regional Office
UN:	United Nations