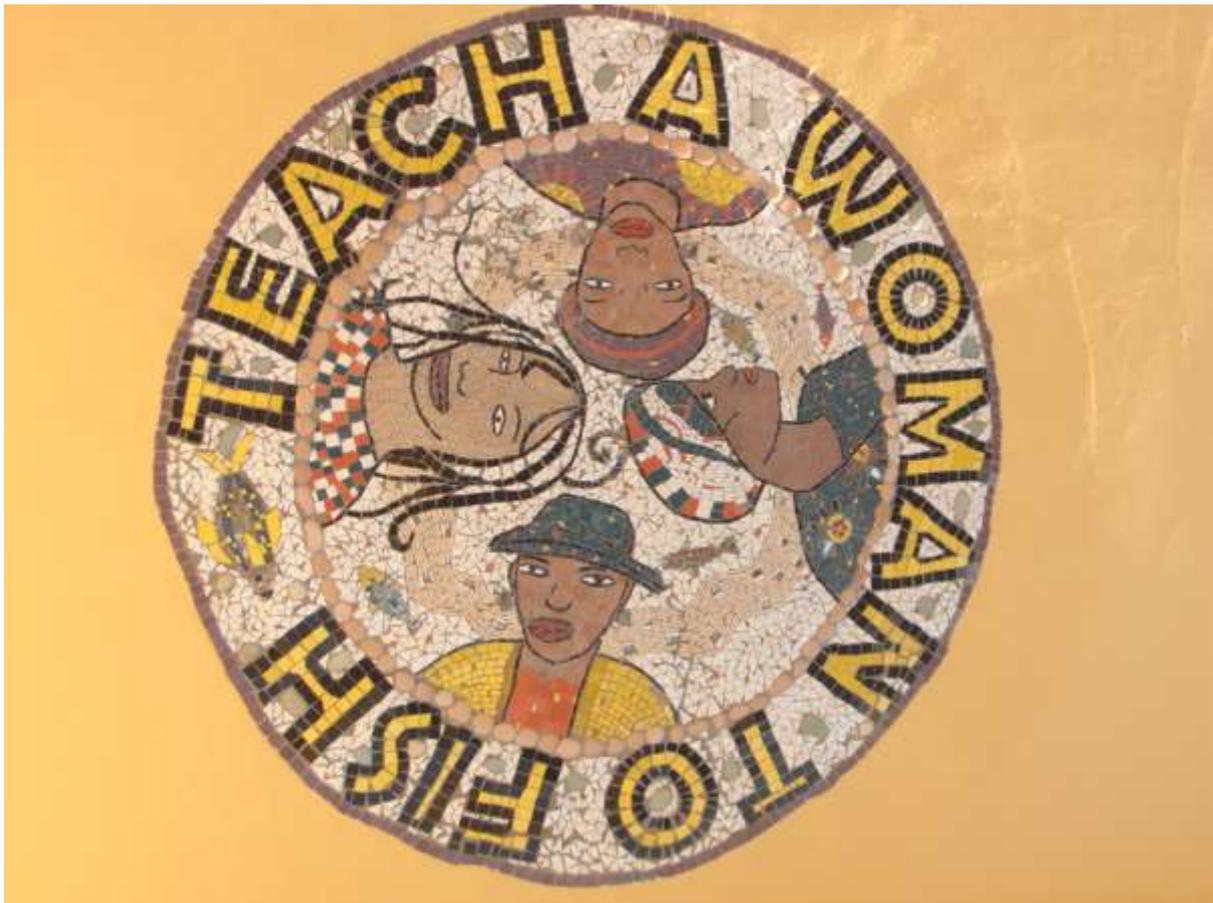


Thinking and Working Differently
SAIH Programme Evaluation
Education to Strengthen Women's Social and Political Participation in
South Africa
2010 – 2012



July 2012
Report prepared by

Sarita Ranchod
Sonja Boezak



under the rainbow
creative strategies for positive change

Contents

Acknowledgements.....	iv
Executive Summary.....	1
1. Introduction.....	8
1.1 Relevance.....	9
2. Context.....	10
2.1 South African Country Context.....	10
2.2 ADAPT.....	14
2.3 CDP.....	14
2.4 1in9.....	14
3. Purpose & Scope.....	15
4. Evaluation Methodology and Design.....	16
4.1 Evaluation Model.....	16
4.2 Data Collection.....	18
4.2.1 Document Study and Preparation.....	18
4.2.2 Inception Workshop with the Partner Organisations.....	18
4.2.3 Field Visits.....	19
4.3 Limitations.....	20
5. General Findings & Recommendations.....	21
5.1 Impact.....	21
5.2 Target Group.....	22
5.2.1 ADAPT.....	22
5.2.2 CDP.....	23
5.2.3 1in9.....	23
5.2.4 Equality, Non-discrimination & Participation.....	23
5.3 Planning and Goal-setting.....	25
5.4 Documenting.....	27
5.5 Internal Monitoring & Evaluation Tools & Processes.....	27
5.6 Administrative Effectiveness.....	28
5.7 Relationships.....	29
5.8 Innovation.....	31
5.9 Loss.....	32
5.10 Recommendations: Strategic Opportunity.....	33

6.	ADAPT	35
6.1	Activities.....	40
6.2	Appropriateness.....	42
6.3	Lessons Learned.....	42
6.4	Recommendations	43
6.4.1	Organisational Capacity	45
6.4.2	Documenting.....	46
6.4.3	Planning and Monitoring & Evaluation	47
7.	CDP.....	49
7.1	Activities.....	53
7.1.1	Naledi ya Meso.....	53
7.1.2	Art as Advocacy.....	54
7.1.3	Art and Economic Liberation.....	55
7.2	Appropriateness.....	57
7.3	Sustainability.....	57
7.4	Lessons Drawn from the Organisation.....	57
7.5	Unintended/Marginalising Consequences.....	58
7.6	Recommendations	58
7.6.1	Strategic Planning	58
7.6.2	Naledi ya Meso.....	58
7.6.3	Art as Advocacy.....	59
7.6.4	Art and Economic Liberation.....	60
8.	1in9	61
8.1	Activities.....	66
8.1.1	Young Women’s Leadership Programme	66
8.2	Relevance	69
8.3	Appropriateness.....	69
8.4	Effectiveness	70
8.5	Efficiency.....	70
8.6	Sustainability.....	70
8.6.1	Participation.....	71
8.7	Equality & Non-discrimination.....	72
8.8	Lessons Learned.....	72
8.9	Unintended/Marginalising Consequences.....	73

8.10	Movement Building.....	73
8.10.1	Gender Links & Masimanyane	74
8.11	Recommendations	75
9.	The Programme Approach	77
9.1	Programme Objectives.....	78
9.2	Relevance of Partner Organisations	78
9.3	Forging Partnerships	79
9.4	Programme Approach: Lessons	80
10.	Recommendations for SAIH & FOKUS.....	81
10.1	Funding	81
10.2	Relationships.....	81
10.3	Internal Monitoring & Evaluation Tools & Processes	82
10.4	Leadership Development.....	82
11.	Appendices.....	84
11.1	Terms of Reference.....	84
11.2	People Interviewed and in Focus Groups	91
11.3	Target Group Profiles.....	93
11.4	Evaluation Team.....	95

Acknowledgements

We wish to thank all of the people who made this evaluation process a pleasure and privilege: the staff of ADAPT, 1in9 and Curriculum Development Programme (CDP) for placing their trust, sharing their time, spaces, experiences and documentation with us. For those involved in and part of the Young Women's Movement, the Young Women's Leadership Programme, the Advocacy Media Production (AMP) Studio, the Women Make their Mark programme, and the Political Education reading groups, thank you for opening up and sharing with us your experiences and journeys – traumatic and empowering, healing and transformational.

To the teachers, learners and parents involved in the classroom discussions or witnessing the results of this work; the programme facilitators and members of the Steering Committees and Boards of the organisations: thank you for sharing your reflections, observations and insights with us. We would also like to thank SAIH and FOKUS for the opportunity to undertake this evaluation.

Executive Summary

Context and Background

Gender-based violence, specifically against women, children and LGBTI people is endemic in South Africa and remains an ongoing challenge to the full realisation of equality.

Under the Zuma government the country appears to be becoming increasingly culturally conservative and patriarchal, with increasing levels of gruesome hate crimes against LGBTI people, and violence against women and children.

It is in this context that the three SAIH partners – the Agisanang Domestic Abuse Prevention and Training (ADAPT), the Curriculum Development Programme Trust (CDP) and the 1in9 Campaign – engage with their constituencies and work towards a society free of violence against women and to support survivors to cope with the effects of violence and trauma.

The SAIH programme, **educating young women to enable their political and social participation for the realisation of their own rights**, currently in its last year of this programme cycle, is being implemented through the activities of these organisations.

Methodology & Approach

This evaluation sought to answer the central research question: **to what extent have the objectives of the programme as well as those of the individual projects been achieved?**

To this end, the evaluation considered three levels of cyclical and interdependent **change**:

- **Individual:** to what extent have the various project interventions facilitated change in the lives of individual participants?
- **Organisational:** to what extent have the organisations learned/grown as a result of implementing the SAIH supported activities? (internal strengthening, external relationships, long-term sustainability)
- **Societal:** to what extent have the interventions by the three organisations facilitated change in their environments (school, community, civil society at large)?

1. Key Findings

Findings were drawn from face-to-face interviews, focus group discussions, telephonic interviews, relevant documentation and observations of organisational activities.

Broadly speaking, organisations achieved the programme purpose, in terms of educating young women to enable them to realise their rights through participating in their social and political environments. Organisations also largely met their stated goals and objectives, and have made strategic adjustments based on lessons learned, where necessary, to more effectively achieve their objectives.

Target Groups: Change in individual → Change in community¹

The most profound change in all organisational projects occurred at the individual level. For all the women – from age 13 to 60 – the change within themselves has impacted on their relationships with and engagements in their immediate communities, whether school, immediate and extended family, organisation, or interactions with others in broader social contexts. In this way, these women have begun shaping and changing the social change discourse, particularly in relation to becoming aware of their rights, acting on this new knowledge, towards greater personal wellbeing and confidence, healing from violence perpetrated against them, and translating this knowledge into action for the benefit of other women.

Two common threads for all the women, regardless of age or the nature of their engagement in the programme, were noted. The first was the fact of having survived a violation in one or another way in the course of their lives. The second was the fact of not having been aware of their rights and equality at the commencement of their engagement with this programme. Throughout this study, the words **“I didn’t know I had rights,”** was repeatedly stated by informants. The discovery of their equal rights has proven to be life-altering, in relation to how the women see themselves, and in how they relate to others.

For many of the women, it is much like that monumental phase (in functional early childhood development) when a child begins to realise her separateness or individuality, as a person with her own mind and own desires, and begins to practice asserting her independence by saying ‘NO’; the realisation that alternatives are possible. Respondents spoke of positive changes in their interactions with their children, their parents and their colleagues, and how they are using this knowledge for the benefit of others (see adjacent text box).

Antoinette: “I was just sitting in front of the TV waiting for the kids to come home, stressing about them. Then I started here, and now the atmosphere at my house has changed so much, because I’m not stressing on the kids. I’m now teaching them to do something with their minds, like mixing paints, like seeing colour, shapes. I have so much time to spend with the kids now, by doing what I’ve learned. They would get home from school and in the afternoon I would ask: did you do your homework, and then I didn’t really worry with them. Now we work with what I’ve learned. Mosaic is almost like maths, you know. You have to work out how many tiles you’ll need. I ask my son how many tiles in a shape. We divide the picture into blocks, or shapes, like triangles or squares, and I ask him how many blocks he’s going to be using. I teach him like that. Life has changed at my house. My son is not so closed anymore. He paints and it relaxes him. He used to have so many problems with concentrating. Now he draws his own characters and he can concentrate for hours. It has helped him focus. He understands what he’s doing.” (CDP, Art and Economic Liberation)

Nomthandazo (17): I liked to fight. And it made me happy to see other people fighting. In the Young Women[’s Movement] I learned not to be abusive. I learned that if we want to see Alex changing, it has to start with us. I didn’t know how to speak to other people. Now I know how to speak to people without fighting. (ADAPT)

Sibongile (18): I was very shy. It was hard for me to make friends. People laugh at me [because I stutter]. Through the Young Women’s art and healing I have gained self-confidence. Now I can communicate about my problems and what is hurting me. (ADAPT)

Manika: I learned things I never learned about in my life. Like how justice works. It changed my mind-set; like I’m going to be something in my community... Sharing stories and information, like how can we make our country a better country... how can we support each other. I can [now] stand in the front without having fear. They want us to be independent, in our society, at home... we have opportunities to teach other women and learning how to facilitate. They see us as people who are here to help. Learning from other women shows us we’re not alone. We’re all sisters. (1in9, YWLP)

¹ Changes in the individual lead to changes in the environments and communities which are part of the life worlds of the individual.

The women involved are vocal and visible in their communities, using newfound voices in very different ways across the three projects (ADAPT 's YWM, theatre and work in schools; 1 in 9 through feminist media production including the AMP Studio, production of a calendar, T-shirts, local level mobilisation and direct action, and more recently through research publications; all three organisations have shared their feminist creative outputs through art exhibitions in various public spaces). For 1in9 and the ADAPT Young Women's Movement making their voices heard about women's rights has included engagement with community and mainstream media.

Equality, Non-discrimination & Participation

All three partners include women who have been made vulnerable and excluded by their refugee or migrant status, their HIV status, their sexual orientation or gender identity, and others who are made vulnerable as a result of being born women² and/or coming from an economically poor and historically disadvantaged grouping.³ The organisations do not actively target disabled women.

Effectiveness

All three partners were found to be effective in reaching their target groups and largely achieving the goals they had set (with adjustments to initially ambitious plans to make them more realistic and achievable) within the context of organisations' capacities. All three organisations demonstrated an ability to change practices and approaches based on feedback and lessons learned from implementation – evidence of organisational maturity that is open to learning and growing.

Monitoring & Evaluation Tools & Processes

It is clear from attendance, participation, interviews and focus group discussions that interventions are making an enormous difference in the lives of women participants, and as such are a testament to the effectiveness of the work of the organisations, despite formal monitoring and evaluation systems not being in place.

In attempting to reconstruct the programme logic for each organisation, it was found that, in some cases, causal links between intended activities and their projected outcomes could have been strengthened. Without a strong grounding framework, monitoring and evaluation⁴ becomes a difficult, if not impossible, process.

Relationships: Changes in organisational practice

SAIH, through its programme approach has fostered collaboration between the three organisations that would otherwise not have happened.

² The prevalence of beliefs that women are inferior to men appears to be widespread (based on informants' sharing of initial beliefs and knowledge upon becoming involved in this programme).

³ Disabled women have not been targeted by the three partner organisations in implementing the activities of this programme.

⁴ To address some of the M&E challenges, SAIH encouraged ADAPT and 1in9 to undertake baseline surveys in their target communities.

Each of the three organisations brings different skills, experiences and capacities to the programme. The services provided by CDP strengthens and supports the work of 1in9 and ADAPT, and reciprocally, the work of ADAPT and 1in9 brings solid women's rights and feminist 'content' to CDP's creative and healing approaches and practices.

All three organisations have close relationships with SAIH, value the ongoing interactions with SAIH as important learning opportunities, and see SAIH as a trusted and actively engaged partner, markedly "different to other donors" based on the nature of SAIH's engagement and approach to partnership, while sharing common goals and objectives.

All three organisations showed evidence of having positively benefited from their involvement in this programme, with evidence of successful organisational growth and change apparent from their involvement in each of the organisations.

Innovation

An unexpected and innovative result of this programme and the collaboration forged between CDP and 1in9 is the Advocacy Media Production (AMP) Studio, a creative and tangible translation of the objectives and intended results of this programme, while also attempting to provide income-earning opportunities based on (feminist media production) skills developed for 5 vulnerable young women.

For ADAPT, in the context of Alexandra, the creation of a special space targeted to growing young women's leadership is innovative, as are the clean-up campaigns in the community and at schools. The highly visible approach to launching the Young Women's Movement and environmental campaign was unusual and innovative to its context.

Lessons drawn from organisational practices

- Intergenerational interactions have resulted in positive change and lessons for all participants. These interactions within the CDP spaces has resulted in building the confidence, knowledge and skills base for all of the women involved while also increasing understandings of difference through direct interactions, like, for example, an older heterosexual woman beginning to understand and accept her same-sex oriented grandson; and a young lesbian finding solace and acceptance where she had expected judgement and exclusion.
- Interacting with local government bodies has meant that ADAPT has succeeded in getting public service delivery for women's safety onto local government agendas, and YWM members thinking about what they can do practically, or lobby for, to create local communities that are safer for women and girls.
- Movement building is a long-term process that requires a range of practices, including contemplation, creativity, strategising, conscientising, and support, in its efforts to create communities of resistance. At present, 1in9 is taking a route 'from the ground up' by building the activism skills and feminist intellectual capacities of women who can return to their communities and take this initiative forward.

2. Key Recommendations

Planning and M&E

While organisations have no difficulty drafting annual activity plans, not enough time is spent reviewing activities of the previous year (such as lessons learned in terms of: depth of reach, successes and challenges, sustaining and uptake of new information by project participants) in planning ahead. In this regard organisations are encouraged to engage in a process of planning that begins with what the organisation hopes to achieve in a project, and then plotting the pathways (including interventions, activities and products), requirements (human, financial, support and material resources) and key relationships that would support the achievement of this change, i.e. telling the story and naming the components in order to reach a particular goal.

Such a process would allow organisations to begin the process of tracking and understanding complex change through their interventions. This would also mean having a clear document for internal accountability, measuring successes and identifying stumbling blocks. Telling the story of an intervention in this way makes it easier for organisations to see and understand the gaps in order to make appropriate changes to their practices.

Strategic Opportunity

The next SAIH programme cycle includes a South African pre-election and election period. This period and public space is an opportunity to raise the profile of both the 1in9 Campaign and ADAPT, to make women's demands publicly heard, to critique the status quo, call for political parties to account both for their prior promises to women, and their failures to uphold the rights enshrined in the country's Constitution.

This period provides an ideal time for foregrounding state accountability to women in a focused and sustained way. Both ADAPT and 1in9 could take lead roles in drawing attention to service delivery, state accountability and women's needs, by building on existing work that aims to practically make women's rights real.⁵

This SAIH programme has laid a solid foundation for placing justice for survivors of rape and other forms of gender-based violence,⁶ and women and girls' needs on the public agenda. SAIH is advised to support efforts that build on these gains for securing deeper levels of change.⁷ In the absence of

⁵ Appropriate to the SAIH programme's overall goals and maximizing ADAPT's existing efforts and relationships within the Alexandra community.

⁶ 1in9 did this most visibly during nation-wide direct action approaches that garnered high-level media attention – a precursor to the current programme cycle – this has continued in specific contexts, for example in rural parts of the Eastern Cape of South Africa through 1in9's presence in this part of South Africa, supported by Masimanyane's participation in the Campaign. While the 1in9 Campaign's level of public visibility has reduced, it is still a respected and reliable source of information among mainstream media.

⁷ One-off activities help to draw public attention to a problem, and help to raise awareness of a situation. Holding authorities accountable to women's and girls' service delivery needs requires an ongoing and sustained approach. For example, YWM members could initiate a system among themselves based on where they live, and where they go to school, to monitor public spaces for cleanliness and safety. Maintaining regular contact with authorities to report needs and actions required could contribute in a simple but effective way to ensure service delivery that works for women and

programme partners' efforts, and a reduction in advocacy efforts on these issues, it is likely they will slip off the agendas of these organs of state, given the current country context. The 2014 elections provide a strategic movement building opportunity for 1in9 to take the lead on issues of justice relating to gender-based violence.

There is scope for deeper and more regular engagement on issues of common interest not only among organisations in this SAIH programme, but also for other organisations supported by SAIH, particularly relating to its LGBTI work. This is already happening to some extent⁸ but could be strengthened towards greater experience and knowledge sharing for organisational learning, possible collaborative initiatives, regular participation in each others' activities towards strengthening all partners' work, and maximising existing skills and resources for the benefit of all organisations.

Sustainability

All three partners are strengthened by the high calibre and level of commitment of staff. With the loss of CDP director, Charlotte Schaer, the importance of internal leadership and succession planning came to the fore. Each organisation is advised to reflect on, and to consciously set in action measures that aim to reduce the vulnerability of their organisations should a sudden loss of leadership occur.

making this form of accountability and delivery standardized and routine. This is not yet happening. The YWM and ADAPT could lead the way through sustained action.

⁸ CDP and Gay and Lesbian Memory in Action (GALA) have for example worked together to adapt CDP's approaches to GALA's deaf programme. Later in the report a recommendation is made for cross-programme collaboration on issues of sexuality including sexual orientation in schools.

General Recommendations

- Planning and M&E capacity strengthening
- More regular engagements between SAIH partners on common issues (in/formal to be determined)
- Strategic opportunity: South Africa's upcoming elections
- ADAPT & CDP: collaborate on post-school YWM members
- ADAPT YWM post-school members to be taken up in future 1in9 YWLP
- ADAPT YWM to receive Art as Advocacy silk screening skills training
- Internal leadership support and development
- Systematic documenting of organisational practices and approaches
- Sustained support through SAIH

ADAPT

- continue work with KwaBhekilanga to create a critical mass of aware young people and pilot working with younger adolescents
- increase and sustain training with Life Orientation teachers, supported with resource materials and refresher training
- comprehensive integration of sexual orientation, human rights and sexual and reproductive health rights (possibly in partnership with GALA) in classroom discussions and YWM
- secure more platforms for theatre performances (voice, visibility)
- sustain clean-up activities for communities to take an interest in and responsibility for maintaining clean and safe communities
- document processes and approaches, including classroom workshop curricula and YWM leadership training content
- externally facilitated process on planning, M&E and reporting

CDP

- strategic planning
- programme planning and M&E
- broaden capacity for teaching and facilitation
- develop a training induction programme (for mentees and future facilitators)
- an intensive follow-up round of on-site training with interested organisations who received silk-screening equipment
- retrieve silk-screening equipment from disinterested/uncommitted organisations and work with out of school young women part of ADAPT's YWM
- recruiting a 'market connector' to link Art & Economic Liberation art-makers to markets and other income generation projects

1in9

- act on plans to set up local (community based) chapters
- draft key framing documents
- review communications strategy
- review shape and form of membership
- increase media profile through regular opinion pieces and other media engagements
- sustained YWLP programme and explore option for regular intakes
- develop M&E strategy
- use pre-election period strategically for Campaign and movement building

1. Introduction

SAIH is a non-governmental organisation led by students and academics in Norway. Established in 1961, SAIH focuses on education in **development cooperation**, North/South information and **political advocacy** in collaboration with partner organisations and institutions in Bolivia, Nicaragua, South Africa, Zambia and Zimbabwe.

SAIH supports higher **education** projects, **informal training** and **capacity building in leadership skills** and on topics such as sexual and reproductive health rights and HIV and **processes of change** where the target groups actively participate in the development of the projects. For SAIH, the meaningful leadership, inclusion and participation of young people in decision-making is of particular importance. As a member of FOKUS, the Norwegian forum for women and development, a knowledge and resource centre for international women's issues with **emphasis on information sharing** and **women-centred development cooperation**, SAIH receives support for its programme *Education to Strengthen Young Women's Social and Political Participation in South Africa*.

During the current programme cycle, 2010-2012, SAIH is working with three partner organisations: Agisanang Domestic Abuse Prevention and Training (ADAPT), Curriculum Development Project Trust (CDP) and the One in Nine Campaign (1in9).

The purpose of this programme is **to educate young women to enable their political and social participation for the realisation of their own rights. The programme aims for young women to know their rights, to understand the social and political context for claiming their rights, and to actively use their knowledge to achieve social justice in their own and other women's lives.**

While this evaluation focuses on 2010 to the present (June 2012), the initial project applications, activities and outcomes of 2009 are included for historical relevance and to track the development of programme activities within the three organisations.

Programme purpose: **to educate young women to enable their political and social participation for the realisation of their own rights.**

Programme goal: **young women in the programme shape discourse that brings about social change to advance a feminist social justice.**

Target group: young women between 15 and 35.

Result areas:

- 1) Young women activists are **vocal and visible** in communities in promoting feminist perspectives and demands.
- 2) Young women activists have gained and used their **knowledge and skills** in the creative arts for transformation.
- 3) Young women are creators of **holistic feminist analysis**.

1.1 Relevance

The focus areas interlink and overlap on both SAIH and FOKUS' strategic priorities, objectives, target audiences, programmatic and geographic priorities, often covering more than one strategic priority or vulnerable and marginalised target audience as defined by SAIH and FOKUS.

In terms of FOKUS' main pillars, this programme falls within its advocacy and communication, programme/project cooperation and knowledge (production) priorities as well as its geographic focus on Southern Africa.

This programme also fits within advancing SAIH's core values of "democracy, participation, freedom, equality, respect and solidarity," defining 'education' broadly; in addition to education being a human right and a tool for liberation. It also falls within SAIH's focus areas regarding the empowerment and participation of young women to know and claim their rights towards full equality.

2. Context

2.1 South African Country Context

“Freedom? Not for me... Living in a perpetual state of fear.... My government finds a painting of genitals a violation of the greatest order to the rights of one person. But the violation of an actual vagina every 17 seconds is not transgression enough. I scream my pleas. They don’t hear me.”

Mbali Toyana⁹

South Africa has a progressive Constitution, has seen the promulgation of several anti-discriminatory laws, has ratified key regional and international protocols, and yet women bear the brunt of Apartheid’s legacies and continue to be on the receiving end of violations to their bodies, dignities and rights on a daily basis. In all categories of marginalised, vulnerable and socially excluded people in South Africa, women form the majority.

The reality of life for the majority of women, girls and LGBTI people tells a different story to the one on paper: endemic levels of gender-based violence (GBV) against women, children and LGBTI people remains an ongoing challenge to realising full equality in South Africa.¹⁰ Patriarchal attitudes and prejudices continue to be demonstrated in cultural, religious, economic and management practices and have a devastating effect on women’s safety, well-being, the enjoyment of rights, and, ultimately, the very survival of women.

In rural parts of South Africa’s Eastern Cape and KwaZulu Natal provinces, where patriarchal cultural and gendered norms and roles remain deeply rooted, harmful gendered cultural practices that fuel the spread of HIV/AIDS and violence against girls and women are resurging. One such practice, *ukuthwala*, the forced abduction, rape and customary marriage of an adolescent woman to an older man has developed contemporary currency.

What this situation illustrates is that it is not the policy or legislative contexts alone that determine women’s safety, health or development, but the politico-cultural and economic contexts. What ultimately effects change is the enforcement and active implementation of gender equality policies and legislation, the desire for change, and strong voices that demand and create change.

South Africa makes for an excellent case study illustrating the gulf between hard-won formal rights and the challenges to full realisation of those rights in practice. The country would similarly make a

⁹ *Fucking Lesbian. Come Here You Bitch*, accessed at www.mambagirl.com/article.asp?artid+7167, published on 11 July 2012: the reference to painted genitals refers to a national uproar over an artist’s depiction of the country’s President with his genitals exposed (in an exhibition held at a leading art gallery).

¹⁰ There are a host of reliable studies readily available that aim to quantify levels of violence and the nature and incidences of violence against women and children in South Africa, produced by reputable research bodies such as the Medical Research Council and the Centre for the Study of Violence and Reconciliation. What they all find is that levels of violence against women and children are extremely high across South Africa.

good case study for illustrating how women's numerical representation in politics does not necessarily translate into a better life for women and girls, or gender-transformative policies and practices, and why efforts at inclusion and participation require going beyond numerical representation.

South Africa has the dubious distinction of being the most violent country not at war in the world. It also has the highest rate of reported rape despite the country's Medical Research Council estimating that only one in nine rapes gets reported. South Africa has a disturbingly low rate of successful conviction of rapists¹¹ with high levels of irregularity in the process of securing convictions (dockets getting lost, case numbers not being provided, and medical evidence not being appropriately collected, resulting in "insufficient evidence" and the routine dismissal of cases).

In addition, rape sentences are often minimal despite the introduction of mandatory sentencing, routinely ignored by judges, with rapists that do get sentenced often being released early, only to rape again.¹² This ongoing pattern of (state and criminal justice system) behaviour leads to many women's organisations believing that a systemic (patriarchal at best; misogynist at worst) collusion is at play in protecting rapists and securing their impunity; violently 'keeping women in their place'.

South Africa is witnessing a rising tide of conservatism¹³ under the Zuma government, evidenced by the resurgence of harmful gendered cultural practices; ongoing lobby efforts by the House of Traditional Leaders to remove the sexual orientation equality clause from the Constitution;¹⁴ and the appointment of a Chief Justice with a questionable track record of judgements that go against the values of the country's Constitution, particularly regarding the rights of women, children and LGBTI people; and increasing hate crimes against LGBTI people.

In late 2011, South African President Jacob Zuma appointed Mogoeng Mogoeng as the country's new Chief Justice. Mogoeng has a well-documented track record of treading lightly on the rape of girl children (and women) including substantially reducing minimum prescribed rape sentences for rapists found guilty of raping girl children as young as 7, and not recognising cases of rape or other forms of violence in the context of marriage.

Hard-won, hopeful changes have been eroded by political decisions such as the appointment of the Chief Justice, the judgement in the Zuma rape case, and public statements by political leaders (such as in 2009, former Deputy Arts and Culture Minister Lulu Xingwana refusing to open an exhibition

¹¹ A 5% conviction rate is commonly quoted. See www.oneinnine.org.za

¹² South Africa Violence Prevention Model and Action Plan accessed on http://www.unicef.org/southafrica/SAF_resources_violenceprevmodel.pdf on 15 July 2012

¹³ Hassim, Shireen. Gender Equality in ANC Policy Documents, Seminar/Colloquium Wits Institute for Social and Economic Research, June 2012.

¹⁴ Some commentators and LGBTI organisations are linking this campaign to remove the sexual orientation clause to the recent spate of hate crimes.

featuring Zanele Muholi's intimate portrayals of lesbian couples because she considered them "pornographic").¹⁵

The country's impressive Constitutional protection of gender equality and sexual orientation rights has not meant greater tolerance of alternative gender identities in society as a whole. While LGBTI citizens have won the right to equality and more recently, to marry, lesbians¹⁶ in resource-poor townships in particular have become the target for violent hate crimes.

This year (2012) has seen escalating attacks on LGBTI people, with a particular focus on women living in poor, Apartheid-era townships. In the last month, eight murders of LGBTI people have come to light across the length and breadth of the country, in large cities and small towns alike. These murders are known as targeted at LGBTI people because friends and families of the victims have spoken out about the incidences. There is no current mechanism for recording and quantifying hate crimes against LGBTI people in how murders are reported and recorded. Like instances of rape reporting, there are likely to be many more incidences of hate crimes that do not reach media and public attention.

These murders are characterised as being particularly gruesome. One murder involved a near-beheading, another the cutting off of genitals, stuffed into the victim's mouth, another involved three shots into a woman's head at point-blank range in front of her family. In other instances the victim's face and genitals were burnt beyond recognition.¹⁷ In another, the victim's head was sliced from ear to ear. All of the murders described above took place in the last four weeks (June – July 2012). Many involved rape and gang rape. Another characteristic of these crimes is that nothing is stolen from the scene of the crime.

Over the same period, a surge of rapes,¹⁸ including gang rapes of young girl children, including disabled girl children were reported. The rape of baby girl-children as young as five months old, is becoming an increasingly common phenomenon. While rapists are not all young men, a disturbing number of the rapists across the various rapes described above tend to be young men. And in some cases the rapists are boy children as young as nine.¹⁹ These levels of endemic violence perpetrated by men and boy children are fuelled by rising levels of unsustainable and structural inequality, poverty and unemployment.

¹⁵ Zanele Muholi is a South African photographer and visual artist. At the *Innovative Women* exhibition on Women's Day, 2009, in Johannesburg, Lulu Xingwana (then Deputy Minister of Arts and Culture) – now Minister of Women, Children and People with Disabilities – stormed out of the exhibition, calling it "immoral" and "the opposite of social cohesion and nation building". (www.mahala.co.za/art/return-of-the-censors)

¹⁶ Women's organisations in South Africa have a mixed track record of working in support of lesbians in their women's rights work. Many prefer to pass over lesbian issues as LGBTI work for LGBTI organisations, as opposed to seeing lesbians' rights as fundamental to women's rights issues.

¹⁷ *Live out Loud protest*, accessed at: www.gayflagofsouthafrica.co.za/website/ published on 12 July 2012

¹⁸ Police crime statistics are available at:

http://www.saps.gov.za/statistics/reports/crimestats/2011/categories/total_sexual_offences.pdf

¹⁹ *We have a Major Problem in South Africa* <http://www.guardian.co.uk/lifeandstyle/2010/nov/18/south-africa-murder-rape> by David Smith, published: 18 November 2010

The current deteriorating global economic environment, the rising costs of commodities combined with the high unemployment rate, have a greater negative effect on women and girls than on their male counterparts. Additionally, the current climate is affecting the funding of NGOs and CSOs, with women's organisations, particularly those working with survivors of rape and other forms of GBV consistently being hit hardest. The most recent case involves Rape Crisis, an organisation that has existed for 36 years, being forced to retrench all staff during July 2012 due to lack of funding. This is one example among many. At the same time, there is a marked shift evident in donor funding towards men's organisations, and away from women's organisations.²⁰ Smaller organisations are also increasingly marginalised by donors who are opting to support larger, more established organisations.

²⁰ Shamim Meer. 2011. *Struggles for Gender Equality: Reflections on the place of men and men's organisations*. Osisa. Open Debate 2.

2.2 ADAPT

ADAPT, based in Alexandra township in Johannesburg, provides counselling, education and rehabilitation services and works to end violence against women and girls.

ADAPT was founded in 1994 and focuses on the entire community in efforts to end violence against women and girls.

The objectives of the organisation are:

- to **empower** both survivors and perpetrators of gender-based violence to take control of their lives and actions;
- to **educate and empower** professionals and members of the community to recognise and take responsibility for gender-based violence; and
- to **challenge and redefine** the cultural, social, political and economic factors underlying violence against women.

2.3 CDP

CDP is an arts and culture education and training NGO that uses creative arts as subject, method and mediation tool for **learning and personal development**, in particular in addressing women's rights issues. CDP prioritises women and children in its work (and undertakes non-SAIH-funded programmes targeted at schools and children's education).²¹

The organisation uses creative arts for **personal healing and public advocacy**. In the SAIH programme CDP works with women from a range of different contexts: survivors of violence, women from economically deprived and socially vulnerable communities, and young women. In working with women CDP aims to develop collective understandings of women's personal experiences that in turn informs public advocacy.

2.4 1in9

1in9 is an advocacy Campaign using a strategy of **feminist knowledge production** and **movement building** and the shifting of societal norms through **political education, media advocacy**, monitoring and showing solidarity through direct action. 1in9 was established in 2006 in solidarity with the woman who accused Jacob Zuma of rape.

The Campaign works for the respect and advancement of women's sexual rights.

²¹ CDP has drawn on its experiences of working with women to inform the gender content of its work with children and schools.

3. Purpose & Scope

While this evaluation reviews the work of the three partner organisations separately, its purpose is largely to consider these activities as part of the SAIH programme: **Education to Strengthen Young Women’s Social and Political Participation in South Africa**. As such, this constitutes a programme evaluation, with the project activities of the three partners forming the constituents of a joint effort for achieving the objectives of the SAIH programme.

The central question of this evaluation is: **to what extent have the objectives of the programme as well as those of the individual projects been achieved?**

The purpose of the evaluation is to:

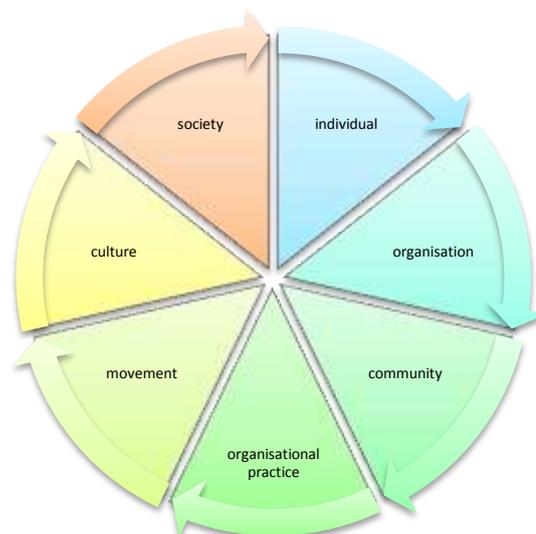
1. Provide a structured review of the **impact of the programme** and draw out **lessons learned**;
2. Provide information on the **way forward** for the programme and the projects;
3. Inform the development of the next programme cycle and give **recommendations** on the development of suitable objectives, achievable results and measurable indicators; and
4. Capture the **achievements** of the programme as a whole.

4. Evaluation Methodology and Design

In order to answer the central evaluation question the evaluation considers **three levels of change**:

- **Individual:** to what extent have the various project interventions facilitated change in the lives of individual participants?
- **Organisational:** to what extent have the organisations learned/grown as a result of implementing the SAIH supported activities? (internal strengthening, external relationships, long-term sustainability)
- **Societal:** to what extent have the interventions by the three organisations facilitated change in their environments (community, civil society at large)?

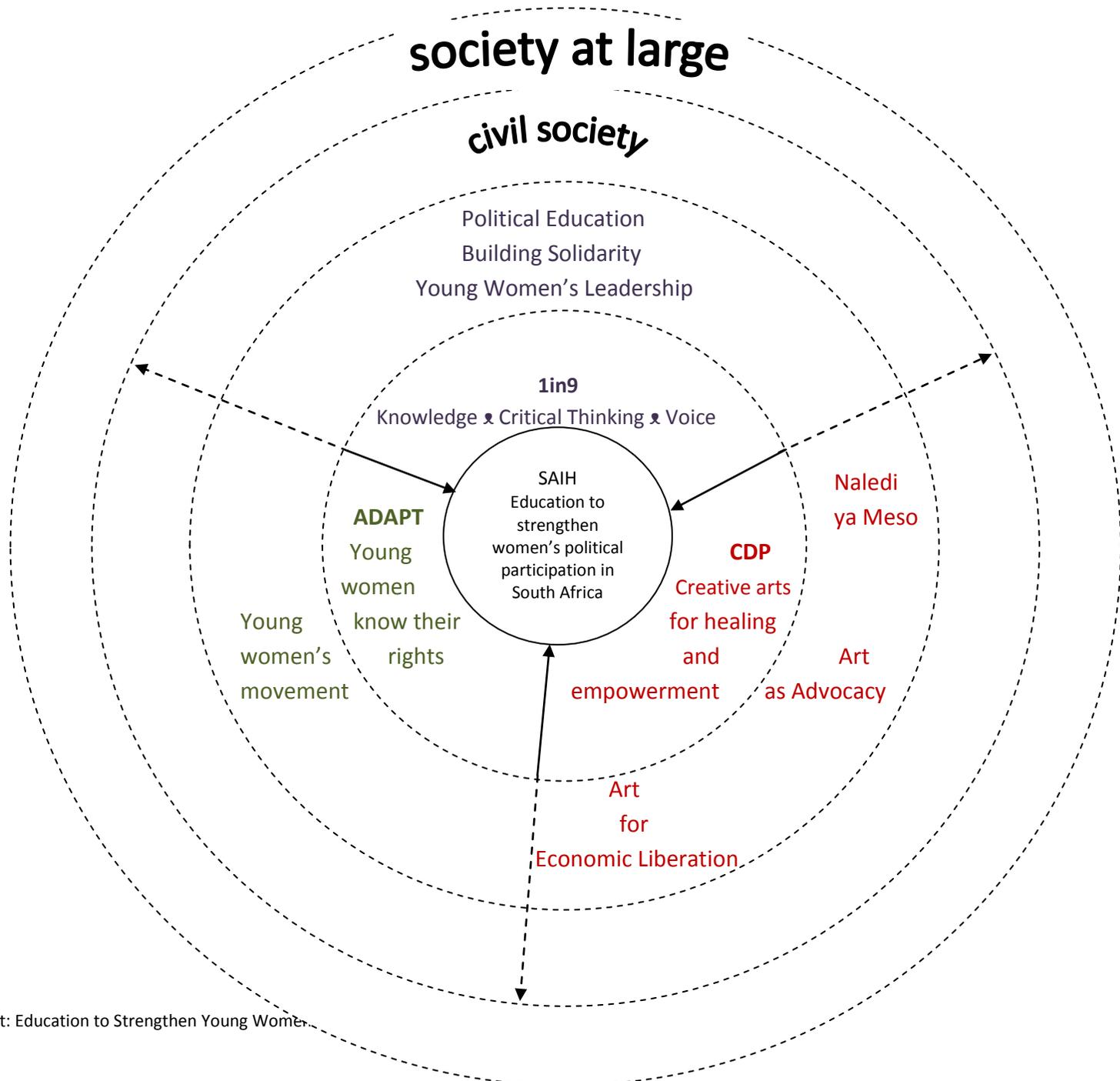
We view these levels of change as cyclical and interdependent, i.e. change in one sphere of an individual's life drives change in other areas. For example, the mosaic training that Antoinette²² underwent, changed the dynamic in her interactions with her children, which, in turn, created positive change in her son's ability to concentrate and learn, which, in turn, will impact on his schooling more broadly, and will have an effect on the life worlds he occupies now, and in the future. Similarly, education and care investments in the lives of young women will have long-term effects on women's health, family life, cultural and societal frameworks more broadly and makes a strong argument for investing in women's education, a continuous feedback loop.



4.1 Evaluation Model

The illustration that follows on the next page is a visual representation of the programme's change agenda, and how each organisation's projects work together towards the goal of the overall programme, in terms of their relationships with each other, and the intended changes at personal, organisational and broader societal levels.

²² See text box in Executive Summary.



4.2 Data Collection

In order to answer the research questions, relevant information and data was gathered from a range of sources, including people and documents.

By triangulating the information from documents gathered and reviewed, interviews and focus group discussions with various stakeholders (including staff, recipients of services, other partner organisations, Board and Steering Committee members, SAIH and FOKUS key informants), and observations of some of the work of the partners in action, the evaluation team was led to findings on:

1. the **appropriateness** of target populations;
2. the **effectiveness and relevance** of project interventions in achieving the stated goals;
3. the **efficiency** of the organisations;
4. their **sustainability**, and
5. how **inclusive and non-discriminatory** they are.

These methods also made it possible to draw out **lessons**, assess the organisations' **relationships** with each other and other partners, their **monitoring and evaluation tools**, and their relationships with SAIH.

4.2.1 Document Study and Preparation

The overall purposes of the document study were to:

- understand both FOKUS' and SAIH's policies and programme objectives;
- understand the contexts, roles, objectives, activities and capacities of partner organisations in relation to the overall programme;
- track changes in activities and stated outcomes over the programme cycle; and
- review project documents to analyse intentions and plans against results and outcomes, where available.

The document study included the following kinds of materials:

- Project proposals, organisational assessments, reports and baseline studies;
- FOKUS and SAIH policy documents;
- SAIH proposal and reports to FOKUS;
- Publications and artworks produced by the three organisations;
- A selection of published research and media coverage on violence against women was used to understand the social contexts and changes over the period in which these organisations function.

4.2.2 Inception Workshop with the Partner Organisations

A preliminary workshop was held with the three partner organisations during the 'Discovery'²³ phase of the evaluation to gain insight into the functioning of the organisations. This initial meeting provided an opportunity for:

- the leadership team and the evaluators to meet in person;

²³ As mentioned in the Inception Report, the Discovery phase involves gaining a practical understanding of each of the organisations, how they function as units; how they interact with the environments in which they find themselves; and the particular role leadership teams play in these organisations.

- the leadership team to share with us expectations of the evaluation from both a personal and organisational perspective;
- the leadership team to take an opportunity to briefly pause, and undertake initial reflections on key achievements, lessons learnt and challenges encountered in the implementation of activities under the SAIH grant;
- the evaluation team to share with the team our thoughts around methodology/approach;
- the evaluation team to discuss with the team key ethical questions regarding information gathering & presentation;
- the evaluation team to propose time frames and determine suitability of dates for partner organisations' schedules; and to
- garner responses and feedback from the team regarding our proposals and the discussions held to inform the way forward.

As a result of the inception meeting, the evaluation includes a section on the effects of the loss of CDP's director, Charlotte Schaer, on CDP in particular, and on the relationship between the three organisations.

4.2.3 Field Visits

Field visits consisted of the following elements:

- Individual interviews with key project staff;
- Focus group discussions and individual interviews with members of the target populations;
- Individual interviews with governing board and steering committee members and member organisations;
- Discussions with secondary key informants such as teachers and parents in the case of ADAPT's Young Women's Movement (YWM);
- Observations of material resources, activities, interpersonal interactions within organisations, organisational processes; and
- Engaging with other partner organisations that work with these three partners.

Interviews

Interviews with target populations/participants/members were held face-to-face either individually or in the form of focus group discussions which were structured around open-ended questions in order to illicit in-depth responses about experiences, perceptions, shifts, knowledge, and opinions reflecting on achievements and impacts.

This tool yielded verbatim quotations from which inferences were drawn to verify conclusions and information from other sources of information. Interviews garnered first-hand experiences, and allowed the researchers to observe the extent to which individuals and groups were shaped by their local contexts, and for the participants to share first-hand the effects of the work of these organisations against stated objectives and goals.

Face-to-face interviews were held with 13 individuals, including relevant staff within the organisations.

a. Focus Groups

Focus group discussions were held with participants and members from each of the three partners. Each focus group followed a similar format. Participants responded to a range of questions related to their experiences of change as a result of their participation and how this affected their self-perceptions, senses of self and their relationships and engagements within their home, family and community and broader societal contexts. A total of 68 people took part in 9 focus groups.

Interviewees: in general interviewees were open to having honest and intimate discussions with the evaluators, including discussions about violations, abuses and traumas suffered, almost always involving violence.

Findings from focus groups are based upon recurring themes related to the research questions.

b. Telephonic interviews

Telephonic interviews were conducted with Board and Steering Committee members of the partner organisations that were not available during the fieldwork phase, including key informants from Gender Links, Masimanyane (Eastern Cape) and Thohoyandou Victim Empowerment Programme (TVEP, Limpopo).

Telephonic interviews were conducted with 7 informants who could not be reached in other ways.

c. Survey

As a means of sourcing information on the make-up of the target audiences of the three partner organisations, a brief written questionnaire was circulated at focus groups. The primary objective of using the questionnaire was to develop a 'profile' of the target populations and verify it against the intended target populations.

4.3 Limitations

The timeframes for the evaluation were tight for a number of reasons, including some delay in the selection of the evaluators and the issuing of contracts. The evaluation dates coincided with the Northern hemisphere holiday season and South Africa's winter and school holiday season. In addition SAIH was also under pressure to develop their plans for the programme cycle starting in 2013 in order to meet deadlines for the next funding and programme cycle.

Because of the South African holiday season, some key informants were not available during the planned timeframes. This meant that the research phase continued later into the evaluation process than expected.

The tight timeframes and budget also meant field visits were limited to Johannesburg where all three organisations are based. Participants from the Eastern Cape and Limpopo were interviewed telephonically.

A series of individual and focus group interviews were captured audio-visually as a record for organisations. Time limitations have meant that these voices will have to find expression outside the bounds of this report, available to the three partner organisations, SAIH and FOKUS.

5. General Findings & Recommendations

This evaluation found that, in general, organisations have met objectives and goals as per predefined targets, and in some cases organisations have gone beyond simply meeting intended objectives, using innovative and creative approaches.

Across all of the work that forms part of the SAIH-supported programme it became evident quite early into the field research phase that levels of human and women's rights education and knowledge in resource poor and historically disadvantaged communities are disturbingly low. This came through among adults and young adolescents alike and included people with formal education, such as teachers.

One teacher who has experience of ADAPT's work said, "we thought we knew about rights, and what rights meant. We are educated. When ADAPT came to work with us, we realised we have no idea. If we don't know about these things and we are educated, what does it mean for those who are not educated?"

A deeply embedded belief of inferiority in relation to men was evident. In focus groups we repeatedly heard from women, "**we didn't know we had rights.**" Women also said, "**we thought men were superior to us. We didn't know we were equal. We didn't know we had rights too.**" In adolescent groups, we heard young women repeatedly saying, "**we didn't know we could say no. We didn't know we had the right to say no.**" This last statement was most prevalent among young women who are in high school.

5.1 Impact

There is clear evidence of young²⁴ women becoming aware of their rights, being empowered by this knowledge in multiple positive ways, and using this knowledge to demand and assert their rights and the rights of other women.

An ability to forward a feminist agenda as a result of greater conscientising through this programme is evident in the changed senses of self among participants, the effects of these changes in how they engage in their families and communities to create and shape positive social change, and in how many women interviewed are initiating actions in their local communities and within the organisations concerned, in support of securing accountability and taking action toward making women's rights real. This has happened in various creative ways, including through the 1in9 Advocacy Media Production (AMP) Studio's production of art works, posters, bags, banners and T-shirts that powerfully and graphically communicate feminist issues and demands, and ADAPT's Young Women's Movement's (YWM) highly visible environmental clean-up campaigns and engagements with community media (and theatre productions).

²⁴ The same applies to older women who were not initially part of the target group but came to be involved as a result of their organisations selecting them for participation in the Women Make their Mark programme.

The following words and phrases came up repeatedly and were used by informants (participants and staff) in describing the changes within themselves, their immediate communities (including families, at school and in their neighbourhoods) and their organisations as a result of this programme:

safe protected personal power confidence assertive **rights** knowledge from
silent observation to active participation support organic commitment **need**
feminist **team** expression part of something **connected** awareness strategic use
of anger included family **respect** learning teaching **belonging** opportunity
sharing **healing** friendship open **justice** courage vision **action** solidarity

5.2 Target Group

The change at the level of individual participants in the activities of the three organisations is profound, transformational and is carried over into the spaces these women occupy, whether in their families, communities, schools or organisations.

All respondents spoke about how their involvement has changed how they see themselves, how they interact with others, and how this has changed and impacted upon the worlds they occupy.

5.2.1 ADAPT

ADAPT took a decision, based on its experiences, to start working with girls from their first year of high school (Grade 8, age 13). This decision is linked to high levels of teenage pregnancies, psychological, sexual and physical abuse, and the realisation that the vulnerable girls with whom the organisation already had relationships ‘needed to be caught early’ in order to forge long-term change and empowerment.

The current members of the YWM range in age from 13 to 22, and include few out-of-school young women, with the bulk of out-of-school young women moving out of the area, finding jobs, or having entered a different phase in their lives.

In terms of the ultimate goal of the programme: for young women related to this programme to shape discourse that brings about social change to advance a feminist social justice – ADAPT’s YWM is a good fit and speaks directly to the younger members of the SAIH target group, not covered by 1in9 or CDP.

“I learn a lot from ADAPT. I learnt about respect, and that I have to first respect myself so that I can respect other people.”
Neo, ADAPT YWM, 13

5.2.2 CDP

Interviews, focus groups and survey results from the Naledi ya Meso groups from 2010 until the present reveal an age diversity ranging from 21 to 60.²⁵ This diverse group includes a number of HIV

“The first difficulty, when I got here, was working with older people. But now, it’s taken me into a comfort zone.”

Thabile, NYM, 2012

positive women, lesbians, traditional healers, women whose formal education ended in high school, and a handful with diplomas and degrees. Many of the women work as volunteers and have no income.

The current NYM group have a different profile to that of the previous years’, because CDP invited directors and was more explicit about what organisations would gain from sending participants with the agency to reflect change in their home organisations. This explains the higher age range.

Participants of the Art as Advocacy group fell within the intended target group in terms of age, drawn from the YWLP. Members of the Art as Economic Liberation were of mixed ages with a fair percentage being older than the intended group but vulnerable in multiple ways.

5.2.3 1in9

1in9’s target group fits the intended programmatic target group in age, falling between 18 and 35. A significant proportion of this group self-identifies as lesbian, some as queer, and hail from townships in and around Johannesburg.

“[Feminism] makes you question everything. And you need to understand before agreeing. This space changed everything about me; I experience the change in every facet of my life. Because of this I realised I had to separate from my husband. It was difficult, but it was necessary. It was the right thing to do.”

Nehwho, 1in9, Political Education

5.2.4 Equality, Non-discrimination & Participation

From a feminist perspective, the following were considered as elements integrally woven into the programme:

1. Inclusion and reducing isolation, in terms of:
 - a. Diversity
 - b. Voice
 - c. Participation
 - d. Connecting with other women
 - e. Support system
 - f. Safe space
2. Respect.

Inclusion, equality and non-discrimination are practiced in different ways by each of the three organisations, and extend to the participants and beneficiaries of the organisations’ work.

²⁵ The current NYM group have a different profile to that of the previous years’, because CDP invited directors and was explicit about what organisations would gain from sending participants with the agency to reflect change in their home organisations. This explains the higher age range. Participants of the Art as Advocacy group fell within the intended target group in terms of age, drawn from the YWLP. Members of the Art as Economic Liberation were of mixed ages with a fair percentage being older than the intended group but vulnerable in multiple ways.

1in9's feminist ethos and practice includes respecting, supporting and valuing the work of the women in the AMP Studio by rewarding their time and effort in financial terms.²⁶

In addition to bringing together women from diverse backgrounds, and bringing women in from the isolation of facing difficulties without support, the three initiatives provide safe spaces for women to share their stories, connect with other women, and be heard.

All three partners also include the costs of meals during their activities, and 1in9 and CDP cover the cost of travel to and from organisational activities, thus addressing some economic barriers to participation.

CDP has included a diverse range of women in its programmes, including women made vulnerable by their refugee or migrant status, their HIV status, their sexual orientation or gender identity, and others who are made vulnerable as a result of being born women and/or coming from an economically poor and historically disadvantaged grouping.

In focus groups that included lesbians and heterosexual women, many of the heterosexual women noted how they had confronted and overcome their prejudices against lesbian women through the CDP programmes. Many lesbian women also noted how they had expected alienation and exclusion from the heterosexual women and had instead been welcomed with curious interest by women who had not previously encountered lesbians in their life worlds. It was clear that the nature of the CDP space had enabled engagement with difference, including on issues of sexual orientation and the realities of refugee women towards changed attitudes and perceptions. The effects of this change goes beyond CDP, as women participants return to working in their communities with new insights and learnings about inclusion, diversity, 'otherness' and difference.

While ADAPT's target group is considerably more homogenous than those of the two other organisations, the organisation works from the basis of non-discrimination and inclusion. To date ADAPT has not worked directly with same-sex oriented women. For ADAPT, inclusion and non-discrimination relate to equal treatment of all people who are part of the local community catchment area, irrespective of appearance, health status, or social standing.

During a focus group discussion with YWM members, we met two young women who stand out as 'visibly' or 'audibly' different: one because of a marked speech impediment (stuttering) and the other being visibly different, as an albino. Both young women were orphans. The young woman with a speech impediment reflected on how her involvement in the YWM had increased her confidence

²⁶ This may seem simple or obvious, but in the evaluators' experience, many organisations, including women's and gender organisations in South Africa expect volunteers (who are often from the poorest communities and have no source of income) to give their time without any financial compensation. The logic of such approaches is that they "provide participants with skills and training opportunities". As such, many organisations extend the notion of women's unpaid work to their own organisational activities. The organisations providing meals, transport costs and stipends therefore need to be acknowledged for the feminist act of recognizing women's work and time.

and freed her to express herself – from a self-inflicted silence (to avoid being taunted) to speaking out loud in public spaces with confidence (and with resilience against taunting).

ADAPT's practice of inclusion is notable in the organisation itself (the relationships between staff, and in how decisions are taken; and the youth project leaders defining and exploring the activities of the project).

In terms of Hart's (1992) 'Ladder of Youth Participation' utilised as an analytic framework for measuring degrees of youth engagement by SAIH, partners spanned roughly the same participation rungs, fitting within the meaningful and 'authentic youth participation' rungs: from 'consulted and informed' to 'youth-initiated and directed' activities, i.e. activities are planned based on findings from engagements with participants, to participants deciding on the kinds of activities and taking steps toward making them happen. This is displayed in particular in ADAPT's YWM's theatre activities and the clean-up campaign, as well as in the discussions and decisions of 1in9.

On the inclusion of people with disabilities, CDP has the most integrated and deliberate approach to inclusion among programme partners. This includes facilitator training that takes into consideration how to best adapt programmes to suit various forms of disability. While the Women Make their Mark programme had not included any women with disabilities (disabled women were neither targeted nor identified by organisations in their selection processes), the CDP team were able to draw on several cases of how they had adapted their programmes to suit the needs of disabled participants²⁷ in other non-SAIH supported programmes.

1in9 has not deliberately targeted disabled women in its work, and at an institutional level has not directly engaged with disability. Through the political education programme 1in9 intends to engage with disability from a feminist perspective by examining the work of feminists who work on disability issues.

ADAPT has not targeted disabled people, and while open to serving all people who need their services in Alexandra, they have not had many disabled people approaching them for support, which may be due to the mobility constraints of many disabled people. In the context of heightened levels of sexual violence in South Africa, a number of sexual assaults of disabled girl children have reached media attention in the course of 2012. These cases could be used as a catalyst for the SAIH supported organisations to think further about how they include disabled women's needs, issues and agendas in their work.

5.3 Planning and Goal-setting

The evaluators found that some of the initial indicators were not realistic for the size, scope and timeframes of the programme. While it is important to be bold in setting goals, achieving some of the indicators was beyond the level of control of this programme and the projects that constitute it.

²⁷ This included deaf (with GALA's deaf programme), blind and wheelchair-bound survivors of torture and violence as well as participants with other "major physical disabilities" according to the WMM project manager.

For example, increasing conviction rates in rape cases rests with the criminal justice system and other organs of state.

While the organisations involved could raise awareness among, monitor, lobby and engage with the health, justice and police services to make them aware of how their practices consciously or unconsciously contribute to creating impunity for rapists, or even to skill them to do their jobs better and with greater sensitivity towards survivors, the organisations concerned do not have the power to control the physical functioning of the system, and where systemic change is possible due to pressure, visibility and education, it is unlikely to happen in the course of a single programme cycle.

This does not mean that the organisations are unable to change how the criminal justice system functions per se, by maintaining pressure and a public spotlight on systemic injustices and lack of accountability. Achieving structural and institutional change is a longer-term objective that organisations can steadily work towards achieving through strategies and effective partnerships that set achievable immediate, intermediate (medium term) and ultimate (long term) goals for ensuring women's and girls' rights are upheld and protected, and that systems of state are accountable to women and girls. Because of the nature and extent of the change required, this kind of change is unlikely to be achieved in a single programme cycle and needs to be sustained on an ongoing basis.

Similarly, securing the provision of streetlights, water and sanitation were beyond the scope and control of a programme of this size and duration. While the YWM and ADAPT could identify the kind of public services required to create local communities that are safer for women and girls, and work with, act as local watchdog of, and lobby and maintain pressure on organs of local government for delivery of such services, the physical provision of those services is beyond the control of the organisation. Where control was possible, for example cleaning up areas that were unsafe for women and girls, this has happened with the young women taking the lead and engaging in partnerships at community and local government level.

The activities in this programme have laid a solid foundation for placing justice for survivors of rape and other forms of gender-based violence²⁸ and women and girls' needs on the public service delivery agenda at local levels in the case of ADAPT,²⁹ and making the link between service delivery, state accountability and women's rights and needs. This kind of pressure needs to be maintained

²⁸ 1in9 did this most visibly during nation-wide direct action approaches that garnered high-level media attention – a precursor to the current programme cycle – this has continued in specific contexts, for example in rural parts of the Eastern Cape of South Africa through 1in9's presence in this part of South Africa, supported by Masimanyane's participation in the Campaign. While the 1in9 Campaign's level of public visibility has reduced, it is still a respected source of information among mainstream media.

²⁹ In one case, YWM members had approached relevant authorities to cut long grass in an area where the length of grass posed a threat to women and girl pedestrians' safety. The intention was to partner with them to resolve the problem. In making the authorities aware of the problem, and how simply it could be resolved resulted in the authorities pre-empting the YWM by cutting the grass. This unexpected outcome is a positive and hopeful one. The challenge for the YWM and ADAPT is to ensure that the grass in the area is kept short, and that areas that have been cleaned remain clean, towards creating sustainable safe and clean public spaces.

and strengthened through the SAIH programme to secure deeper and wider levels of change.³⁰ Should the programme partners retreat or lessen their advocacy efforts on these issues, it is likely they will slip off the agendas of these organs of state.

At government level, and even in South Africa's public sphere, delivery of services like sanitation, lighting, and a clean and safe environment for walking and recreation, are not generally articulated as being directly connected to women's and girls' safety needs and creating communities in which women and girls can thrive. ADAPT's initial work in this area creates the scope to strengthen this area of work towards a sustainable and ongoing project of the YWM.³¹ Once up and running on an ongoing basis, the approach and model could be documented for possible replication for organisations who want to make service delivery a women's issue and hold government accountable to women's needs. The timing for this kind of work that practically makes women's rights real is opportune given the pre-election timeframes.³²

5.4 Documenting

During the period under review, in line with broader development cooperation efforts to improve the documenting of experiences and results, strengthen the evidence base for donor supported work, and strengthen organisations' capacities and reach, SAIH encouraged the three organisations to more regularly document their work.

Each of the organisations produced two significant publications during this programme cycle. This included: 1. ADAPT documenting the experiences of their Youth Programme, the "Best Father's" project, and the development of a pocket size guide for youth on navigating dating, sex, rights and responsibilities; 2. CDP's production of its NYM and Art as Advocacy work in book form, and 3. 1in9's production of the findings of a research study examining the experiences of violence of HIV positive women, and a Sexual Violence Survivors' Guide to the Criminal Justice System.

5.5 Internal Monitoring & Evaluation Tools & Processes

CDP employs a skilled project manager on the SAIH project, who incorporates an M&E and psychosocial health background into her work. She has developed organisational systems, including documented systems for reviewing and evaluating programmes, inputs and activities on an ongoing

³⁰ One-off activities help to draw public attention to a problem, and help to raise awareness of a situation. Holding authorities accountable to women's and girls' service delivery needs requires an ongoing and sustained approach. For example, YWM members could initiate a system among themselves based on where they live, and where they go to school, to monitor public spaces for cleanliness and safety. Maintaining regular contact with authorities to report needs and actions required could contribute in a simple but effective way to ensure service delivery that works for women and making this form of accountability and delivery standardized and routine. This is not yet happening. The YWM and ADAPT could lead the way through sustained action.

³¹ An ongoing effort is more likely to be sustainable, take on a life of its own, or even create institutional change among service providers by for example regularly cutting grass in certain areas having been made aware of the risks of long grass in some public areas and how a simple action can contribute to creating a safer community.

³² Such an effort should take into account school examination periods, school holiday periods and the reality that Grade 12 learners have less free time due to preparations for school-leaving examinations. Taking these factors into consideration at the outset means pre-empting potential limitations, and increasing the likelihood of effective implementation and sustainable projects.

basis. This process of ongoing internal evaluation and review is used to provide internal feedback to the organisation towards continuously improving programmes and programme development.

1in9 conducts debriefings after direct action, holds regular review meetings with members of the AMP Studio, and intends to use assignments (and attendance) in the political education group as tool to review understanding through application. The Campaign prioritises reflection on what is learned from practices and processes, and as such has internal and informal M&E practices in place. At present there are no other 'formal' systems for the Campaign to evaluate its work.

ADAPT maintains registers of participants in all activities of their work. The organisation also circulates questionnaires to participants in the Youth Programme in order to assess the levels of retention following workshops. At this stage it seems that no formal plans are in place around practical use of the findings of the questionnaires, and how this is fed into the programme's activities. The current practice is not documented beyond the questionnaires.

5.6 Administrative Effectiveness

All three organisations display sound financial management practices and processes. Financial and administrative management is transparent with thorough and accepted accountability systems, routines and processes are in place.

The organisations display an ability to develop realistic budgets and to expend them appropriately. Competent administrators are employed by each organisation to oversee day-to-day administrative and financial operations, overseen by the directors of the organisations. Budgeting processes are led by the directors in collaboration with relevant staff.

All of the organisations make use of reputable, registered auditors and submit to annual external financial audits that are available to governing bodies, donors and other stakeholders.

Based on a (non-scientific) knowledge of salaries in the CSO sector in South Africa, salaries paid by the three organisations were found to be fair.

SAIH has supported the skills development and capacitation of CDP's administrator who has as a result been able to take on increased financial and administrative responsibilities (with capacity-strengthening support provided by CDP's external financial auditors). The investment in this young woman's administrative and financial management capacities may be noted by SAIH and FOKUS as a positive unplanned outcome of the programme; an investment in the sustainability of CDP, as well as in the growth and development of a young woman's skills (who incidentally fits within this programme's target audience).

1in9 is in the process of registering as an independent legal entity and expects this to be in place by September 2012. This will enable the Campaign to open its own bank accounts and to handle all aspects of financial and administrative management internally with the assistance of external financial auditors.

To date, 1in9's finances³³ have been managed by POWA (People Opposing Women's Abuse), the organisation that had accommodated the Campaign until it moved to its own premises within the CDP compound. Banking transactions have been handled through POWA and 1in9's external financial auditing has taken place as a separate and distinct project of POWA. The Campaign employs a full-time administrator to coordinate and oversee all aspects of administration, including the reconciling and effective management of finances and other resources.

In addition to employing its own accounts clerk, ADAPT additionally makes use of 'Donor Support Sector Specialists' who provide ongoing technical assistance to ADAPT's accounts clerk and assists with the facilitation of its financial audits.

The evaluators found no irregularities in any aspect of the organisations' administrative and financial management practices.

5.7 Relationships

To some extent, CDP is the 'glue' that holds the partners in the programme together. It is the common factor to the work of both 1in9 and ADAPT. Its 'ground up' approach, starting at the level of individual women's experiences – the starting point that the personal is political, and translating those experiences into collective consciousness and public advocacy – makes CDP particularly well suited to working with women's organisations, survivors of violence and healing processes.

CDP enjoys a close working relationship with 1in9, including sharing premises and implementing aspects of each other's programmes jointly. CDP is enriched by 1in9's network of women's organisations to participate in CDP's various initiatives, and for 1in9, CDP provides creative expression and healing methodology through the creativity skills element integrated into their work. It also facilitates 1in9 members to express their feminist activism creatively as evidenced in the body of work produced, including the creation of the AMP Studio and its outputs: a living embodiment of both CDP and 1in9's innovative approaches.

ADAPT has also benefited from CDP's programmes and approaches, including the present involvement of an ADAPT social worker in the current NYM programme, and the YWM coordinator having participated in CDP's programmes in the past. The YWM coordinator was able to show how she had integrated creative learning from CDP into her work, while the ADAPT auxiliary social worker currently in the NYM programme attested to the positive contribution this experience is making to her personal empowerment and approach to her work.

"I used to have low self-esteem. It meant that I used to try to please everybody. And now, by coming here, I'm in love with Elizabeth, within myself. I used to put Lizzie underneath the table wherever I go. I used to please other people. Now I've learned that to be a woman, you must be sure of yourself. You must love yourself and not expect the next person to love you if it didn't start within yourself... Through painting and art I've learned that people can express their feelings more than in individual counselling. Your whole life can be on a single piece of cloth."
Elizabeth, NYM, 2012

³³ At the time of finalising this report, we were not able to assess 1in9's 2010 budgets and financial reporting.

The ADAPT team reflected that CDP's approaches and methodologies had had an important positive influence on their work, including in how it was conceptualised and executed, integrating creativity. While ADAPT had engaged with creative expression in its healing work well before encountering CDP, it was felt that the CDP encounter had increased the depth of that creative engagement.

The evaluators found that there was scope for greater participation for mutual benefit between CDP and ADAPT to strengthen the individual organisations' work, and to forward the goal of the overarching programme. (Proposals in this regard are noted in 'Recommendations' below).

ADAPT works in similar sectors to 1in9 and the two organisations were familiar with each other prior to SAIH's introduction of a programme approach. ADAPT's director, Irene Khumalo said, "ADAPT considers itself part of the 1in9 Campaign and has been involved in the Campaign's work from the outset." The two organisations maintain a supportive and solidarity-based relationship, working together on common issues and concerns. When cases were being heard at the Wynberg sexual offences court in Alexandra during 1in9's direct action work, ADAPT and 1in9 worked together, with ADAPT providing 1in9 with intelligence based on their local-level experience and knowledge, regarding the court's track record and workings, providing meeting spaces and resources to the Campaign and participating in protests together.

While 1in9 and ADAPT have differences in approach, target audience, and relationships with organs of state,³⁴ these differences do not and should not preclude either 1in9 or ADAPT from sharing experiences, knowledge, resources and practices, which both organisations agree on in principle.

1in9 has opted for a more radical approach to organs of state that has at some points been confrontational compared with ADAPT.³⁵ For example, 1in9's position includes that it is the patriarchal system embodied by the courts that are denying and violating women's rights and creating impunity for rapists and other abusers who are generally men.

While women's rights activists would generally agree that the existing justice system does not do justice to women, and that secondary abuse of survivors of rape is a highly likely reality from police, healthcare workers, and staff within the justice system, they endeavour to engage with this problematic system in different ways because of how and where they see the need for change most urgently, and approaches for how they feel able to effect change.

³⁴ Whereas it is clear that 1in9 self-identifies as feminist in theory and approach, ADAPT could be described as more 'womanist', regarding the organisation's approach to the community, working with men, and the (largely heterosexual African) family unit. ADAPT mostly works with women. They also work with men, including perpetrators of abuse (in the context of this report, for example, performances of the YWM play performed twice at a men's prison) and the Best Fathers competition. ADAPT is more geared towards the needs of heterosexual clients and relationships, while 1in9 includes a significant lesbian and bisexual presence in all of its work.

³⁵ The state, in the form of the Department of Social Development subsidises the salaries of ADAPT's social workers. This is an important relationship in terms of the state taking responsibility for at least in part providing some of the services it should provide to survivors of violence, through ADAPT. Whether or how this limits the nature of action ADAPT is able to take in critiquing or engaging with the state regarding its accountability to women needs to be explored further, beyond the scope of this evaluation.

5.8 Innovation

Innovation is by its nature context-specific. An activity or strategy that is commonplace in one context can be entirely new and groundbreaking in another. It is within this contextual understanding of innovation that we share how each of the organisations' practices embodies innovation in its work.

CDP's approach of using creative expression for healing and activism is innovative in the South African landscape, especially for women who had never previously expressed themselves creatively,³⁶ and for women that had in one or another way experienced a major trauma in her life. What was revealed in focus group discussions was that every woman, whether she had gone into the space with the knowledge that she had been violated and traumatised in her life or had blocked these memories, discovered that she had been violated in one or other form. The creative safe space enabled the traumas to come to the fore, forcing an engagement and providing a cathartic healing experience. That every woman who has passed through CDP has experienced some form of violation or abuse reveals the magnitude of the violence and trauma persistent and embedded in South African society today – a heritage of a violent past, but very much part of the continuous present.

The following are some examples of 1in9's bold strategies and tactics given the South African context:

- its initial public action outside of courthouses drawing on the mass action strategies of South Africa's anti-apartheid movement³⁷ to publically express its outrage³⁸ at a senior ANC leader who was charged for rape and was acquitted by the courts by questionable means;³⁹
- using 'guerrilla' tactics like dropping huge banners that span the length of high-rise buildings in areas around court houses to draw attention to injustices within and failure of the criminal justice system;
- its current investment in feminist political education and conscientising efforts (also resonant of anti-apartheid political education and activism conscientising spaces), essential for the grounding of any activist's contextual and intellectual understanding;
- integrating creative expression⁴⁰ into its leadership and healing work;

³⁶ Women of all ages in focus groups mentioned how, as a result of Apartheid or deeply gendered poverty, they had never had a girlhood or childhood. For as long as they could remember they had adult chores and domestic responsibilities. The engagement with CDP allowed them to at some level access and engage with what they had missed in childhood.

³⁷ Consciously or not, the 1in9 Campaign uses very similar strategies to those employed by South Africa's liberation movement during Apartheid. Should the situation of intolerance of difference relating to sexual violence against women and girls of various sexual orientations continue, 1in9 may need to consider some of the 'underground' strategies that movements use when operating at the surface becomes unsafe in the lives of those spearheading change or expressing non-conformist behaviour, choices or attitudes.

³⁸ One informant who is part of the AMP Studio noted that it was only because of the Campaign that she had not resorted to public violence in expressing her anger at the Criminal Justice System, arguing that the work of the Campaign enabled her to channel her anger "away from burning down court-houses, to expressing my anger in other ways. If it were not for the Campaign I would have resorted to violent means," she said.

³⁹ And is now the President of South Africa, in a context of hostility towards anyone who dared not side with him or risked being labelled a 'traitor', or worse, such as the return of the apartheid struggle practice of 'necklacing': putting a tyre around the neck of the perceived traitor, pouring petrol over them and setting it alight, was a fairly common assassination practice or form of 'street justice' reserved for 'anti-apartheid traitors' i.e. Apartheid collaborators during the 1980s and 1990s.

- creating the AMP Studio as a feminist media project that provides an income to five previously unemployed young lesbian women trained in art, messaging and media production skills (based on protest art approaches) through the partnership between 1in9 and CDP.

For a high-profile, attention-grabbing launch of its Young Women’s Movement, ADAPT used two branded open-top buses that drove through Alexandra township informing residents about the YWM and inviting young women’s participation. Green buses were complemented by matching green ADAPT T-shirts and banners to raise the profile of ADAPT in Alexandra, and to highlight its ‘green campaign’ including a local environmental clean-up initiative. This strategy was innovative in its context and got the community talking about ADAPT, environmental concerns and how these relate to the safety of women and girls in the area.

The nature of services offered by ADAPT and their cooperative approach to engaging with police, the healthcare system and perpetrators of GBV themselves is innovative in its context. ADAPT’s relationship with the local police and healthcare systems, by having offices in these spaces is unusual and speaks of a depth of respect and engagement the organisation enjoys in its surrounding community and with local organs of state. Additionally, no other organisation in Alexandra is doing any kind of work that is similar to the classroom discussions and YWM activities.

5.9 Loss

This evaluation started two weeks after the death of CDP director and founder, Charlotte Schaer.

During the initial stage, interviews provided an opportunity for the leadership team, even though still stunned, to express senses of loss, and, more broadly, begin the psychological task of mourning, which includes the ultimate process of reorganising life without the deceased.⁴¹ The organisation, as a living organism itself, goes through a process of mourning in which it remembers, yearns, then disorganises before reorganising and accepting a world without the deceased. It is this process of reorganising that needs to be carefully managed, and the process of disorganising that precedes it that provides the liminal opportunity for change or resettling; both of which can be upsetting, as it involves profound change.

While it is true that organisations develop and arise out of social systems, it is also true that organisational behaviour and change depend on leadership. In this sense, the people-organisation relationship within CDP stemmed from and was fuelled by the director in whom much of the organisation’s management strategy, goals, vision and approach were ‘housed’. In addition to

⁴⁰ T-shirts hold a particular symbolism in South Africa as a visible canvas through which to express belonging, politics and protest. This goes back to the anti-apartheid movement and continues into the present, including in expressing activism in support of HIV positive people, election campaigns and political party support, and in the case of the SAIH programme, women’s rights and feminist critiques of the status quo.

⁴¹ The function of mourning, says Sigmund Freud in *Mourning and Melancholia*, “is to detach the survivor’s memories and hopes from the dead” (p. 243), a process that when complete, the ego (in this case the psyche of the organisation) becomes “free and uninhibited again” and is able to form (new) relationships true to its own reconstituted identity.

having already committed and capable staff members, the supportive management model⁴² practiced by the director oriented staff toward performance and participation.

The passing of the CDP director is a tragic loss to the organisation in several ways, including existing relationships developed from a direct relationship with Ms Schaer, while also opening up opportunities for birthing new ideas, new energies, new potential and new directions, all of which are positive possibilities for the organisation, and, in part, an organic result of the supportive management model.

CDP's approaches and methodologies are well respected and there is interest and demand in the offerings of the organisation with the potential to take things forward in a positive way. The organisation is well established and stable and is well placed to continue exploring its way forward creatively. This process of change needs to be sensitively managed, with the support of its partners, to see the process of mourning through to its conclusion in order for the organisation to be free to reconstitute and reorganise in an uninhibited way.

In the case of both ADAPT and 1in9, the leadership of the organisations have long herstories of engagement in the work of the organisations. For both organisations this is a strength. It contributes to the stability of the organisations and it also means that institutional memory (in the form of individual staff) is maintained within the organisations. However, the loss of CDP's director points to the vulnerability created by the sudden loss of a key driver of an organisation's work, with organisations that are small in staff size particularly vulnerable.

5.10 Recommendations: Strategic Opportunity

Going forward into the next programme cycle, consideration should be given to South Africa's election period and electioneering that is likely to take place. This public space and time could be 'hijacked' by feminist agendas through a strategically orchestrated campaign to make women's demands publicly heard, connecting service delivery to state accountability to women, force political parties to account for their prior and existing promises to women (in the context of bolder, newer election promises being made), forcing political parties to act and use existing state power to create better lives and communities for women, girls and LGBTI people in the context of speeded up service delivery that characterises pre-election periods, making it a highly political issue.

This could be done with 1in9 taking the lead in identifying common concerns in collaboration with partners, identifying additional potential partners to develop a collective voice speaking out on state responses to GBV, lack of state accountability to survivors of GBV, publicly at various levels (as represented by partner activities), for a more holistic, multi-faceted approach to addressing and highlighting GBV.

⁴² Respect for staff at all levels of the organisation, availability and visibility of the leadership constitute a large part of supportive management. Naturally organic and emotionally sensitive, supportive leadership provides staff with the tools with which to do their work and improve their skills, although in this case, without sufficient inclusion of project staff to engage with donors regarding fundraising, reporting and funding strategies.

There is scope for ADAPT and CDP to increase their engagement to maximise benefits to both organisations and the people they work with. A number of YWM members are in their last year of high school and have no plans for life post-school. This absence of plans (and possibilities) and the void created by not going to school risks exposing the young women to precisely the vulnerabilities that the YWM attempts to divert them from.

CDP and 1in9 are encouraged to regularly include a sizeable number⁴³ of unemployed, out-of-school YWM members into future NYM programmes to enable access to creative expression for healing, build on the leadership skills and gains made through YWM participation, expose the young women to further skills development and experiences, and enabling access to potentially employable skills. The young women could bring these skills and new forms of feminist activism back into ADAPT, the YWM and the community of Alexandra more broadly, in line with the goals of the SAIH programme.

Should 1in9 have new intakes for a next round of the YWLP, members of ADAPT's YWM who are out of school and have leadership qualities and potential should be considered for participation in the YWLP. This approach maximises gains of the SAIH programme towards developing a cadre of skilled and equipped young women who know and can claim their rights and use this knowledge to create better lives for themselves and women in their spheres.

An additional collaborative possibility to explore includes identifying an organisation that was provided with silk-screening T-shirt production equipment that is not making use of the equipment and is unlikely to start using it. YWM participants could be intensively trained in Art as Advocacy skills by CDP (and possibly with the participation of the AMP Studio). Once the YWM members have the skills, this equipment could be provided to ADAPT's YWM in order to produce media for ADAPT but also to create a source of income for the young women, ADAPT, or both parties.

Each organisation is advised to reflect, and consciously set in action measures that aim to reduce organisational vulnerability should a sudden loss of leadership occur. This could involve an effort to consistently and comprehensively document the organisation's work, approaches, methodologies and practices. It could also involve ensuring that more than one person in each organisation has a thorough understanding of every aspect of the organisation's functioning.⁴⁴ Given the context of dramatic cuts in donor funding support, ADAPT is encouraged to develop a long-term sustainability and funding strategy.

The pressures and load on existing staff needs to be monitored within organisations to avoid the risk of burnout linked to overworking, a common challenge for CSOs and women's organisations in particular.

⁴³ We propose at least 3 to 5 YWM alumni (assuming interest) per intake for inclusion in these activities.

⁴⁴ This could be a challenge for 1in9 since it only employs one staff member in a content capacity. 1in9 is encouraged to come up with a workable solution that speaks to the realities, dynamics and forms of leadership within the Campaign.

6. ADAPT

One of ADAPT's strengths lies in its location within a specific community. This anchors the organisation in terms of focus, service delivery and the depth of relationship-building that is made possible with local key stakeholders.

This table represents planned activities for each year, as stated in the ADAPT application and in annual reports to SAIH.

		ADAPT ⁴⁵			
Project		Young Women's Movement			
		Stated Goal	Stated Result Areas	Planned Activities	Activities Carried Out
Goal	App.	Young women who participate in this programme are actively involved in various development projects in their communities and have the ability to drive women's issues on the political agenda.	<ol style="list-style-type: none"> 1. Young women in and out of school being knowledgeable about their human rights and being in the position to stand for them. 2. A robust leadership institute providing leadership training for the young women. 3. More programmes reflecting the realisation of young women's rights in Alexandra high schools, clinics, the Alexandra police station and other major service providers by 2012. 	<ol style="list-style-type: none"> 1. Recruit 50 young women in and out of school. Hold meetings and workshops for out-of-school young women. Build YWM through various trainings, seminars and meetings. Develop at least one position paper per annum, starting in 2010. Develop a position paper on women's rights and other related issues identified as compromised and presented to Parliament by 2012. Regular theatre performances on human rights at schools to enhance class workshops. Form active support groups led by peer 	See 2009 onward.

⁴⁵ Some activities were abandoned due to having been too ambitious. See note under Recommendations.

				<p>counsellors from Alexandra high schools.</p> <p>2. Identify credible trainers to facilitate training in women and politics, women and governance, women and the economy, women and health. Train participants on various modules. (1 module/week)</p> <p>3. Conduct mini survey to determine organisations in Alexandra, which managed to include programmes for young women in their agendas. Facilitate focus group discussions on identifying challenges in service delivery for young women of Alexandra.</p>	
	2009	Young women in Alexandra create platforms to discuss and actively get women's issues on the political agenda.	<p>Establish theatre groups in high schools</p> <p>YWM</p>	<p>Hold auditions at two high schools; train students in theatre art; train students on gender issues;</p> <p>Perform theatre pieces.</p> <p>Conduct leadership training.</p> <p>Conduct classroom workshops.</p> <p>Establish YWM.</p> <p>Train 30 peer counsellors on human rights and</p>	<p>Theatre facilitation consultant recruited & two theatre groups of 40 young women in total;</p> <p>--</p> <p>34 young women attended a first round of leadership training; Class workshops on gender related issues held;⁴⁶ Road show was held to launch the YWM; 6 young women attended the South African Women in Dialogue</p>

⁴⁶ Issues included: dating, relationships, violence, sex, HIV and rape.

				<p>gender.</p> <p>Mobilise educators to support training and class workshops.</p> <p>Arrange meetings and workshops for young out-of-school women.</p> <p>Conduct a skills needs assessment.</p>	<p>conference;</p> <p>Weekly meetings with young women.</p> <p>Agreements secured with principals at 2 schools.</p> <p>Arts, human rights and gender sensitivity workshops facilitated by CDP.</p> <p>Baseline skills assessment conducted.</p>
	2010	<p>Young women who participate in this programme are actively involved in various development projects in their communities and have the ability to drive women's issues on the political agenda.</p>	<ol style="list-style-type: none"> 1. Young women in and out of school in Alexandra are knowledgeable about their human rights and are in the position to stand for them. 2. A robust leadership institute providing leadership training for the young women of Alex fully operational by 2010 & continue to operate. 	<p>Conduct 6 theatre performances at high schools.</p> <p>5 High schools assign at least 10 young women to the YWM.</p> <p>Members of YWM attend at least 2 women's events aimed at advancing human rights.</p> <p>2 groups of YWM present their findings in ward council meetings.</p> <p>4 press statements released by YWM.</p> <p>35 young women graduating from leadership training.</p>	<p>Not held due to 2010 Soccer World Cup.</p> <p>Not done due to 2010 Soccer World Cup.</p> <p>8 young women participated in lobbying outside court in solidarity with a victim of incest; Young women attended event organised by Nelson Mandela Children's Fund. No meetings were scheduled.</p> <p>--</p> <p>8 of the 35 young women were identified as leaders.</p>

				<p>1 meeting/month conducted per site (school & community centre)</p> <p>Mobilisations around issues & expression of their positions by leaders from YWM through various media: Alex FM; Alex community newspaper.</p> <p>1 Meeting/quarter organized in at least 5 different wards.</p> <p>Peer counsellors running support groups.</p> <p>Facilitate classroom workshops.</p>	<p>No meetings were scheduled.</p> <p>5 young women participated in a weekly radio slot on Alex FM, and 1 interview on and SABC youth talk show.</p> <p>No meetings due to 2011 local government elections.</p> <p>18 peer counsellors were trained.</p>
	2011	Young women related to this programme shape discourse that brings about social change to advance a feminist social justice.	YWM	<p>Human rights training with YWM.</p> <p>Women and politics workshop.</p> <p>Women and health workshop.</p> <p>Young women to get to know their wards & ward counsellors.</p> <p>Work with service providers: Alexandra Health and University Clinic; City of Johannesburg Social Development; South African Police Sector Policing; local schools; local youth organisations.</p> <p>Position paper.</p>	<p>17 young women attended workshops on human rights, women and politics and women and health.</p> <p>52 young women have identified their wards and ward counsellors.</p> <p>Start engaging young women in ward committees.</p>

This table reveals a shift in thinking that has, and is occurring for ADAPT, regarding refining the project goal and the related activities. Having started with a very ambitious project with many activities and too broad a goal, (and though still broad) the organisation has become more focused and realistic⁴⁷ in its activities regarding the YWM and classroom discussions, particularly following a baseline study done with young women at high schools that provided key information on the existing situation and needs.

The new⁴⁸ YWM, established in 2009, started with a leadership training programme that included human rights and gender training, given the absence of knowledge of human and constitutional rights in their constituency as identified by its baseline study. Meetings were held with out-of-school young women, and included art workshops (conducted by CDP), human rights and gender sensitivity training.

ADAPT's main contribution to achieving the programme's results areas is through their Young Women's Movement and classroom-level work in high schools located in Alexandra township.

"I'm a teenager. I'm going to do things adults don't like. But now I've learned that I don't have to do things that make me uncomfortable. I can say NO."

Busisiwe, 15

We had the opportunity to meet with several inspiring young women leaders involved in the ADAPT programme. It was clear that these young women have benefited from ADAPT's work. The discovery that they had rights and that they had the power to assert their rights, has had a significant effect in empowering them.

From the perspective of the participants of the YWM, the most significant effects of their participation were:

- Discovering their rights;
- Learning to assert and express themselves;
- Communication skills;
- Conflict resolution skills;
- Presentation and facilitation skills; and
- The resultant confidence to express themselves in large groups and public spaces.

They have been using these skills in negotiating facets of their lives, including at home, amongst their peers, at school and in their communities. The young women have also developed a sense of purpose and agency, that they can do something to change their worlds; starting with themselves,

⁴⁷ In developing the next programme cycle, ADAPT is encouraged to be realistic at the outset in setting achievable goals, deliverables and timeframes based on reviewing experience to date against financial and human capacities.

⁴⁸ There had previously been a Young Women's Movement initiated by ADAPT, that had gone dormant. The new group is distinct from the earlier one.

their homes, their communities and neighbourhoods. They are using this agency and purpose in service of their communities.

Interviews with members of the YWM revealed:

1. That they feel personally empowered as a result of the training, in particular, assertiveness training;
2. That they have acquired and developed leadership skills;
3. That what they have learned has changed and is changing their sense of self, their self-confidence, and their personal senses of wellbeing.

“I learned that for other people to accept you, you must learn to accept who you are. All the physical features you’ve got. And that you’ve got to develop that self love within you.”

Nyiko, 18

The young women have used their newly found power to create change and improve their communities in various ways. One important aspect was an environmental clean-up campaign that involved members of the YWM mobilising other community actors, and cleaning up areas that they had identified as unsafe or unhygienic. They secured getting the municipality to cut long grass in areas where long grass posed a security threat to women and girl pedestrians, and they cleaned up areas that were not maintained by government service providers towards creating safer and cleaner public spaces. Similar clean-up efforts were undertaken at schools where the YWM or classroom discussions are active.

6.1 Activities

1. Classroom workshops

The classroom workshops originated in the ADAPT Youth Programme, with their main aim to educate and empower young people to recognise and combat gender based violence in their lives, families and communities.

In the workshops – largely conducted during Life Orientation lesson times at schools – gender stereotypes are challenged, and skills are passed on to learners to sensitise them and encourage non-violent behaviour.

Both the Life Orientation educators and young women involved in the

“I now know I’m a role model. There are 250 kids in my year at school. I know if I want a change, I have to lead by example.”

Nomthandazo, 18

YWM, attested to the positive impact these workshops have had for them (individually) and in their interactions with others, in and outside of school environments. In school it has meant more open discussions, more respectful behaviour, and a greater understanding of risks and vulnerabilities regarding sexual, physical and emotional abuse and gender based violence.

2. Theatre performances

It was initially envisaged that the theatre group, established in 2009 (through auditions and performance training), would have 6 theatre performances. The idea was that theatrical pieces would be workshopped from gender and rights-related themes covered in the classroom workshops.

One of the plays, 'The Seed', was performed for two youth groups, at the ADAPT men's conference, and at a Johannesburg prison, to positive responses. One of the script writers, a young woman of 18, spoke of the change this brought about in her family after her father – on whom some of it was based – had seen the play. "He saw what his drinking was doing to us, and he stopped."

3. Workshops with Life Orientation teachers

In order to be inclusive, and in terms of a more holistic approach to developing the members of the YWM, ADAPT felt it necessary to mobilise educators to support the training and classroom workshops. Joint meetings were held with principals and departmental heads to formalise the arrangement (as was recommended in a 2008 Evaluation of the Youth Programme).

The Life Orientation teachers who participated in a focus group discussion with us spoke of ADAPT's "holistic welfare through learning" approach. Workshops held with teachers and learners in classroom settings included: legal procedures (from reporting a violation, through to court), gender sensitivity, abuse, human rights and dignity.

In those learners who participated in the workshops, teachers noted a marked difference in behaviour, and more so with the girls in the YWM.

"You can see the difference. Those who visit ADAPT and participate in the projects outside of school, are more responsible, accountable, and there are no discipline problems with them. There are also fewer teen pregnancies now."

Kgomotso, Life Orientation teacher

More broadly, they attested to an initial increase in girls actually reporting harassment by boys (once they became aware of their rights), and now, over time, there are fewer observations of harassment taking place on the playground and during class, as a result of both the YWM and the classroom discussions.⁴⁹ Teachers noted that a record is kept in which cases of harassment are recorded. While the book had regularly been used to record cases, since the classroom discussions and the behaviour change noted as a result of classroom discussions, there was a reduction in the prevalence of cases being reported.

Where there are cases of abuse or harassment and teachers feel unable to deal with the problem themselves, they call ADAPT to intervene with awareness programmes, or counselling (for physical

⁴⁹ Noted by teachers and learners. Noted by teachers and learners. While we are not able to quantify the reduction in teen pregnancies statistically, this change was raised in different spaces, including among teachers, parents, learners, YWM members and ADAPT staff.

and emotional abuse, and anger management), or where necessary, to make referrals to other organisations equipped to handle certain kinds of cases, such as those relating to sexual orientation.⁵⁰

Learners are made aware of options available to them and encouraged to speak out early, before problems feel overwhelming. As one teacher put it: “They have to recognise that a snake is a snake, whatever its size.”⁵¹ Teachers also reported feeling better equipped to recognise early signs of depression or suicidal behaviour, as a result of training they have gone through with ADAPT.

4. Clean-up Campaign

Having identified certain areas in the community that were unsafe for young women, the YWM embarked on a cleaning Campaign. ADAPT and the YWM also secured municipal involvement for this activity.

6.2 Appropriateness

ADAPT’s ability to respond immediately to problems in the community is highly appreciated, and seen as necessary in times of crisis.⁵²

“... with ADAPT, you can phone and ask for help and they provide it. They respond immediately; no bureaucracy. They are not like other organisations where you have to fill out forms, and wait for the request to be considered before anything happens”.

Charles, Head Teacher, Life Orientation

6.3 Lessons Learned

1. The fact of ADAPT’s work being focused on one particular geographic area and community has emerged as a strength as a result of being able to build long term relationships with community members and service providers alike, and to remain focused on the needs of that community. ADAPT is a stable, respected and accessible presence in the Alexandra community.
2. Through its classroom discussions and YWM programme ADAPT realised the need to reach young people at an earlier stage in their lives to effect meaningful change. This prompted the decision to revise their programmes and to start working with a younger target group than previously, starting with learners in their first year of high school (Grade 8, age 13).
3. ADAPT is operating in a community with high levels of need. The organisation is too small to be of service to all who need it, including its classroom discussions programme. This situation requires ADAPT to think strategically about how to extend its work given that it cannot have a physical presence in every school. At present, in one of the high schools where the organisation has had a presence for three years, the teachers expressed concern at their plans to exit (to provide the same service to another school). The teachers did not feel ready to pick up the

⁵⁰According to teachers, suicide rates are high at high schools related to difficulties arising out of family or peer rejection based on sexual orientation.

⁵¹ Meaning that if someone tries to touch a young person inappropriately that they should not wait for the problem to get worse. They should report the behaviorbehaviour and get it stopped at an early stage where possible.

⁵² For example, during the evaluators’ field visit to ADAPT, a learner had died at a school site where the YWM and classroom discussion programmes are active. The school requested counselling support for learners from ADAPT.

baton to continue ADAPT's work by themselves, prompting the need to think creatively about how best to meet needs, expand reach and be fair and sustainable when it is not possible to be in all of the places where need or demand exists.

6.4 Recommendations

Schools

Having seen the progress in learners directly, teachers expressed concern about ADAPT's plans to exit and take the project to another school. They feel as if they themselves are only just beginning to understand what they have learned and that there is more that they could learn from ADAPT.⁵³

It is recommended that ADAPT continue its work with the KwaBhekilanga high school, with whom they have a trusting relationship, in order to create a critical mass of young people who are more aware of human rights principles, gender issues, and mutual respect. This will cement the organisation's work, and create a stronger footing for the long-term sustainability of project results. This relationship also provides an opportunity to test the approach of targeting young people from an earlier age (the first year of high school) from which lessons can be learnt to inform future plans and programmes.

In order to achieve greater reach and the potential for longer-term sustainability, ADAPT needs to increase its investment in training Life Orientation and other interested teachers at high schools in Alexandra. A training and capacity strengthening programme for teachers with clear objectives appropriate to teaching realities needs to be developed. Teachers will need to be provided with classroom-based curricula resources based on content currently being covered by ADAPT, and including model lesson plans and facilitation and discussion guides for teachers. This requires ADAPT to document its practices and body of work that has been refined by experience over time⁵⁴. ADAPT also needs to plan refresher courses for teachers who have previously been trained: a need identified by teachers interviewed.

In terms of content, a few specific areas were noted by teachers requiring greater engagement when developing resources. These include engaging sensitively with teenage pregnancy from a human rights perspective⁵⁵ in how schools routinely respond to teen pregnancy; and the issue of depression and attempted or actual suicides in schools linked to personal or family, peer or community rejection of sexual orientation beyond heterosexuality.

⁵³ Teachers requested more and follow-up training from ADAPT, adding that they would like to see teachers of other subjects included.

⁵⁴ In the interest of expediency ADAPT may wish to work in collaboration with an external consultant who is able to provide documenting services, with ADAPT providing the content in whatever form is convenient, and the consultant getting it into accessible language and presentation, print-ready format, and overseeing design and production.

⁵⁵ Girls who fall pregnant are often ostracized by the school administration, and viewed as a 'bad influence'. In general, responses to teen pregnancy do not focus any attention on the male party and his role or responsibilities. The possibilities of a teenager falling pregnant as a result of rape or other forms of sexual abuse, including repeated sexual abuse at home or at school (including the possibility of the perpetrator being a teacher, a family member or another adult male known to the young woman, is rarely considered) in how pregnant teenagers are treated.

Having too many activities and entry points risks spreading capacity and effectiveness too thin. Future programmes should build on what ADAPT has the capacity to sustain (the current YWM and classroom discussions), and review activities and plans that were not sustained to understand better the reasons for difficulties encountered. This includes the training with peer counsellors and how and whether this impacted on the organisation's work, the dissolution of the out-of-school YWM programme, and activities involving local media and theatre work.

Sexual Orientation & Gender Identity

Teachers cited sexual orientation and gender identity as a major push factor for teenage depression and suicide due to peer, family or community rejection or taunting. This area constitutes a gap in ADAPT's work with schools. Given the need identified, it is recommended that ADAPT comprehensively integrate sexual orientation discussions into their existing work at schools, particularly in relation to human rights and sexual and reproductive health rights discussions. This could be done with the support of a SAIH partner such as GALA supporting ADAPT's revisions of their curricula content⁵⁶ to identify entry points and provide support on discussion and facilitation topics appropriate for schools.

There may be scope for collaborations between ADAPT's work and 1in9's support for school-level activities initiated by YWLP members (in urban townships surrounding Johannesburg, where violent crime against women and girls is endemic regardless of sexual orientation). ADAPT's⁵⁷ strengthened ability to engage with LGBT issues at schools from a human rights perspective could contribute to providing more holistic support to young people involved in the schools programme.

Theatre

ADAPT is advised to investigate additional opportunities to perform the theatre work of the YWM for awareness-raising and educational purposes⁵⁸ including at prisons in surrounding areas. YWM participants noted the personal empowering effects of expressing something they had created in public spaces on issues important to them through the medium of performance. Commenting on responses to the YWM's performances in prisons, the YWM coordinator said: "We had a really good response and there is demand for us to perform. The male prisoners said this performance was about things they were serving jail-time for. It allowed them to think about what they had done and the effects on their families, to see things differently."

Theatre group members felt strongly about more performances. Given the effort involved in theatre production, there is much scope for more performances.

⁵⁶ Ideally ADAPT's curricula content should be documented in order to effectively identify entry points and areas for integration.

⁵⁷ Towards strengthening ADAPT's capacity to provide better services to LGBT youth in classrooms, it is recommended that the two youth programme coordinators attend GALA's colloquium on 'Challenging Homophobia and Transphobia in South African Schools' scheduled for September 2012.

⁵⁸ Potential opportunities for performances include religious and community events, festivals and fairs, and on the marking of special days and months, memorials and commemorations.

Clean-up Campaign

The clean-up efforts need to be sustained beyond once-off activities in order to create lasting social change. ADAPT is encouraged to think about making this area of the YWM's work an ongoing and growing activity that mobilises other members of local communities (male and female) to take pride in their physical environments, and to take responsibility for maintaining safety and cleanliness. The work to date should ideally serve as a catalyst to mobilise others to change their behaviour. It should not result in a situation where it is seen as the YWM's sole responsibility to keep local environments clean. It should rather be seen everybody's responsibility, initiated and led by the YWM.

6.4.1 Organisational Capacity

Ability to reach and include target audience: Effectiveness

ADAPT has been successful and innovative in reaching and including its target group, with some of the project activities being conceptualised and driven by young women (viz. clean-up campaign).

But, without focusing more narrowly on, for example, a long-term sustainable strategy with the schools with which they are currently working, the organisation might risk effectiveness in spreading itself too thin, given the limited number of staff employed in this project and the significant needs of its community.

Ability to mobilise and manage human resources

ADAPT has been in existence since 1994, and has had long-term relationships with most of its staff members. Two staff members were involved in the projects of the organisation before joining as staff members, and the current CEO has been with the organisation since 1997, having started at the organisation as a social worker.

Most CSOs in South Africa experience a high turnover of staff, including at leadership level. ADAPT is quite different in this sense. The first director was the founder of the organisation. The current incumbent has fulfilled several roles in the organisation prior to her position, moving to the deputy director position to the founding director, and when the founding director vacated the position she took over as director. This has had a stabilising influence on the organisation and staff.

The YWM coordinator is a young woman who has also been with the organisation for many years and has been mentored by the director. In late 2011 a second person was hired to support the YWM and classroom discussions programme: a young man. According to the senior YWM and schools coordinator, "The decision to recruit a man was deliberately taken in order for male learners to feel comfortable, have a role model and feel safe to engage and challenge them in ways that may not be possible by a woman in this cultural context."

In terms of the organisational culture, staff members are encouraged to learn by doing. New staff learn by observing project staff and are required to prepare for workshops or facilitate sessions in the event that they should be needed. When new staff begin the process of facilitating workshops, ADAPT utilises what they call the "sandwich": the new staff member being supported by both positive feedback and constructive criticism where appropriate. This culture is also based on the practical application of theory within the organisation itself.

ADAPT's approach to organisational development means that there is an ethos of mutual support, broad-based understanding of the work of the organisation, teamwork, and an ongoing process of individual development. What is recommended in this regard, is for ADAPT to document its strategies and approaches to further strengthen staff capacities and organisational impact and reach, and to ensure that organisational memory is sustained beyond the bodies and minds of individual members of staff.

Ability to mobilise financial resources

The current funding climate means that there is pressure and competition among NGOs in general for securing funds. While ADAPT has always had security in this regard, the withdrawal of the South African National Lotteries Board (SANLB) funding has left a large gap in terms of core support and salaries.

ADAPT is in a precarious financial position in the context of significantly reduced funding to the CSO sector in general, and the GBV sector in particular. The organisation may require emergency 'bail out' funding while working to secure longer-term financial support.

The SANLB has been widely criticised in South Africa's public domain for its poor management systems and its inability to disburse funds timeously and systematically. In the case of ADAPT, the SANLB had been the core funder of the organisation's salaries for a number of years.⁵⁹

Currently ADAPT is looking to the private sector (mining companies in particular) for support. The organisation is encouraged to broaden the field of its search to include some traditional social development funders with a specific focus on youth and young women. Examples of potential funders include: Tshikululu Fund, Mama Cash, DG Murray Trust, Global Fund for Women, African Women's Development Fund, UN Women, The WHEAT Trust, Joint Gender Fund, AUSAid, and the Swedish International Development Cooperation Agency (SIDA), to name a few.

6.4.2 Documenting

The long history incumbent staff have had with ADAPT means that organisational memory is currently retained, but in terms of long-term organisational sustainability, broadening the reach and impact of its unique approaches and methods, the organisation risks losing this should staff members move on.

⁵⁹ Despite this situation being a concrete reflection of the incompetence of the SANLB, it seems likely that ADAPT will bear the brunt of this situation, quite literally threatening ADAPT's survival. Several South African CSOs, particularly those working on GBV, have recently folded as a result of cutbacks in donor funding (and the SANLB's inability to disburse funding regularly and predictably). ADAPT risks being the next victim. The organisation is urgently seeking alternative funding but in a climate of reducing funds for women's empowerment work, the prognosis is uncertain. While the SANLB claims they had never received ADAPT's progress reports, ADAPT has communications and proof of receipt documentation from the SANLB that they had indeed submitted their progress report and met all other requirements of their grant.

While the organisation documents its plans, collects data of numbers of project participants, and records events photographically, ADAPT has not generally recorded its processes and approaches in written form.

In talking with ADAPT staff about how they approach preparations to facilitate a classroom discussion, a teacher training, or a gender and human rights session, it is clear that the organisation has developed well-honed methodologies and approaches. These need to be documented in curriculum modules for the organisation's use and roll-out, including when new staff join, for internal quality assurance, and for knowledge sharing with others who may wish to replicate ADAPT's work in other contexts.

ADAPT is encouraged to develop documented facilitation tools with clearly outlined and consistent content including modules and curricular lesson and discussion plans. This will allow the organisation to more clearly assess its work, feed information from questionnaires into approaches, and be better able to respond to information and knowledge gaps identified in learners' evaluations.

For ADAPT to grow, learn, retain and cement lessons and approaches, it is vital that the organisation document its activities, processes and approaches as a priority for the next programme cycle.

6.4.3 Planning and Monitoring & Evaluation

ADAPT is encouraged to conduct externally facilitated annual strategic planning sessions.⁶⁰ Such processes provide a formal opportunity for the organisation to review and take stock of its work, to develop focused plans based on what is realistic and workable; maintain clear links between objectives and activities, act as an internal accountability and measuring tool for monitoring successes and challenges, and to identify the most realistic means for achieving objectives based on experience, opportunities and insights. Such a process should also assist ADAPT to determine what it can and cannot do in one programme cycle, towards greater effectiveness.

Follow up SAIH-supported projects should build on gains made in connecting service delivery to women's needs including a focus on local government structures and accountability to women including in the provision of street lighting, water and sanitation and other public services to make communities safer for women. This could include building on partnership-based approaches that are already in place.

The YWM has the potential to act as a local monitor of public service delivery for women, act as an advocate for women's needs in the community, and maintain pressure on local state actors to deliver on promises made to women.

⁶⁰ Supported by SAIH if necessary.

Some of these result areas are likely to take longer than the timeframes of the upcoming programme cycle, and realistic indicators and strategies for securing change incrementally should be developed with SAIH's support.⁶¹

⁶¹ The 2008 evaluation of the ADAPT Youth Programme also highlighted M&E, planning and reporting as areas that need to be strengthened. We recommend an externally facilitated process with ongoing support during the uptake period.

7. CDP

		CDP			
Project		Women Make their Mark!			
Goal	App.	Stated Goal	Stated Result Areas	Planned Activities	Activities Carried Out
		A total of 334 women capacitated in leadership, women's rights public advocacy, empowering themselves and others.	<p>Naledi ya Meso (community leaders training course)</p> <p>Art as Advocacy (media literacy, media making & messaging training)</p> <p>Arts and Economic Liberation (skills development in viable arts practices)</p>	<p>Naledi ya Meso Training Planning and implementation of learning Media literacy basics Group exhibition Refine manual</p> <p>Art as Advocacy Training course on women's struggles & gains throughout history Visual literacy and image making in advocacy messaging Technical skills in practice of media printing & production Participation in 16 Days of Activism Refine & expand manual</p> <p>Art and Economic Liberation Design skills Basic technologies in fabric dyeing & printing Skills in pattern making & sewing Making learning & teaching resources from recycled materials</p>	See 2009 onward.

				<p>Product development processes</p> <p>Budgeting and pricing to make a profit</p> <p>Capacity building in developing a cooperative/small business</p> <p>Accessing state finance, start-up subsidies & market outlets</p> <p>Internal capacity building: financial administration, programme management; web design</p>	
	2009	Young women have knowledge and skills in using creative art for enhancing women's rights and empowerment.	<p>NYM</p> <p>Art as Advocacy</p>	<p>Resource books for NYM & Art as Advocacy</p> <p>Advocacy posters & T-shirts</p>	<p>Resource books produced.</p> <p>produced and actively used in the public sphere: T-shirt, posters.</p> <p>Media production units to 6 organisations for on-site production.</p>
	2010	Young women related to this programme shape discourse that brings about social change to advance a feminist social justice.	<p>Young women activists have gained and used their knowledge and skills in the creative arts for transformation.</p> <p>NYM: to make a decisive impact on the promotion of young women's self-determination, leadership, capacity, participation in decision-making, making their voices heard, gaining confidence and claiming ownership of their own bodies, have the knowledge and skills to speak out, affirm and protect their rights, strengthen their roles as leaders, and to be informed and skilled creators of</p>	<p>NYM: 80 participants in leadership positions trained and supporting other women.</p> <p>Site visits</p> <p>Exhibitions</p> <p>Art as Advocacy: media communications and media production training.</p> <p>Advocacy media created and deployed in public spaces</p> <p>Exhibition</p>	<p>80 women complete the course.</p> <p>Year-end exhibition held.</p> <p>Site visits done.</p> <p>36 feminist activists trained.</p> <p>Baseline study conducted.</p> <p>Artworks used in political campaigning by 1in9.</p> <p>Feminist analysis through media exhibition.</p>

			<p>public advocacy media and creative products.</p> <p>Art as Advocacy: women reclaiming their power through public protest art.</p> <p>Art and Economic Liberation: vulnerable, marginalised, unemployed women gain skills in making public art, small business management and economic liberation opportunities.</p> <p>Young women are creators of holistic feminist analysis</p>	<p>Art and Economic Liberation: women sensitised in gender issues; trained in mosaic making and installation.</p>	<p>100 unemployed women trained in mosaic on-site installation.</p>
	2011	<p>Young women related to this programme shape discourse that brings about social change to advance a feminist social justice.</p>	<p>Young women activists have gained and used their knowledge and skills in the creative arts for transformation.</p> <p>Women generate income from art production.</p> <p>NYM: to make a decisive impact on the promotion of young women's self-determination, leadership, capacity, participation in decision-making, making their voices heard, gaining confidence and claiming ownership of their own bodies, have the knowledge and skills to speak out, affirm and protect their rights, strengthen their roles as leaders, and to be informed and skilled creators of public advocacy media and creative products.</p> <p>Art as Advocacy: women reclaiming their power</p>	<p>NYM: 80 participants in leadership positions trained and supporting other women.</p> <p>Site visits</p> <p>Exhibitions</p> <p>Art as Advocacy: Media literacy, media making & messaging;</p> <p>Responsive media production;</p> <p>Arts for transformation and advocacy for women's rights;</p> <p>Art & Economic Liberation: 100 unemployed women trained; women trained in mosaic making & installation.</p>	<p>80 women complete the course.</p> <p>Site visits.</p> <p>Year-end exhibition.</p> <p>Training structure revised (with SAIH & 1in9) into a CDP-1in9 partnership culminating in the Advocacy Media Production (AMP) Studio.</p> <p>CDP: - technical training; mentoring; concept development.</p> <p>Art produced and used in political campaigning;</p> <p>100 unemployed women trained in mosaic-onsite installation.</p>

			<p>through public protest art.</p> <p>Art and Economic Liberation: vulnerable, marginalised, unemployed women gain skills in making public art, small business management and economic liberation opportunities.</p> <p>Young women are creators of holistic feminist analysis</p>		
--	--	--	--	--	--

CDP's main contributions to this programme were in the form of the Women Make their Mark programme, consisting of various creative arts for transformation activities through the Naledi ya Meso (NYM), Art for Economic Liberation, and the creative skills training, Art as Advocacy, that informed the establishment of the 1in9 AMP Studio.

During the last three years, CDP has trained a total of 396 women as part of its Women Make their Mark programme. In terms of planning, goal-setting and completing identified activities, CDP demonstrates a clear sense of its skills, capacities, and implementing abilities.

7.1 Activities

7.1.1 Naledi ya Meso

CDP considers NYM as its 'core' project from which the other two projects discussed later are historical 'spin-offs'. The first round of NYM participants were largely women who worked in junior or volunteer positions in their home organisations, and as such, had limited agency or opportunity to return to orchestrate change within their organisations.

In attempting to ensure greater effectiveness (lessons from NYM are taken up by the participants' home organisations), CDP changed its initial strategy of inviting attendees from women's organisations, to being specific in terms of the benefits of participation for home organisations. With the changes to the invitation, CDP secured participants with greater capacity to return to utilise the skills and transfer knowledge to their organisations more broadly.

The NYM participants interviewed during focus group discussions attested to this, citing the myriad ways in which skills developed through NYM were being applied in their home contexts. The organisations from which participants are drawn vary widely in what they do and how they do what they do. In some cases skills are being passed on to participants involved in, or initiating income generating activities. In other contexts organisations are using the skills for healing work.

One NYM participant who works at a women's shelter (iKhayalaThemba) talked about how she had trained women street dwellers living in the shelter to do tie-dyeing. "I trained them in different skills I

"Coming here made me realise that people are not as homophobic as we think they are. Coming here, everyone was okay with me. I didn't experience any discrimination from any of them. At first I thought people are against who I am; against what I'm doing behind closed doors. I realised that they wanted to know more about us. They wanted to understand us. And they did understand us. I always look forward to coming here, because I know I'll be uplifted, and I can teach people about my sexuality, and they will be interested, and they will take that information with them, and it will change the mindset of people out there."

Ayanda, NYM, 2012

learnt. They liked tie-dyeing best. It was most popular. Now they are doing this to earn an income. I also saw how doing just a little bit of art can help people to open up and talk through a problem."

Another NYM participant, Margaret, talking about her profound personal experience said, "This was my first time to learn to use art. At first I thought it was all play. But in working with clay I realised I

had a lot of anger inside. Through the clay I learnt to work with my past and realised I was still angry. The clay was a big healer. It gave me power. I became the person I always wanted to be. I discovered Margaret. This group helped me to stand up for myself as a woman. I could empower people. I am able to stand up in large groups and help people who had been abused. I discovered I am not stupid. I am privileged to be able to help people, to give their girlhood back to them.”

Monica, who participated in 1in9’s GBV and HIV group and had accessed NYM in this way, said of her experiences of both organisations, “I have been able to clothe people because of what I learnt here. I can give others food and skills now. As an outreach worker for the Positive Women’s Network, I thought I knew pain. I found out I was helping other people. I was focusing on them, but I hadn’t dealt with my own pain. This group was about taking care of the carers. I was at the bottom. Now I’m at the top.”

A recurring mention by women who had engaged with a CDP programme was that they came into the space with the belief that not earning an income meant they “couldn’t put food on the table.” This had a deeply detrimental effect on their sense of self – creating a sense of “not having value”. The invisibility of unpaid domestic work was so deeply entrenched in their psyches that they could not see a value for themselves outside of earning an income. Regardless of whether the NYM process enabled the women to earn an income or not, the process dramatically changed how they saw and valued themselves.

The intergenerational nature of the NYM groups has been positive for all concerned, especially regarding the bonding experiences evident between

“I learnt to accept people, not to judge, or use stereotypes. I also learnt to accept myself and not judge myself. I was afraid to speak in front of others. But not anymore.”
Helen, home-based care worker, NYM, 2010

the younger (some of whom are lesbian) and older women (many of whom are heterosexual). In the words of one participant: “I came here with no grandmother; I leave here with many.” And another: “I now understand that all people have the same needs.”

7.1.2 Art as Advocacy

This programme focused on developing media literacy, media production and media messaging skills drawing on public protest art approaches, applied in this case to developing posters and T-shirts with feminist political content relating to sexual violence, in creative ways. Through combining the skills developed in this programme and the work undertaken in the 1in9 Young Women’s Leadership Programme (YWLP), and interest displayed in this form of expression by YWLP participants, the Advocacy Media Production (AMP) Studio was established within 1in9 as an unplanned and positive outcome of this collaboration.

An additional initiative to support the skills developed through the Art as Advocacy programme for YWLP participants was to equip a few of the partner organisations with silk-screening equipment to enable them to undertake in-house media production, especially of T-shirts, both for purposes of advocacy and campaigns for the home organisations, and as a potential resource for income-

generation for organisations or their members. This would happen through organisations selling this service within their communities as well as to other organisations.

This initiative had mixed successes with some organisations using the equipment, but most indicating that they felt they were not sufficiently skilled to take this initiative forward. The concept and rationale are sound, considering a context within which many women’s organisations are experiencing significant gaps and cuts in funding, and the context of deprivation within which organisations work. There is a desperate need for income generation activities and the silk-screen equipment provision has the capacity to assist organisations or their members to earn an income.

“You’re not just a mom or a grandmother. You can do things! Before, I would walk past a tree and not even notice it. Now I look at it and I think about how to put it on paper and teach my grandkids about it. I am more observant, learning all the time.”
Gabiba. Art and Economic Liberation

7.1.3 Art and Economic Liberation

This programme, as its name suggests aimed to provide women participants with creative and art-making skills that would enable them to earn an income. This particular project focused on mosaic-making.

Having seen some of the mosaics produced by the group, including impressive public art installations, it is clear that skills levels are advanced and professional, revealing the high quality of training they received and the group’s aptitude to engage with this form of expression.

Members of the group received some commissions, facilitated through CDP’s then director to undertake mosaic projects in public spaces. In such cases, CDP would act as liaison, securing the work, with the mosaic team working from CDP’s offices and being paid a stipend. This model worked well for the women involved, but it was on an ad hoc basis and organised through personal contacts of CDP’s director with potential clients.

In a few cases following training, participants were able to immediately engage in income-earning activities, but in many instances where participants tried to sell their work, they did not succeed. This was attributed to a lack of skills regarding knowing ‘the market’, ‘how to access markets’, ‘how to market one’s skills’ and how to ‘keep up with shifts in tastes and trends in the market’ in order to produce work that would sell.

Effectively connecting art producers to markets is a key missing link between the skills developed by participants and their ability to earn an income. This is not an area where CDP has existing strengths but is a key objective of this programme with potential to change the lives and livelihoods of many women.

In the context of discussions with this group, it was highlighted how important it is to so many women’s sense of self-worth and purpose to have a measure of economic independence. This was often articulated as “being able to put food on the table” or “being able to clothe my family,” as

important elements for how women see themselves and their ability to “make a contribution” to their families, and society in general. As mentioned previously, the extent to which women’s unpaid work is devalued even in their own reflections of value and ‘contribution,’ stands out starkly in this discourse of self-worth.

Through discussions with the mosaic group and with CDP staff, the possibility of CDP retaining human capacity for ‘market connecting’ work, to create these market⁶² links was explored. Discussions also explored whether CDP could function as the venue for such an endeavour, including providing the women involved with space to work at CDP’s offices, as had previously been agreed to in principle.

The mosaics group spoke of the profound change they had experienced in their lives as a result of this project, at personal/self, family, relationship levels, and in how they engaged and interacted with their life worlds.

“We did a big mosaic in a park in Kliptown last year, and one at a school in Thokoza. If you see your work up there it inspires you. You have such a good feeling. Even I can’t believe sometimes that I did that.”
Chantel, Art as Economic Liberation

Discussions again revealed the prevalence of abuse against women in South African society as women talked about the abusive relationships they had been in, and had remained in for economic reasons.⁶³ Developing self-confidence and healing through creative activities resulted in many of the women being able to transform their intimate relationships,⁶⁴ not only with their partners, but also with their children, in how they relate to them, what they are now able to do together, how they relate to their broader families, and also in terms of how they look at and engage with the worlds

“It’s so nice being here, learning new things. We learned about mandalas, exercising and preparing our minds to relax and be ready to absorb things, and to help us to work together. All is like one.”
Marco, Art as Economic Liberation

around them, with new eyes – revealing a profound personal transformation.

The mosaic-making programme facilitated change not only at individual and family levels, but through the women’s public creative expression, it improved and made attractive often-degraded public environments. Several outdoor mosaic installations were installed, including in parks in which children play. Through the mosaic project women have transformed public spaces using their creative skills to create visible and tangible positive change in the public domain.

⁶² These could be commissions, curio shops, fair trade initiatives, outdoor markets, corporate or public offices, or commercial art galleries in order to meet the objectives of the project. SAIH and FOKUS may have contacts or networks for this.

⁶³ This was true in all three organisations and focus group discussions.

⁶⁴ One participant reflected on how her male partner’s perception of her had completely changed after she took him to a park to share with him the public mosaic installation her group had produced. “He suddenly saw me as someone who could *do* something, not as useless.” The low senses of initial self-worth and the perception of male partners of their women partners as ‘useless’ was a disturbing recurring theme throughout this evaluation. In many instances the women involved felt the only way out of this highly inequitable situation was to earn an income and have some measure of economic independence.

7.2 Appropriateness

While CDP initially sought to target women between the ages of 19 and 35, the reality is that the age range in the constituencies of women with whom the organisation works, is between 21 and 60. A key lesson that can be drawn from the age profile of CDP constituents is the supportive learning and sharing experiences these women have had as a result of the intergenerational dialogues that take place within the NYM activities in particular, though this is similarly true of women in the Arts for Economic Liberation group.

In general CDP's work is 'spot-on' in terms of providing women with an entry point to engage with themselves and begin healing processes regardless of whether the initial reason for being in the space is to learn income-generation, leadership, creativity or healing tools. Whatever the reason, the women experience a profound change within themselves that is always cathartic and healing and extends to changes in their families, communities and organisations.

There are a few things in how CDP has made decisions that could have been thought through more deeply regarding appropriateness:

1. A difficulty for the mosaic group, aside from lacking access to markets, marketing and trend-forecasting skills, is the high start-up costs involved, and the women's lack of access to capital to buy equipment and materials. In determining to focus on mosaic-making skills, CDP had perhaps not sufficiently considered sustainability and the high entry cost requirements that this form of creative expression required.
2. The current part-time facilitator is overloaded and this is not desirable for the curriculum, the facilitator or the participants, and needs urgent action.

7.3 Sustainability

Throughout discussions with CDP staff and based on our observations of their work and responses from recipients, the word and the sense we kept coming back to was '*opportunity*'. There is a real sense that the organisation is at the cusp of taking a decisive step that will define its future. The organisation has all of the ingredients required to grow and prosper but this needs to be informed by a strategic plan⁶⁵ that creates a clear pathway for where the organisation is going, to consolidate work done, and avoid unnecessary detours.

7.4 Lessons Drawn from the Organisation

The late director of CDP was largely responsible for fundraising within the organisation. With her passing there are many gaps created, including the skills to effectively ensure the sustainable growth and development of the organisation in the short-term, particularly regarding core funding.

The learning from this experience is the importance of succession planning and the avoidance of working in silos. A wider, shared involvement in fundraising would have meant a staff contingent more familiar with fundraising and liaising with existing and potential donors, taking the organisation forward. This gap will need to be addressed in the way forward for CDP.

⁶⁵ SAIH is encouraged to support a strategic planning process for CDP.

7.5 Unintended/Marginalising Consequences

The director's period of illness put the existing staff under considerable strain as the gaps created by her illness and absence were not filled and existing staff took on ever heavier loads. This was compounded by the director's personal processes of coming to terms with her illness that meant a long period of denial of both her illness and her mortality. This prevented staff from being able to constructively call on additional support, compounded by their own feelings and processing of her illness.⁶⁶

At a practical level, it meant the NYM programme that had always been team-taught by two facilitators, was (and is) being taught by one part-time staff member covering the creative, the theoretical and the awareness-raising aspects of the curriculum in all of the sessions. This situation is undesirable for both the facilitator and the participants. In addition, it is not sustainable and requires immediate action. The evaluators discussed some possible solutions with the CDP team involved in this project. From a financial perspective the options involve drawing on the existing budget line for the director's salary to address gaps in the short-term.

7.6 Recommendations

7.6.1 Strategic Planning

According to staff, CDP has never been through a strategic planning process and as far as the evaluators could ascertain, does not have a strategic plan in place for directing the organisation going forward. Currently CDP's staff is working to fulfil existing obligations and there is a sense of great new potential interest and possibility, but no specific or concrete plans. We recommend SAIH to support a process of externally facilitated review for the organisation as a whole, and a strategic planning process, not only to plot the way forward for CDP, but also to re-energise the team who have been through a difficult and energy-depleting period.

7.6.2 Naledi ya Meso

In discussions with the NYM team regarding reduced capacity to teach and facilitate the programme, some options emerged. The options require the existing funded budget lines in place for the salary of the director to be drawn upon to strengthen the human capacities of CDP, particularly in broadening the teaching and facilitation base. A plan should be put in place that enables the incumbent facilitator to return to the original agreement in terms of the time and effort for which she is contracted.⁶⁷

In the meantime, a training and mentoring programme that includes an appropriate induction for facilitators needs to be developed in order to ensure CDP's unique approaches of integrating gender and women's rights issues, art-making and creativity for healing, expression and activism, and its

⁶⁶ CDP staff need space to grieve and mourn the director's passing. The possibility of debriefing counselling for staff should be considered.

⁶⁷ Compensation for additional time and effort over the last year should be addressed internally.

facilitation methods (all key to CDP's success) are retained and passed on in capacitating new facilitators to the highest quality levels.⁶⁸

Potential trainee facilitators or mentees may be CDP alumni with the appropriate knowledge, skills and grasp who could be mentored and trained in co-facilitation. Should CDP opt for this route, it is likely to provide for one or two people who were otherwise unemployed, to gain new, employable skills and training, employment and work experience. Or CDP may opt for an open process of advertising vacancies and drawing on a pool outside of its immediate sphere. In going forward CDP requires a planning process in order to make longer-term decisions, including its strategy and plan around facilitation of its programmes.

7.6.3 Art as Advocacy

- a. Based on lessons learnt through the mixed success of providing silk-screening equipment to organisations, the following is proposed: a follow-up round of hands-on, on-site training for organisations that have the equipment during the next round of SAIH support. Instead of each organisation having one trained person in-house for taking the initiative forward, (as per the YWLP/Art as Advocacy model) a group of people who work in the organisation as staff and volunteers could be trained in these skills in their home contexts, towards greater organisational skills retention, skills development and sustainability. Training would need to be intensive, over a short period (for budgetary purposes), and include the media literacy, messaging and media production components as per the Art as Advocacy programme. This could be conducted by CDP's facilitator supported by members of the AMP Studio, thereby also strengthening the (facilitation and training) skills base of AMP Studio members and broadening the base of potential facilitators in the long-term.

The support of senior staff within partner organisations is crucial to the success of this proposal and training should include senior members/management of each organisation as a demonstration of commitment. Telephonic support and backstopping over the first three months, with one set of follow up support/training to each organisation to ensure retention and uptake, and address challenges should be factored in.

- b. In cases where it is apparent that the silk-screen equipment will not be used by an organisation due to lack of organisational interest, CDP is encouraged to retrieve the equipment and engage with ADAPT about training interested YWM alumni in silk-screening skills as per the Art as Advocacy model for income-generation purposes for the young women involved, or for ADAPT. This proposal speaks to the need to create income and skills development opportunities for unemployed YWM members. These skills could be used to support and strengthen ADAPT's work, as well as the possibility for ADAPT and/or the young women to engage in local income-earning opportunities in Alexandra. This proposal also speaks to the creation of a more holistic, interdependent and strengthened SAIH programme where resources and skills available are maximised.

⁶⁸ CDP requests SAIH's financial support in doing this.

7.6.4 Art and Economic Liberation

The recommendation of recruiting a 'market connector' (with a potential mix of fair-trade, marketing, product development skills and the ability to link producers to markets) should be further investigated. Discussions explored the possibility of CDP getting a United Nations Volunteer, a VSO (UK or NL) volunteer, Peace Corps or CUSO⁶⁹ volunteer. The two prior options have the advantage of well-experienced experts who wish to take time off from their careers to do volunteer work or someone who has retired and would like to do this kind of work. The Peace Corps option would involve a much less experienced person but could still involve bringing much needed skills on board at limited cost. SAIH and CDP should follow up on this discussion to identify the best way forward, including how SAIH could support or resource CDP to explore this area that holds huge potential for generating real income, achieving the full objective of the project, and transforming the lives of women who have excellent employable but dormant skills due to a lack of capital.⁷⁰

⁶⁹ Canadian Voluntary student organisation.

⁷⁰ The Netherlands based Mama Cash is worth exploring as a potential supporter of this kind of work.

8. 1in9

		1in9			
Project		Young Women's Leadership Project			
		Stated Goal	Stated Result Areas	Stated Activities	Activities Carried Out
Goal	Appl.	Justice for survivors of sexual violence and rape connected with the 1in9 Campaign.	<p>State</p> <ol style="list-style-type: none"> 1. Blockages in the criminal justice system are anticipated and addressed so that the pace at which the 6 monitored rape cases move through the system is accelerated. 2. The accountability of the Departments of Health, Justice and Police to survivors of rape is strengthened. <p>Civil Society</p> <ol style="list-style-type: none"> 1. Membership of the Campaign visible in asserting a feminist analysis of the 6 rape cases. 2. The level of public debate on rape and sexual violence is raised using a feminist analysis and lens. 	<p>State</p> <ol style="list-style-type: none"> 1. Preparation of guide to court monitoring in rape cases. 2. Training of 30 court monitors. 3. In-depth monitoring and research around 3 rape cases. 4. Engage in advocacy with court officials, healthcare professional and other service providers responsible for assisting rape survivors. 5. Develop policy briefs, submissions to Parliament and other statutory bodies, and other feminist advocacy materials on sexual rights. <p>Civil Society</p> <ol style="list-style-type: none"> 1. Engage media to highlight sexual violence and influence debate. 2. Develop t-shirts, posters and other protest materials to be used during direct action. <p>Communities</p> <ol style="list-style-type: none"> 1. Develop and print talking points 	

			<p>Communities Greater engagement and visibility of local communities in activism on rape and sexual violence from a women's rights perspective within the 6 rape cases.</p> <p>Women Survivors</p> <ol style="list-style-type: none"> 1. Women survivors who speak out on sexual violence and rape in the 6 cases feel supported by the Campaign. 2. Women survivors of sexual violence and rape experience a greater sense of justice from avenues outside of the criminal justice system. 	<p>materials for community education.</p> <ol style="list-style-type: none"> 2. Train 30 community activists in hosting community dialogues. 3. Host 12 community conversations per year. 4. Mobilise communities to support survivors of sexual violence from their communities. <p>Women Survivors</p> <ol style="list-style-type: none"> 1. Identify and prepare 6 women rape survivors. 2. Provide direct assistance to rape survivors where needed including accessing private healthcare, psychiatric care and other specialised services. 3. Document women rape survivors' experiences and ideas of justice. 	
	2009	To raise the consciousness of and develop the confidence and competence of young women to engage with media, state actors and political leaders to defend women's rights, especially sexual rights	<p>Knowledge</p> <p>Analysis and Critical Thinking</p> <p>Voice, representation: Spoken</p> <p>Voice, representation: Writing, Documentation</p>	<p>Knowledge</p> <p>20 young women know their rights and can articulate them</p> <p>Analysis and Critical Thinking</p> <p>20 young women are able to analyse the political events in the country from a women's rights perspective</p>	<p>19 participants know their political and civil rights</p> <p>20 young women know and understand how the political, social and economic context impacts on women's rights and realities</p>

		and issues related to peace, safety and security.		<p>Voice, Representation – Spoken 20 young women speak out about their rights and state accountability through the media, at public and community events and processes and in political events and processes</p> <p>Voice, Representation – Writing 20 young women write in & publish images and art in mainstream and activist media on women’s rights and state accountability</p>	<p>Produced internal media about women’s rights violations and expectations of the state to protect, defend & uphold women’s rights. 2 participants spoke to external media others participated in public fora, incl. workshops and conferences, providing comment on rural, LGBTI, violence and human rights</p> <p>Interviews produced for 1in9 website T-shirts drawing on messaging developed</p>
2010	Justice for women survivors of sexual violence and rape connected with 1in9. -raise the consciousness and develop the confidence and competence of young women to engage with media, state actors and political leaders to defend women’s rights,	<p>Knowledge</p> <p>Analysis and Critical Thinking</p> <p>Voice, representation – Spoken</p> <p>Voice, representation – Writing, Documentation</p>	<p>Workshops on GBV, sexuality, HIV. Public marches. Leadership training Sexual Violence = Silence protest. Direct action. Media engagement.</p>	<p>19 young women can articulate positions on feminism, women’s rights, violence against women to inform their activism</p> <p>participated in workshops committed to the rights of poor and working class people to raise awareness of women’s rights</p> <p>Activities took place in 3 provinces: workshops</p>	

		especially sexual rights and issues related to peace, safety and security.			<p>marches awareness raising debates</p> <p>'Feminist Break'</p> <p>Analysis and Critical Thinking</p> <ul style="list-style-type: none"> - skills displayed in participation on POWA leadership training. - Sexual violence = silence protest - Direct actions to remember & reflect on State vs. Zuma case. <p>Voice & visibility</p> <ul style="list-style-type: none"> - Women's month activities: feminist knowledge & facilitation - Engaged in local media <p>Several follow-up requests for process facilitation & event organisation in communities</p>
	2011	The 1in9 Campaign develops and promotes new feminist ways of thinking about and influencing change.	<p>Knowledge</p> <p>Analysis and Critical Thinking</p> <p>Voice, representation – Spoken</p>	<p>Discussion fora, education related activities & documentation.</p> <p>Setting up Print Studio: training, stipends, and resource materials.</p>	<p>Knowledge</p> <p>Numerical targets met, though depth of understanding not measured.</p>

		The voice of the Campaign is amplified through documentation.	Voice, representation – Writing, Documentation	<p>Desktop research on theories of change, political education.</p> <p>Establishment of editorial team.</p>	<p>Print studio set up</p> <p>Analysis and Critical Thinking Participation in discussion fora Able to analyse political events from a women’s rights perspective & create positive change in communities</p> <p>Voice, representation – Spoken 20 young women speak out about rights & state accountability through local media, public, political & community events & processes</p> <p>Voice, representation – Writing, Documentation 20 young women wrote & published on women’s rights issues in creative & narrative forms in mainstream and activist media.</p>
--	--	---	---	---	--

The table above reveals the progression and shifts in focus and thinking of the 1in9 Campaign and the evolution of its strategies and activities over time in determining how best to achieve its goals. As with ADAPT, what had started as a very ambitious plan became more focused and streamlined in terms of SMARTness⁷¹ following a baseline study to inform the content of the Young Women's Leadership Programme. The baseline set out to ascertain levels of knowledge, awareness and engagement with rights issues among young women, finding these to be alarmingly low.

8.1 Activities

8.1.1 Young Women's Leadership Programme

1in9's main contribution to the programme result areas is through its Young Women's Leadership Programme (YWLP), the establishment of the AMP (Advocacy Media Production) Studio as an offshoot of the YWLP, through its partnership with CDP, and its political education programme that brings together participants from the YWLP, the AMP Studio and the Gender Based Violence and HIV Focus Group, a group that was constituted for the 1in9 research that resulted in the publication "We were never meant to survive".⁷²

The women who benefited from 1in9's YWLP experienced a profound level of change within themselves at personal, creative and political levels. In this sense, the project has achieved precisely what it set out to do in terms of increasing levels of knowledge and awareness of women's and human rights, increasing capacities to think and critique developments in South Africa from a feminist perspective, and increasing young women's voices to articulate feminist demands and perspectives in multiple mediums in the public sphere, including in local communities.

The YWLP has succeeded in retaining an impressive number of participants in the work of the organisation and many participants have, or are in the process of translating their learnings into new forms of activism at community levels. This community level activism is likely to result in new chapters of the 1in9 Campaign based in local townships. Part of the success of the project is due to the depth of investment made in each of the individuals involved, and the depth of commitment of those facilitating and driving the programme.

As in the other projects that make up the SAIH programme, levels of change and empowerment were not only experienced at an individual level. Individual change and empowerment impacted on the families and communities in which participants live, and have been used to increase levels of knowledge and awareness, including through facilitated public education and mobilisation at local levels. The investment in the individual women

"1in9 is the only space where I don't feel like a political outcaste; where the things in my head and the way I articulate things, is not a new thing. And it just gives you that sense of calm. You see, 'hey, I'm not a freak'. There are others like me... A lot of connections are built through the Campaign... The level of solidarity is like friendship... I do it because my sisters are there."
Kwezi, YWLP

⁷¹ Specific, Measurable, Achievable, Realistic, Timebound.

⁷² 1in9 explored the relationship between HIV and violence against women, in an attempt to have HIV positive women speak from their own experiences of violence in South Africa. This research was supported by the Joint Gender Fund.

has therefore paid off in ways that transcend their own empowerment towards much broader social change.

“It means a lot to me. This space is overwhelming. It’s exciting to be around older feminists, young feminists. We channel our anger in a politically right way... We have the opportunity to question things and educate each other and hold each other. It gives you that opportunity to be yourself. ... I can now hold an argument with someone, say, about the justice system. The Campaign has given us the opportunity to stretch our minds. To think outside the box.”
Pretty, YWLP

YWLP participants were exposed to a huge learning curve, a focused investment in building their capacities and working with their potential. The effects on participants were revolutionary and revelatory in healing and empowering ways. Many of the young women flourished as a result

of this experience and in addition to the personal growth experienced, developed practical skills such as facilitation skills that they have been able to use in their community and organisational contexts for awareness-raising and movement-building where this was possible.

AMP Studio

The AMP Studio was created out of the Art as Advocacy work of CDP with 1in9’s YWLP. The initiative speaks directly to the objectives of the SAIH programme to ensure vocal and visible feminist leadership and the shaping of analysis and discourse for advancing feminist social justice by ensuring striking and bold feminist messages in word and image form in the public sphere, often using (feminist) women’s bodies as canvas for such messaging.

It is a highly creative initiative and serves to not only ensure the circulation of feminist messages and imagery in the public sphere but also to create paid work for the AMP Studio team – a group of formerly unemployed lesbian⁷³ women, most of whom participated in the YWLP and who actively participate in the political education reading group.

“I never thought I could do this kind of thing, printing T-shirts, coming up with slogans. It makes me feel proud of myself. And [being here] makes me feel like I belong somewhere.”
Zama, AMP Studio

“Our work here is not just based on what we think feminism is all about, we are trying to really put our own substance into what we produce... And we’re still learning.”
Mpume, AMP Studio

At present the team is paid subsidised stipends, with a view to this initiative becoming a source of sustainable income into the future. The initiative is new and the team is learning the ropes and improving their skills daily. They are also exploring different spaces for marketing their products, including a popular Sunday market in Johannesburg, and stalls at a few conferences. At the time of the field work for this assignment the team was working on T-shirts for Soweto Pride activities.

⁷³ The fact of the team being composed of lesbian women is incidental, and as one member put it, “We just happened to be the best in terms of what we produced, and were selected and given the opportunity to take this further.”

Feminist Political Education

The feminist political education reading group acts as an umbrella for all women involved in 1in9's work, numbering about 20 with interest from many more⁷⁴. This includes AMP Studio members, the GBV and HIV focus group, the YWLP, partner organisations that support their participation (such as POWA and FEW), NYM participants and Art as Advocacy alumni. The programme is compulsory and the group meets all day, once every two weeks.⁷⁵ It is a pre-requisite of the group that all participants must have read the assigned readings for that week for discussion, regardless of how difficult they may find them.

“The kind of education we get from each other as a group, because we come from different backgrounds, we're different ages... the kind of respect that you get and the seriousness... have elevated my activism.”

The evaluators were able to sit in on some of the political education reading group's programme during the field visit phase of the evaluation.⁷⁶ Discussions were well facilitated (by a same-sex oriented woman of colour from the Global South), lively and engaged – informed by women's own experiences in relation to, and reflections on what they had read.⁷⁷

The women in the feminist political education reading group come from a variety of contexts. Not all are South African. Some are immigrants. Some are heterosexual and others are same-sex oriented. Some are employed and others are not. Some are HIV positive. Most finished high school and are working class. In this heterogeneous, feminist space, women are being brought together to think, reflect, debate, argue, and ultimately to grow their feminist knowledge, provide a political base to their activism where the seeds of feminist political consciousness⁷⁸ have been sowed.

For many of the women involved, this is an opportunity to gain an education, and participants are interested and committed to learning and growing. Many have never before had the opportunity of a person or an organisation investing in them so that they may grow and develop their potential. In a context of widespread deprivation in which Black African women continue to bear the brunt of Apartheid's legacies regarding poor quality education and the resultant lack of opportunities and choices available, often accompanied by misogyny, this investment and engagement in the

⁷⁴ In order to keep the group to a manageable size it was determined that it should not involve more than 20 members, despite growing demand as others hear about it.

⁷⁵ For logistical reasons, only people in the broader Johannesburg area are included.

⁷⁶ On this particular day, the required reading included Audre Lorde, the Caribbean-American feminist.

⁷⁷ Participants also made reference during discussions to an earlier reading of bell hooks' (the African American feminist, who writes extensively and accessibly on contemporary popular culture and Black feminism) work.

⁷⁸ In follow-up interviews participants talked about how revelatory it was for them to encounter hooks' works, to get them to think differently or to see themselves differently, or to finding a mirroring of their own thinking and reading of experiences in her work. Towards the end of the session the following session's readings were circulated. Readings by the work of African feminists are also planned. According to the facilitator, readings for discussion will not always be what the group does. Sometimes the required texts will involve viewing films and other forms of cultural and creative expression.

development of individual vulnerable women is profound and life-altering. Participants' comments to the evaluators repeatedly underscored this.

8.2 Relevance

Given the current South African context and the apparent escalation in violence – particularly sexual violence against women and girls, and gruesome homophobic hate crimes, also largely targeted at women (and transgender people) – the absence of supportive institutions to advocate for survivors' rights, and justice for women and girls in the criminal justice system, there is no question as to whether or not 1in9's work is of relevance to its context. It is extremely relevant and fulfils a crucial role in civil society.

This was borne out in focus group discussions, in one-on-one interviews with beneficiaries and staff, and among key informants, including those working in the same sectors. Even sister organisations that do not agree with all of 1in9's ideological positions argue that 1in9 is necessary and crucial to the current context. 1in9 is a voice and space that does not exist in any similar form in any other organisation in South Africa's civil society landscape. Its brand of feminism is bolder and more radical than sister organisations, and when it was highly visible it was speaking out on issues that other gender and women's organisations were not speaking out⁷⁹ on quite so boldly or loudly.

8.3 Appropriateness

1in9's approach to its core reason for being has changed in its short lifespan. It started out as a highly visible Campaign marked by a significant public presence outside court houses in support of the rights of survivors of sexual violence, and demanding justice for survivors, to a retreat from the public eye, and a focus on building the capacities of individual women activists' knowledge bases of feminism and feminist activism. The current phase focuses on developing a cohort of politically conscientised feminist activists who have a thorough theoretical and practical grounding in feminist analysis and activism, and who are able to lead community-based mobilisation and conscientisation efforts in informed and empowered ways.

The focus on political education and conscientisation has had a positive impact on the lives of members who feel far more confident about themselves, their knowledge bases and their capacity to occupy leadership spaces in their communities for demanding women's rights and justice for women informed by feminist analysis than they had when they became involved in the Campaign. These two approaches, the public and the more internal, less visible one, both have their merits in the current context. In interviews and focus groups, including with members, staff and key informants, it was apparent that while those involved were highly appreciative of the investment in building their skills and capacities and the resulting opportunities to grow and heal, and to build local

⁷⁹ It is beyond the scope of this evaluation to determine the precise reasons for a lack of diverse forms of radical feminism given the country's history and the extent of misogyny accompanied by patriarchy. Possible reasons could include organisations being tied up in programme work, and therefore being unable to comment on current events or engage in direct protest action. Other possibilities include the reality that some organisations are subsidised by the state and self-censor in order to maintain good relations with the state. In general, there appears to be a lack of monitoring and commentary on sexual violence in the public sphere.

level activism that is informed by a strong feminist foundation, the Campaign's retreat from more public engagement was a significant loss in a context of growing intolerance and widespread and escalating violence against women, girls and LGBTI people. Respondents generally felt that the Campaign had a necessary public and visible role to play in this increasingly hostile context.

8.4 Effectiveness

The Campaign has, in its lifespan been marked by change. This change is evident in the shift from a direct action approach to a more internal capacity building approach. It has also been marked with changes in coordination. The Campaign, at various points in its short life, has been coordinated by seven different women with varying levels of experience and skills, and diverse strengths. It has been through periods of intense activity and periods of retreat.

The current incumbent, while having been actively involved in the Campaign from the start, only joined the Campaign in a full-time capacity one year ago. The regular changes in leadership, as well as the fact that staff were often only employed in temporary or part-time capacities, based on their availability and the availability of funding, has had a negative impact on the stability of the Campaign. Despite these real challenges, huge strides have been made, efforts have been consolidated towards greater focus and effectiveness. The Campaign has achieved extraordinary results to date, considering its limited human and financial resource capacity.

At present the Campaign is in a strong and stable position with effective programmes in place, clear and competent leadership, as well as being in a promising situation regarding funding. SAIH's stable support, including, but not limited to funding of the Campaign, has been a real asset to building a solid base for the organisation moving forward.

8.5 Efficiency

1in9 is a lean organisation, employing only two full-time staff, and drawing on the skills of a pool of quality short-term contractors and consultants for implementing what cannot be undertaken internally. Given the tight ship that is 1in9, the fact of its productivity and outputs is all the more commendable.

8.6 Sustainability

What 1in9 is currently able to do is a drop in the ocean when considering the growing and widespread challenges around sexual violence in South Africa and the need to hold the state accountable for ensuring justice for survivors (insofar as that is possible). Given this mismatch between the size and capacity of a single Campaign vs. a country traumatised by different forms of ongoing violence, discrimination and hatred, and the failure of the broader criminal justice system to effectively serve survivors, raises many challenges and difficult choices regarding how best 1in9 should use its limited human and financial resources, and how and where it should position itself.

In interviews and focus groups it became apparent that there isn't unanimous agreement about the most appropriate way forward for 1in9. Should the Campaign remain out of the public eye and continue its focus on building the capacities of a few women activists towards local level activism, or

should it opt for a high level, direct-action-style public presence? Informants made strong arguments for both.

What is clear is that 1in9 has made a choice, and the route chosen appears to be one towards longer term sustainability, choosing not to use scarce resources on following and acting on individual rape cases,⁸⁰ and instead focusing on building local level human capacity for forwarding a politically informed radical feminist agenda.

The Campaign has several activities and projects currently underway or in development. In order to ensure sustainability, the organisation may need to grow its staff contingent as it currently only employs one full-time staff member in a content, coordinating and directing capacity, and one full-time administrator.

With the Campaign entering into a growth phase, additional capacity for fundraising, proposal writing, donor reporting, representing the organisation in various ways, and conceptualising, implementing and overseeing new programmes, research, campaigns and advocacy efforts is likely to become necessary.

From a funding perspective the lean staffing has made it possible to operate with minimal financial and human resources. At present a number of funding proposals are under consideration with potential donors. At the time of the field work for this evaluation, 1in9 had secured funding from Mama Cash (NL), was exploring future possibilities with Oxfam, had an indication of likely continued support from the Joint Gender Fund, and had proposals under consideration with the Foundation for Human Rights and the Astraea Lesbian Foundation for Justice for its innovative AMP Studio employment-creation feminist media production initiative.

8.6.1 Participation

Despite the changes in coordination and the changes in approach and direction, the Campaign has been fortunate to retain the involvement of a number of committed and skilled individuals for the duration, including previous coordinators that have long herstories with the Campaign in different capacities. These individuals provide support to the Campaign, bringing a diverse range of quality skills and commitment and providing a supportive base that contributes to its sustainability.

The Campaign is also steadily building up a new cadre of capacitated women through the feminist political education reading group, the AMP Studio, the YWLP and the various long-term associates and volunteers that may be available to provide services to the Campaign in different capacities in the future.

⁸⁰ Discussions about the future shape of 1in9, including the creation of local chapters should explore whose role it is to engage in direct action on specific rape cases and whether it would be appropriate for local chapters to engage in direct actions in their communities relating to local rape cases.

The majority of women involved in the Campaign come from resource poor Apartheid-era townships surrounding Johannesburg. Many are unemployed and face multiple levels of vulnerability based on their gender identity, HIV status, having survived repeated GBV, lack of income or economic opportunity and participation is facilitated by removing the barriers of transportation and meal costs.

8.7 Equality & Non-discrimination

LGBT people are completely integrated into and leading the initiative. Participants and recipients are largely South African women of colour. Facilitators, trainers and consultants are also largely women of colour. The decision to keep the space a women-only one is appropriate to its membership (and reason for being), the majority of whom are survivors of violations who literally have very few safe spaces in which they are welcomed and feel comfortable enough to fully be themselves.

Its Steering Committee is also largely made up of South African women of colour with representation from 5 of South Africa's 9 provinces. Over time the Campaign will likely need to build a stronger presence in other parts of the country, but at this point in its life, and given the myriad changes it has been through, it makes sense to work with the current participants and to focus on building chapters and capacities within their communities – largely the townships surrounding Johannesburg with a presence in the Eastern Cape and Limpopo.⁸¹

In the heterogeneous space of the feminist political education reading group, women are being brought together to think, reflect, debate, argue, and ultimately to grow. In a sense, the experience is somewhat rarefied, an opportunity to engage with feminism in theory and practice in a safe space that is inclusive of difference, and that embodies the belief that feminism is for everyone.

8.8 Lessons Learned

Through its initial high profile direct actions around specific rape cases, the Campaign learnt that the direct action approach, while securing a great deal of public and media attention, and placing a spotlight on how the criminal justice system fails survivors of GBV towards greater service provision and accountability, is financially costly (as it includes covering the transport and meal costs of the protesters involved⁸² for each court appearance). A further realisation was that while the majority of costs are incurred on meals and transport for protesters, the survivor is left with nothing (materially). In most cases, due to the trauma involved, and the time required for medical examinations⁸³ and endless court appearances and postponements, the survivor, if she was employed, is likely to lose her employment as a result of her absenteeism (a further repercussion of being raped and the lengthy state systems involved in following through with a rape charge). The Campaign needed to engage on the ethics of this approach regarding where funds were directed. This in part is why the Campaign has chosen a retreat from the direct action approach.

⁸¹ Maintaining contact and engagement with non-Gauteng based groups towards ongoing inclusion, was raised as a gap by them.

⁸² Bearing in mind that protesters are likely to come from resource-poor backgrounds as well as likely to be unemployed, and in many cases on ARVs that require regular meals (due to being HIV positive).

⁸³ And counselling, if she is fortunate enough to have access to such services.

The resulting choice of focusing on developing the skills of young women able to mobilise at community level, is among other things, a result of examining how best to spend scarce resources towards the greatest impact. This choice is therefore based on translating lessons learnt from the direct action approach into meaningful, responsive change.

8.9 Unintended/Marginalising Consequences

The Campaign has not managed to sustain the involvement of a number of its NGO member partners and some NGO members appear to be members in name only. This is in part due to a decision to change direction and to focus on individuals and individual members over member organisations.

The initial conception of the YWLP's selection process was that young women from partner organisations with leadership potential and skills would be nominated by their organisations to participate in the programme; and that these individuals would be capacitated in feminist leadership to take back to and build and strengthen their organisations. In some cases the YWLP worked well with partner member organisations. For organisations such as FEW (the Forum for Women's Empowerment), POWA (People Opposing Women's Abuse) and the Positive Women's Network this reciprocal relationship has added value and contributed to building the organisations' capacities.

YWLP members attest to the programme making a substantial difference in their lives – in how they saw themselves, as individuals, family members, staff members and as activists and citizens having changed markedly and positively. This new way of seeing themselves and being armed with new knowledge was often not well received by their home organisations. YWLP members went back to organisations having learnt about their rights, and asserted themselves more. Having been exposed to different ways of being treated, new ways of engaging, thinking and doing, and trying to bring these new approaches back into their organisations created difficulty in some cases, and some home organisations reported feeling threatened by a kind of 'feminist disruption'.

In addition, (as was true with CDP's NYM Programme) a number of organisations sent staff to the YWLP who did not have decision-making responsibilities. Many were unpaid volunteers in the organisations who had little capacity to effect change within the organisations.

8.10 Movement Building

The process of building movements takes time and sustained effort, and relies on the knowledge that working in partnership with others is necessary to ensure impact and change. 1in9's approach to movement building is based on a shared feminist ideology – such as the need to define, establish and defend equal political, economic and social rights for women, including education and employment – and increasing the capacity of members to be more strategic in efforts to secure justice, in particular, for women survivors of sexual violence.

While 1in9 has lost some of its initial partner organisations, the Campaign has at the same time secured new participation as a result of its changed directions and work. For example, in undertaking the research study on violence in the lives of HIV positive women in South Africa, 1in9 worked with

10 geographically and issue diverse organisations. Some of these CSOs are formal members of 1in9, while others are potential new members already working in effective partnership with 1in9.

What became apparent during this evaluation is that the Campaign has meaningful partnerships and relationships with a number of organisations and individuals that are not formally listed as members. 'Membership' clearly has many forms. For example, ADAPT and CDP consider themselves part of the 1in9 Campaign but there is no formal process that documents their membership. What membership means and the multiple ways in which it is constituted is an ongoing discussion within the Campaign that at this point recognises the fluidity of the concept of membership and the recognition that formal membership is not a reflection of actual membership, participation and involvement.

The fact that the Campaign has taken a step back is to its credit. While it is vitally important that the Campaign maintain visibility and a public voice, it is equally important for movement building, to focus on belonging (creating safe spaces and 'chapters') and to move away from crisis responses to something more hopeful and holistic, opening up visions of a differently imagined future for women who are actively involved in the Campaign. This is allowing the Campaign to re-imagine itself and begin the process of developing a shared understanding of what change it wants to see and create, and as this takes a clearer shape, to begin to identify key strategic opportunities for alignment with other organisations and how to leverage these opportunities to advance the movement as a whole.

8.10.1 Gender Links & Masimanyane

In the earlier years of its existence, 1in9 had a closer relationship with Gender Links. At present, this relationship is quite distant, with Gender Links still a member of the Campaign on paper. While it is clear that there are differences of approach and ideology between 1in9 and Gender Links, there is sufficient shared interest for ongoing support and engagement. In the context of this evaluation, Gender Links reconfirmed its interest and commitment to engaging with 1in9 and asked to be more actively kept in the communications loop.

Gender Links is one of the member organisations that reiterated the necessity of 1in9's relevance in the current South African context, arguing that the current situation demanded a much more visible presence of 1in9 in the public sphere given rapid shifts that suggest a backtracking on women's rights in South Africa.

Masimanyane, based in the Eastern Cape of South Africa, has been engaged with the Campaign for a long time. This includes mobilising women around specific rape cases, awareness raising and public education activities, and undertaking protest actions in rural and urban areas of the Eastern Cape. One of its staff members serves on the Steering Committee of 1in9 and was also part of the YWLP.

Through this staff member, Thabisa Bobo, Masimanyane has been actively involved in the Campaign, including helping to maintain a public presence of the Campaign in the Eastern Cape. Masimanyane's director was supportive of the organisation's ongoing involvement in the Campaign seeing similarities in objectives and the complementarity of the Campaign in relation to Masimanyane's work. A Masimanyane staff member being part of 1in9's Steering Committee has meant being kept

up to date with the work of the Campaign and benefitting from regular communications with the Campaign.

The Masimanyane director was complimentary of 1in9 for having recognised Ms Bobo's leadership skills and promoting young women's active leadership through her participation in the Steering Committee. Masimanyane was also actively involved in the 1in9-initiated research study examining violence in the lives of HIV positive women in South Africa, by identifying women within its network to participate in the study.

8.11 Recommendations

- a) 1in9 is advised to proceed with plans to set up **local chapters** starting in townships where the Campaign already has some presence either through the YWLP members, the feminist political education group or grassroots-based sister groupings that participate in NYM, for example.

In taking this approach, consideration needs to be given to the terms of reference of the local chapters, whether they will be formally or informally constituted, how local chapters will be resourced and supported, including in terms of stipends for coordinators/community mobilisers, meeting spaces, equipment, bank accounts, legal status and governance structures. It would be important to clarify roles and responsibilities between 1in9's 'main' Campaign office and local chapters. Consideration also needs to be given to how programmes, projects and initiatives of chapters will be supported in terms of planning, implementation, fundraising, and capacity strengthening. It is recommended that **key framing documents** be drafted in answer to:

- whether chapters run their own programmes;
- what makes them part of 1in9;
- what the core defining principles are; and
- how chapters will be coordinated.

1in9 is encouraged to review its internal **communications** towards determining:

- How best, and how often to communicate with organisational members;
- How best, and how often to communicate with Steering Committee members not based in Gauteng;
- How to communicate with member organisations the new direction it is taking and new activities underway or planned;
- Member organisations' interest in remaining involved in the Campaign;
- How to proactively bring into the fold new organisations it is working with through its projects, for example new relationships developed through the HIV/GBV research study, and how to maintain communications with them.

- b) In order to maintain its **visibility as a movement**, it is recommended that the Campaign sustain a deliberate and proactive media presence through regular opinion pieces and profiling of issues or organisations within the 'member network' using multiple media channels. The Campaign is advised to find a way to maintain a public presence. Its voice is needed in South Africa's public sphere.

- c) **Young Women's Leadership Institute:** 1in9 is advised to investigate the feasibility of a regular YWLP. Such a programme would be based on the experiences of the existing programme (as pilot) and draw on other good practices of feminist and young women's leadership programmes elsewhere. The objective of such an ongoing programme would be to develop much needed feminist leadership in South Africa in the context of growing cultural conservatism, a backlash against women's rights, growing violence and the dearth of women's and human rights consciousness and training taking place in South Africa at present. SAIH and FOKUS are encouraged to support such a programme as it fits closely with their objectives.

9. The Programme Approach

The programme approach has proven fruitful to all three organisations and SAIH is encouraged to continue with this approach. It is a positive reflection on SAIH that this programme has been able to sustain and contain two quite different approaches to understanding, achieving and articulating women's rights and needs, and has encouraged and enabled all three organisations to work together effectively.

The evaluators were asked by SAIH to consider what an 'ideal' programme might look like. In addition to the particular details of a programme (goal, target group, focus area, specific result areas) for a social transformation programme to achieve its ultimate goal, some additional key 'components' were identified:

- a. Recognition of the skills, expertise and experience of partner organisations and what and how they can contribute to the programme (including the identification of resources);
- b. Empowerment of partner organisations to own and control development;
- c. Recognition of cultural diversity and local needs;
- d. Promotion of holistic, multi-sectoral and inclusive development (e.g. including different players/stakeholders; parents; working with teachers);
- e. Long-term perspective;
- f. Focused (in goal and objectives);
- g. Promoting learning, sharing of knowledge, lessons learnt and skills;
- h. Responsive;
- i. Continuous monitoring and evaluation.

Participating partners should display:

- A. Understanding the diversity in social need of the target group;
- B. Valuing the voices of the target group;
- C. Consideration beyond the boundaries of current activities and thought about their wider implications;
- D. Sharing good practice and struggles.

Two questions come to the fore:

1. Should a programme be scaled up to reach more people?
2. Should activities be further refined to increase the depth of reach and focus of interventions?

Our finding in this regard is that, in order to increase the impact of this programme, activities should be further refined towards ensuring greater focus towards achieving the programme goal. Partner organisations in the programme are encouraged to share and exchange experiences to enhance their learning, and towards developing feminist networks and coalitions with the strength to demand political action. It should also be noted that all three organisations are quite small and that the programme, including its budget, is small. This somewhat limits the extent of broader social

change possible. This is not to say that small organisations or programmes cannot create big change, but it is important to maintain perspective in this regard.

Mutual support and engagement on advocacy campaigns to strengthen and make sure voices are heard is a specific area for potential (e.g. making certain aspects of service delivery – including the criminal justice system, policing, healthcare, safety, sanitation – part of a strong and coherent case for effective collaboration between different feminist organisations).

Bearing in mind that knowledge, practice and contexts are not fixed, a constant review of practices and activities is required to understand the issues underlying change to ensure that activities remain responsive to changing needs.

While the changes in focus or goal, as set out in the organisational logical frameworks, have largely come about as a result of the organic development of the partner organisations themselves, the specific formulation of the goal comes through the guidance of SAIH. This, in itself is not problematic, but should be seen in the cultural and socio-political context of a country where the backlash against women is becoming more and more violent, potentially requiring new strategies and approaches.

9.1 Programme Objectives

As illustrated in the organisational chapters, the three organisations in this programme are working toward achieving the programme result areas (as outlined in Chapter 1) in their own ways.

The new programme cycle should build on the achievements of the SAIH support to date, focus on building feminist leadership able to critique and articulate feminist demands; also looking specifically at public service delivery as a women's issue, and to find ways of circulating such ideas in the public sphere, towards achieving tangible change in line with constitutional and other commitments to ensuring women's equality. There is a clear need to build strong feminist leaders to move forward given the current backtracking realities in the country. Without support and focus in this area, there is real danger that the gains made thus far will not be sustained, and could even be reversed.

9.2 Relevance of Partner Organisations

The objectives and work of the partner organisations fall entirely within the ambit of FOKUS and SAIH's work.

The programme's target groups fall within FOKUS' prioritization of women from vulnerable groups and includes women survivors of gender-based violence, lesbians, bisexual and transgender women, economically marginalised and poor women, women made vulnerable by their HIV status and refugee women. In many cases the beneficiaries of support are vulnerable in multiple ways when viewed against FOKUS' definition of what constitutes vulnerability.

This programme also fits within SAIH's target group focus of young people between 15 and 35 who are marginalised and stigmatised in various ways. In this case, beneficiaries experience marginalisation for the reasons mentioned under 'vulnerability' above, in the context of a violent,

patriarchal and often homophobic country context, with economically poor women of colour having the least access to transformational opportunities and bearing the brunt of discrimination, exclusion, intolerance, abuse and violence, and the broader legacies of Apartheid.

In addition, donor funding patterns show directions away from smaller organisations in favour of larger ones, and away from organisations that support survivors of violence, makes sustaining and supporting those organisations working at local community level even more important.

9.3 Forging Partnerships

There is scope for greater collaboration, networking and engagement among the three partners, and SAIH is encouraged to continue to facilitate opportunities between organisations towards greater effectiveness and the most efficient use of resources.

As discussed in other sections, there is scope for the three organisations to work in more complementary and holistic ways on common issues and objectives. For example, in the case of ADAPT, it is located in a resource poor environment in which social problems are abundant and opportunities to gain work and skills is limited.

In the case of unemployed YWM alumni who are interested and have the aptitude, they could be regularly channelled into CDP's programmes and into the YWLP should new intake opportunities arise. Linking ADAPT's YWM alumni to the skills and learning opportunities provided by CDP and 1in9, and exposure to the creative feminist work of the AMP Studio would create an opening up of world views, imaginations and possibilities, necessary to growing the leadership skills and possibilities of YWM alumni to flourish into grounded feminist leaders.

Redirecting art-making equipment from organisations that are not using them to interested ADAPT YWM alumni and providing them with access to CDP's skills training will open up economic and skills development opportunities for the young women, many of whom face a bleak future of unemployment post-school once skilled and operational. ADAPT and the YWM could provide T-shirt design and printing services to other organisations in the area, and produce ADAPT's branded media in-house. Providing ADAPT's YWM access to some of the opportunities and experiences provided by CDP and the YWLP, the possibility for developing strong, sustainable feminist leadership in local communities able to articulate rights and demands, can only be strengthened, a core reason for the existence of this programme. A programme approach that looks at leveraging resources, opportunities and skills holistically makes this kind of integrated thinking and exploration of possibilities realisable.

The possibility of engaging with other SAIH-supported organisations (as part of SAIH's LGBTI programme), around common areas, for example those working at school-level, is encouraged towards mutual strengthening of programmes and expanding the reach and impact of programmes.

The SAIH programme approach has been successful in its attempt to work more inclusively and collaboratively and to recognise synergies between organisations doing similar work. The bringing together of the three partner organisations has facilitated dialogue, learning and sharing across approaches and differences. Without SAIH's encouragement and in bringing these three

organisations together, some of the outcomes of the individual projects would not have been achieved.

9.4 Programme Approach: Lessons

The programme approach has yielded results in bringing together organisations with similar objectives in the same broad geographic area that were not previously working together towards building longer-term relationships and even possibly movement building.

There is certainly scope for participating organisations to learn more from each other, explore and/or engage in joint projects and fundraising. SAIH is encouraged to continue to seek out opportunities for the organisations to meet around the same table, even if only during SAIH site visits, and to encourage collaboration and greater engagement towards the organisations themselves thinking about the potential to work together.⁸⁴

Forging relationships built on trust is a process that cannot be rushed. SAIH has already shown initiative in building these kinds of partnerships among programme partners. SAIH is encouraged to continue to do this towards supporting the building of strong feminist movements in South Africa.

⁸⁴ To some extent this evaluation process has ignited this with CDP thinking about more formal opportunities for engagement.

10. Recommendations for SAIH & FOKUS

10.1 Funding

It is recommended that SAIH and FOKUS continue to support all three organisations as part of its programme.

ADAPT was in a particularly vulnerable funding position at the time of writing this report through no fault of their own, but as a result of falling victim to the ineffectiveness of their major donor, the South African National Lotteries Board (SANLB).

SAIH, as a trusted donor that maintains a good relationship with ADAPT may need to consider supporting ADAPT with short-term emergency 'bailout' funding. ADAPT is, and has been engaged in an intensive effort to secure funds to sustain itself. SAIH may wish to consider providing fundraising capacity support either directly, or by providing a budget line to recruit a consultant to work with the organisation to review (and possibly revise and tailor) existing proposals, investigate scope for new support and undertake fundraising on their behalf, should this be necessary.

Support is also recommended for ADAPT to undertake strategic planning, a prioritised documenting of their approaches, methodologies and practices into guidelines and learning resources and tools (possibly with the support of an external consultant experienced in documenting and developing learning resources), and practically improving the organisations' M&E capacity through the provision of accessible M&E capacity strengthening. SAIH may wish to consider providing M&E training for all its South African (or regional) partners that are in need of strengthened M&E capacity.

SAIH is encouraged to support CDP through its transition period with assistance for a strategic planning and review process for taking the organisation into its next phase of development and growth, and to support the organisation in addressing teaching/facilitation gaps created by the director's passing in a sustainable way to secure short-term relief of facilitation workloads and address long term capacity needs in a manner that maintains the delivery of quality programmes, including the development of an induction programme for newly recruited facilitators.

SAIH is encouraged to support 1in9 to develop a regularised YWLP to develop capacitated and engaged feminist activists and leaders in a context of increasing conservatism and increasing violence against women, children and LGBTI citizens. Developing a cadre of young feminist activists able to critique rapidly changing realities that threaten South Africa's democratic gains, demand accountability and claim the full realisation of women's rights, is needed now, more than ever.

10.2 Relationships

It is clear from discussions with all three organisations that they have benefited from the programme approach encouraged by SAIH. ADAPT's director noted: "In the absence of SAIH it is likely that we would never have encountered CDP and its work."

There is scope for 1in9 and ADAPT to work more closely with each other, although there are differences in approach and ideology that are quite evident.

Working across programmes: There is scope for South African organisations that are supported by SAIH (that are not part of the programme being evaluated) to explore collaborations based on common objectives and complementary visions. For example, teachers involved in the ADAPT classroom discussion programme talked about sexual orientation acceptance issues being a tension point for adolescents. GALA is currently engaged in a schools programme, while a 1in9 community-based affiliate (initiated and led by YWLP alumni) has started work with local high schools on sexuality education. These three initiatives would benefit from a cross-pollination of thinking and strategies towards possible shared projects, pilots, resources, approaches or interventions.

10.3 Internal Monitoring & Evaluation Tools & Processes

At SAIH's encouragement, ADAPT and 1in9 undertook baseline surveys that proved useful for identifying key problems in the existing situation, and provided a verification that their activities were based on a particular reality and particular needs.

In general, levels of understanding of M&E approaches, and capacities to engage with logical frameworks and Results Based Management (RBM), are limited among many South African CSO actors. There is also a certain level of fear of M&E frameworks that blocks learning about these ways of thinking, planning and reflecting.

In the experience of the evaluators, a general recommendation to improve M&E systems does not provide enough of a starting point for organisations to substantially strengthen capacities and effect change.⁸⁵ Since logical frameworks are a requirement of FOKUS support, and since most donors increasingly require logical frameworks and/or RBM frameworks for planning and reporting, it would be in the interest of all three organisations to strengthen their M&E literacy. An M&E skills-building workshop for all SAIH and FOKUS partners in South Africa, and the provision of further monitoring and evaluation support during the uptake phase should be considered by SAIH and FOKUS to strengthen capacities for long term planning, and measuring progress towards change objectives.

10.4 Leadership Development

It is clear that the partner organisations have competent and capable leadership. What is also clear is that the sudden absence of the current leadership would leave more than an immediate vacuum in the organisations, their capacity, and in the work of the organisations.

While the organisations are each actively working to build a base of young women leaders in their communities, these practices are not happening in a consistently proactive way within the organisations.

⁸⁵ Often, in relation to recommendations regarding monitoring and evaluation, organisations invest in complex, unused technological solutions based on a lack of understanding of what is recommended. In 2012 alone, we have come across two organisations that have bought into these systems with no results other than great expense.

The recommendation is that processes are started to plan for leadership shifts within the organisations, and putting in place plans in this regard. An active commitment to staff development is required to spread knowledge, skills and responsibilities within the organisations, creating organisation-wide processes and the opportunity for ongoing organisational renewal. This would involve various kinds of support mechanisms, including the space for those currently in the lead positions to have the necessary support required for feminist leadership: viz. for the organisation to reflect the society it wants to see, (connecting inner change to outer change; living its values) including creativity, space for contemplating and strategising; creating space for transformation, and as such, democratising wellness resources, and developing new standards of 'health' and 'wellness' in how organisations treat staff and participant constituencies – based on the knowledge that leadership is about more than getting things done; the capacities and qualities for leadership need to be cultivated.

11. Appendices

11.1 Terms of Reference

The Norwegian Student's and Academic's International Assistance Fund's Programme in South Africa

Education to strengthen Women's Social and Political Participation in South Africa

The Programme is funded by the Norwegian network Forum for Women and Development (FOKUS), project number QZA-09/246-24, and comprises of three partner organisations; Agisanang Domestic Abuse Prevention and Training (ADAPT), Curriculum Development Project Trust (CDEP) and the One in Nine Campaign (1in9).

In this Terms of Reference the term "Programme" will be used for the overall SAIH Programme and its stated objectives. The term "Project" will be used for the specific SAIH supported work of the three partner organisations, CDP, ADAPT and 1in9 respectively.

Background

Country Context

Remarkable progress has gone down in history with regards to the fight for women's human rights. In 2008 the number of countries that ratified the African Protocol on Human and People Rights on the Rights of Women in Africa increased to 26. The SADC Gender Protocol also came into force in August 2008. However, women's human rights are still treated as optional by many countries. Despite international and regional instruments that are in place, African women still face disproportionate discrimination in many spheres of society.

South Africa has the highest international statistics of violence for any country not at war. At the same time research shows⁸⁶ that organisations working with gender based violence are facing a deepening funding crisis and that funding from government is not accessible. The country is claimed to have one of the best constitutions in the world but political priorities and implementation is a challenge. In 2007 an amendment to the Sexual Offences Act was passed in parliament, a victory fought and won for and by the women's movement. The women's movement in South Africa may be stronger than in neighboring countries but is still struggling to be heard among political decision-makers. The South African political climate is characterised by a negative attitude towards civil society in general, which decreases civil society's possibilities for influence.

To be able to make the government accountable to their own laws and policies, to implementation and securing of women's rights it is of vital importance for women themselves to know their rights and to participate in society and decision making at all levels. Despite South Africa being in the top three countries in the world when it comes to

⁸⁶ <http://www.csvr.org.za/docs/gender/fundingreport.pdf>

female representation in parliament, reaching 45% after the election in 2009⁸⁷, women's rights are constantly violated. Fifteen years into South Africa's new democracy and despite the many laws passed and commitments made, the inequality and exclusion experienced by the poor, by women, by lesbian and gay people, by refugees and migrants, by the 'othered' has not lessened. While South Africa increasingly meets formal equality measures and targets, the reality remains a very different experience. According to a study conducted by the South-Africa Medical Research Council more than 25 percent of South-African men have raped and for every 25 men accused of rape, only one is convicted of the crime⁸⁸. In addition to this apparently only 1 of 9 rapes are reported. Increasing levels of gender based violence and murder of lesbians, gender non conforming women and transgender men is also a threat to women's rights in South Africa. This situation must be understood in a context of strong patriarchal power relations, increasing level of unemployment and high prevalence of violence.

On paper South Africa is a nation securing its inhabitants freedom from any form of discrimination and upholding every person's rights, but in praxis the system gives little or no protection to many women and girls. This was also highlighted in the Concluding Observations from CEDAW in 2011, in response to the combined second, third and fourth periodic report of South Africa to CEDAW⁸⁹. Within this context the activism and leadership of young women is critical.

Relevant Operation

SAIH is a non-governmental organisation led by students and academics in Norway. It was established in 1961 and runs a combination of development cooperation, information work and advocacy work. SAIH's vision is that all young people have access to quality education that enables them to create a just world. Currently SAIH collaborates with partner organisations and institutions in Bolivia, Nicaragua, South Africa, Zambia and Zimbabwe

SAIH has been engaged in development support in South Africa since 1972. The support has been channeled through civil society organisations and universities within a range of thematic areas like education, scholarships, health, democratization, conflict resolution, student organising, HIV/SRHR, youth and violence and women's rights.

SAIH has been a member of FOKUS, which is a knowledge and resource center for international women's issues with an emphasis on the spreading of information and women-centered development cooperation. FOKUS' primary goal is to contribute to the improvement of women's social, economic, and political situation internationally. The

⁸⁷ SouthAfrica info <http://www.southafrica.info/about/democracy/parlyw-060509.htm>

⁸⁸ <http://www.irinnews.org/Report.aspx?ReportId=84909>

⁸⁹ CEDAW Concluding Observations: <http://daccess-dds-ny.un.org/doc/UNDOC/GEN/G11/418/78/PDF/G1141878.pdf?OpenElement>

Shadow report:

http://www2.ohchr.org/english/bodies/cedaw/docs/ngos/Joint_NGO_Report_for_the_session_SouthAfrica.pdf

Country report South Africa: <http://www.pmg.org.za/files/docs/100721report.pdf>

organization consists of 77 women's organizations and women's committees in political parties, trade unions, and solidarity and aid organizations.

Project collaboration constitutes a key part of the activities of FOKUS. Through support to project-based cooperation between Norwegian organizations and their partner organizations, FOKUS aims to contribute to the improvement of the conditions of women internationally based on systematic, holistic and long-term activities at all levels and in all segments of society.

For the time being, FOKUS is allocating support towards two additional South African NGOs - Gender Links (Norwegian partner: Norwegian Council for Africa) and Masimanyane Women's Support Centre (Norwegian partner: The Secretariat of the Shelter Movement). Altogether these projects comprise the FOKUS South Africa program.

The Programme, *Education to strengthen Women's Social and Political Participation in South-Africa* builds on the previous programme with the same partner organisations, running from 2006-2008. In 2008/9 SAIH and the partners revised the programme. This included alterations of the programme goal and strengthening the collaborative efforts. The programme was piloted in 2009 and then continued for the current cycle, 2010 – 2012.

The purpose of the current program is to educate young women to enable their political and social participation for the realisation of their own rights. The program is working for young women to know their rights, to understand the social and political context for claiming their rights and to actively use their knowledge to achieve social justice in their own and other women's lives.

Partner's background

1. Curriculum Development Project trust (CDP)

The CDP Trust is a non-profit organisation established in 1989 as a response to the lack of acknowledging creative arts as a subject, method and a mediator for learning and personal development, in the formal education sector. They have since developed strong methods for using creative arts to address women's rights issues. CDP prioritises women and children, and a dedicated commitment to women's human rights, confronting gender inequality and seeking to ensure the protection of women's and children's rights and bodily integrity.

CDP gives training in using creative arts both as personal healing and public advocacy. They work with women from a range of different settings; women survivors of violence, women from economically deprived and socially vulnerable communities and in particular young women through various partner organisations. In addition CDP provides creative arts and cultural enrichment education and training in the formal and non-formal sectors including training of ECD practitioners and trainers nationally, community building initiatives and income generation opportunities.

SAIH has collaborated with CDP since the year 2000. During the last programme cycle, 2010-2012, a total of approximately 2 700 000 ZAR has been granted.

2. Agisanang Domestic Abuse Prevention and Training (ADAPT)

ADAPT is a women's organisation that was founded in 1994 in Alexandria Township in Johannesburg. It was established as a reaction to the lack of services for women who came to the police and health stations as a result of domestic violence.

The objectives of the organisation is to

- * empower both survivors and perpetrators of gender based violence to take control of their lives and actions
- * educate and empower professionals and members of the community to recognise and take responsibility for gender based violence
- * to challenge and redefine the cultural, social, political and economic factors underlying violence against women in South Africa

Today Adapt is a strong community actor in Alexandra township working with a range of target-groups and perspectives related to gender based violence and women's rights. The organisation is dedicated to working with young people through their youth programme, including youth in and out of school and different stakeholders like teachers, parents, elders and various local government structures.

SAIH has collaborated with Adapt and supported their youth programme since 2006. During the last programme cycle, 2010-2012, a total of approximately 1 200 000 ZAR has been granted.

3. One in Nine Campaign (1in9)

The One in Nine Campaign, established in South Africa in February 2006, is an advocacy Campaign that commits itself to acting in solidarity with women who speak out against rape and sexual violence. Seeded by a small handful of passionate individuals the Campaign has now grown to 26 organisations around South Africa. Finding innovative and powerful ways to convey their message of social justice for woman, the Campaign continues to grow both in numbers and as a political and social platform for advancing the sexual rights of women. The Campaign is united by feminist principles regarding gender-based violence: that the personal is political and that the advancement of women's leadership is pivotal. The Campaign uses a strategy of feminist knowledge production and movement building, the shifting of societal norms through political education, media advocacy, monitoring and showing solidarity through direct action to work towards their goal.

<http://www.oneinnine.org.za/>

SAIH has collaborated with the One in Nine Campaign since 2009. During the last programme cycle, 2010-12, a total of approximately 2 300 000 ZAR has been granted to the Campaign.

Scope and purpose of the evaluation

Rationale

The purpose of the evaluation is to provide SAIH, partner organisations and FOKUS an assessment of the extent to which the objectives of the program and the individual projects have been achieved.

- 1) The evaluation will provide a structured way of reviewing impact and drawing out lessons learned for the implementing organisations, SAIH and FOKUS.
- 2) The evaluation will provide information on the way forward for the **program** and the **projects**, to both SAIH, the partner organisations and FOKUS.
- 3) The evaluation will inform the development of the next program cycle and in particular give recommendations to the development of suitable objectives, achievable results and measurable indicators.

The evaluation should provide meaningful information to each individual partner organisation and their specific work, which can be used independently of the SAIH programme, in addition to capturing the achievements of the programme as a whole.

Objectives

- 1) Review the impact of the individual projects. To what extent have they met stated objectives, results and indicators spelled out in the project proposals. This should include, but is not limited to, an assessment of the following;
 - Relevance; of the projects to the target population
 - Appropriateness; in addressing the objectives
 - Effectiveness; in achieving the purpose, major factors influencing this.
 - Efficiency; projects structured in the most efficient way.
 - Sustainability; financial and organisational
 - Participation; by the target group in developing, implementing and evaluating the projects (see appendix I for the youth participation ladder)
 - Equality and non-discrimination; in regard to people with disability, LGBT persons, and PLWH.
- 2) Give a summary of the lessons learned in these projects, and how these projects have impacted upon and their relationship to each organisation's overall work and capacity.
- 3) Assess how the projects have related to each other, in regard to collaboration, replication, complementarity and added value to each other's work.
- 4) Review internal monitoring and evaluation tools and processes of the partner organisations and SAIH.
- 5) Assess the extent to which programme goal and results have been achieved.
- 6) Assess the relevance of the program and projects to SAIH and FOKUS policies.
- 7) Assess the role of SAIH in relation to the partner organisations, and the relationship between partner organisations, SAIH and FOKUS.

Specific focus for each partner organisation

The following should be considered in regard to the individual projects and partner organisations:

1in9

- To what extent has the Campaign been successful in building a movement?
- How has the work undertaken under this grant impacted or interfered with other stated objectives of the project/Campaign?
- Assess in particular the role of Gender Links and Masimanyane as members of the network, their relevance and contribution.

Adapt

- To what extent has the coordinators of the project developed/been capacitated through facilitating activities in the Adapt youth programme?
- Assess the relevance of the project for different stakeholders, like the parents, teachers and others who are interacting with the young women in the project.

CDP

- Assess the need for further training for sustainability of CDP (The CDP capacity in regard to the growth happening and the potential future growth)
- Assess in particular the Naledi Ya Meso model, how the participating organisations are taking it on, what is needed for them to be able to implement what they have learned and how can CDP best facilitate this?
- To what extent are the partners/trained organisations involved in the implementation of the project? And to what extent do they take ownership of the project and see the outcomes as important to them as well?

Assignment preparation

- Baseline data developed by Adapt and 1in9 in 2009
- Programme and project applications and annual reports in the period 2009-2012
- Organisational strategies (CDP, Adapt, 1in9, SAIH and FOKUS)

Proposed Assignment Approach and Methodology

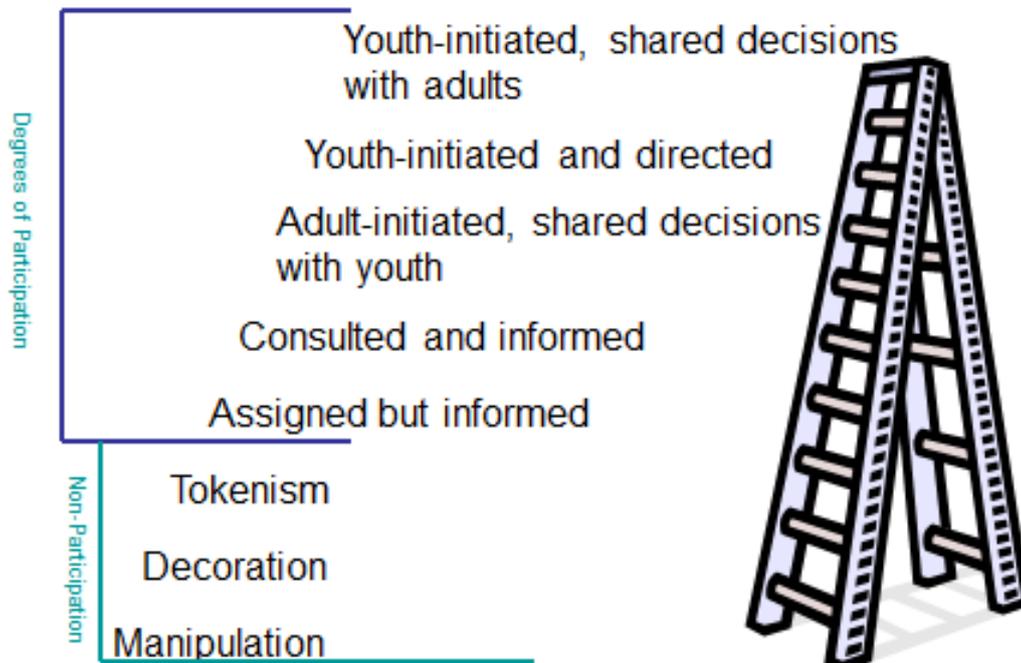
The evaluation should mainly be based on qualitative methodological approaches.

The evaluation team should make use of:

- Interviews, focus group discussions with participants and beneficiaries, track previous participants from the beginning of this programme period.
- Interviews with staff and relevant member/partner organisations.
- Interviews with stakeholders (the scope of relevant stakeholders will be defined in the initial meetings with the partner organisations)
- Review relevant documents
- Observation of training/project implementation

The evaluation team should assess the relevance of using case-studies and most significant change methods to document the achievements of the programme.

Ladder of Youth Participation



Adapted from Hart, R. (1992). *Children's Participation: from Tokenism to Citizenship*. Florence: UNICEF Innocenti Research Centre.

Youth engagement loses authenticity when adults are conflicted about questions of power and control. In his [Ladder of Young People's Participation](#), Roger Hart described in detail levels of non-authentic and authentic youth engagement. The first levels of manipulation, decoration, and tokenism denote failed or false attempts at youth engagement, when young people appear to be in decision-making positions but in reality have no or very little input on events. Meaningful participation increases by degrees:

- Assigned but informed
- Consulted and informed
- Adult-initiated, shared decisions with youth
- Youth-initiated and directed
- Youth-initiated, shared decisions with adults

11.2 People Interviewed and in Focus Groups

Bunie Sexwale
Carrie Shelver
Deyana Thomas
Irene Khumalo
Judy Seidman
Kjersti Augland
Kubi Rama
Kwezibuso Mbandazayo
Lesley-Anne Foster
Megan Bantjes
Muthuli Avhakhoiwi
Nehwoh Geh
Seipati Mgorosi
Sindi Solopi
Sissel Thorsdalen
Susan Ravuku
Tapua Moore
Thabisa Bobo
Thabiso Sehoana
Thandi Shabangu

Teachers & Parents

Charles Ramahuma
Kgomotso Moku
Rasalanarho Takalani
Victor Kwindi
Klonkie Nkodwa
Portia Mongake

ADAPT YWM

Amukelani Mabunda
Busisiwe Majola
Cecilia Phelembe
Corah Nkabinde
Masesi Nkuna
Mbalenhie Chiya
Neo Matsetela
Nomthandazo Moyo
Nyiko Baloyi
Saseka Maswanganyi

Sibongile Maluleke
Tebogo Mashishi
Tumelo Xhaste

CDP: Art and Economic Liberation

Antoinette
Chantel
Gabiba
Marco
Nomagugu

1in9

Bakhambile Skuosana
Busi Mqadi
Gladys Nikelo
Kate Nkosi
Lerato Marumolwa
Matshidiso Mofokeng
Mpume Sikhakhane
Ntswaki Zondo
Patricia Nawenya
Pinky Zulu
Pretty Makhanya
Zama Sibiya

CDP: 2012 NYM

Ayanda Msiza
Busisiwe Langa
Cordelia Mfuzwe
Elizabeth Nosilela
Gladness Mahasha
Hilda Masingile
Kwana Ramatlotlo
Lindiwe Ncube
Lorraine Sibiya
Masechaba Mshiloane
Regina Modise
Salamina Molokeng
Sibongile Maseko
Thabile Motaung

Thobile Masanabo

Veronica Roos

CDP: 2010 & 2011 NYM

Caslene Pretorius

Charlene Wales

Daphney Koele

Diana Masooane

Faith Nkosi

Hellen Themba

Irene Sithole

Monica Serote

Morgorei Maroga

Phindile Morape

Sarah Mudebele

Sthembile Nkabinde

Teddy Nomarola

11.3 Target Group Profiles

1in9

Women's Leadership Programme & AMP Studio

Sample size: 12

Age Bracket	
21-25	6
26-30	1
31-35	4
36-40	1

Sexual Identity	
Lesbian	11
Heterosexual	
Bisexual	
Queer	1

Education (highest obtained)	
High School	1
Matriculation	6
Diploma	3
Undergraduate degree	2

Income	
Student	3
No income	6
Social grant	
Up to R1 500/month	
Up to R3 000/month	3
Up to R5 000/month	
Up to R8 000/month	
More than R8 000/month	

HIV Status	
Negative	10
Positive	
Never been tested	2

Victimisation	
Ostracised	4
Physically assaulted	6
Verbally assaulted	8
Raped	4
Sexually abused	3
Never been victimised	1

CDP: Naledi ya Meso

Sample size: 27

Age Bracket	
21 – 25	4
26 – 30	5
31 – 35	4
36 – 40	4
41 – 45	5
46 – 50	2
51 – 60	2
Over 60	1

Sexual Identity	
Lesbian	5
Heterosexual	21
Bisexual	
Queer	
Not sure	1

Education (highest obtained)	
High School (before matric)	16
Matriculation	8
Diploma	1
Undergraduate degree	1
Postgraduate degree	1

Income	
Student	
No income	16
Social grant	1
Up to R1 500/month	6
Up to R3 000/month	
Up to R5 000/month	3
Up to R8 000/month	
More than R8 000/month	1

HIV Status	
Negative	22
Positive	2
Never been tested	3

Victimisation	
Physically assaulted	5
Verbally assaulted	7
Raped	2
Sexually abused	3
Never been victimised	12
Unanswered	1

11.4 Evaluation Team

For information on Under the Rainbow – creative strategies for positive change, see www.undertherainbow.org.za

Sarita Ranchod has more than 15 years of international development experience including working for and with civil society organizations, including feminist, gender, HIV & youth organizations, United Nations agencies, international development cooperation organisations, media and academic institutions. She focuses on social research (including evaluative and policy research), capacity building and strengthening, and strategic communications, media and advocacy for positive social change.

She has worked on local, regional and global assignments mostly on women's and gender issues (including LGBT) and previously headed up Women'sNet (an online African women's civil society information and communications initiative) based in South Africa. In recent years her work has focused on evaluations and developing learning and knowledge resources. She worked for the United Nations Development Programme for a number of years and has more recently served as an internationally recruited consultant to UNDP's Bureau for Development Policy (New York) creating a global knowledge resource for integrating gender issues at every level of HIV AIDS policy, planning and practice.

She holds an MA in Gender and Development from the Institute of Development Studies & the Graduate Centre for the Study of Culture, Development and the Environment at the University of Sussex (United Kingdom). She has an undergraduate degree in Journalism & Media Studies and Political Studies from Rhodes University, South Africa.

Sonja Boezak has more than 15 years of international development experience that includes social and evaluative research for civil society, academic, research and development cooperation organisations. In recent years she has focused on monitoring and evaluation, capacity strengthening and information and communications for development, using inclusive and participatory approaches on women's rights, sexuality, HIV, communications and advocacy issues.

Interested in processes of learning and knowledge sharing through innovation, she has led the production of a series of video documentaries to capture processes of social change for monitoring and evaluation, documenting, and lessons learned among African civil society organisations.

She has worked on several global and Africa-wide innovative communications, learning and evaluation assignments and skills and capacity building initiatives and has led research into the use of communications and new technologies for social change.

She was responsible for conceptualising and implementing the southern biased global knowledge-sharing programme of BRIDGE⁹⁰, the development and gender programme of the Institute of

⁹⁰ Called Siyanda, meaning: we are growing.

Development Studies at the University of Sussex, and was the Information Manager at Women'sNet for a number of years.

She holds an MA in Philosophy (feminist theory and development ethics) from Stellenbosch University, South Africa.