

EVALUATION

REPORT

YOUNG VOICES NETWORK

Southern Africa 2004

— COMPLIED —

BY

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Aim and Scope of the Evaluation

The Young Voices Network (hereafter YVN) has been operation in the Southern African region since 1997. Since its humble beginnings as a series of meetings and workshops in various regions, it has developed considerably, broadening its membership base and scope of activities in South Africa, Zimbabwe and Malawi. This burgeoning development had never been formally evaluated nor rigorously described. As such it was decided an evaluation was required to track, describe and critically analyze the proceedings of the YVN since its inception to the current date. Thus both a summative and historiographic evaluation mandate was given to the evaluators. The evaluation was also to provide a set of recommendations from which the network could develop its functioning. As a backdrop to the evaluation, the Norwegian People's Aid (the funding base of the YVN endeavor) is currently in the process of renegotiating its relationship to the YVN in South Africa. It was also hoped that the evaluation would assist in understanding how this would be best achieved.

The Terms of Reference of the Evaluation were understood as follows:

1. *A description shall be made of the Young Voices network as it is today.*
 - a) A description of activities
 - b) Number of participants in activities
 - c) An assessment of the impact of the activities both on participants and communities
 - d) Evaluation of outcome and implementation of activities

2. *A profile shall be made of the youth participating in the YV Network.*
 - a) Social and educational background
 - b) Gender
 - c) Psychological resilience profile (added by the evaluator)
 - d) Age

3. *An assessment shall be made of how the activities of the YV network have contributed to the major goal of the programme and relevant cross-cutting issues.*
 - a) An examination of executive and decision making processes
 - b) Leadership
 - c) Gender awareness and sensitivity
 - d) HIV and AIDS awareness and action
 - e) The extent to which the members are able to influence policy

It is important to note that the evaluation itself was intended to serve as a capacitation and empowerment process for the YVN members. In this regard a two day Evaluation and Monitoring Workshop was conducted on the 17th and 18th of November as part of the empowerment feedback process. It is likely that this process will continue with other groups from the YVN in the coming year.

This TOR outline, while it steered the broad thinking of the evaluation was to be altered considerably as a function of the dynamics of the evaluation itself, and in response to practical research constraints. These constraints have been outlined in the various feedback sessions in South Africa 2004 and will be elucidated further in this document. At this stage it is sufficient to denote how these changes have impacted upon the report structure.

Report Structure

The current evaluation report is divided in to 5 sections. These are:

Section 1: Methodology

- Research logistics
- Research design
- Methods of analysis
- Research challenges and suggestions for further evaluations

Section 2: Description, Coding and Taxonomy of the Network

- Systemic Units described
- Membership
- Groups: Developmental Level
- Activities
- Geographical Location

Section 3: Central findings of the evaluation

- Understanding the various functions of the YVN
- An examination of the YVN strategy
- Organisational and project management observations
- Best Practice Models
- Interpreting the KZN report.

Section 4: Recommendations

This section outlines a concise set of recommendations emerging from the evaluation itself and from a presentation workshop conducted in Johannesburg, South Africa on the 22nd of November 2004.

Section 5: Conclusion

Appendices

Section 1: Research Methodology

In this section the research design and methodology will be discussed.

Research Logistics

Two Evaluators were initially hired to complete the 3 country evaluation. Owing to unavoidable circumstances the evaluator who was intended to go to Zimbabwe was unable to attend. This translated into a situation whereby the evaluation was largely conducted by the author of the current report who evaluated Gauteng and Limpopo Provinces in South Africa; as well as Malawi and Zimbabwe. The second evaluator conducted her research in South Africa (KZN province). The second evaluators report is appended at the end of the report and is referred to in the current document. The evaluation took 29 working days to complete.

The outline of the evaluation visits was as follows:

Activity	Dates	Country and area
Meeting with the National Coordinator The president and Program Coordinator	16/09/04	South Africa Johannesburg
Meeting with members SOUND	16/09/04	Johannesburg
Meeting with MEDARTS	17/09/04	Johannesburg
Interview with the Seshego Youth	20/09/04	Polokwane
Interview with Provincial Coordinator	21/09/04	Soetfontein
Interview with various groups from Soetfontein	21/09/04	Soetfontein

Interview with the group in Thakgalane	22/09/04	Thakgalane
Interview with Youth Development Network	17/09/04	KZN
Interview with the Mooiriver Student Empowerment Society	20/09/04	KZN
Interview with the Willowfontein Youth Forum	20/09/04	KZN
Interview with the National coordinator	27/09/04	Malawi Blantyre
Dedza Young Voices	28/09/04	Lilongwe
Chikwane Young Voices CABUNGO	29/09/04	
Blantyre Young Voices Children Development Promotion	30/09/04	
Second interview with Malawian National Co-ordinator	1/10/04	Blantyre
Interview with the Zimbabwean National Coordinator	09/10/04	Zimbabwe
Padare Young Voices Simeon Mawanza	10/10/04	Harare
Heathcliffe Group	11/10/04	Harare
Cunzwane Women's Group SHAPE Zimbabwe	12/10/04	Harare

Research Design¹

The evaluation process was largely qualitative in nature, utilizing the semi-structured interview, the focus group, ethnographic observation, report reviews and process information for data collection.

In total 13 formal interviews were conducted, each of which lasted between one and four hours, with an average time of 2hrs.

1. NPA YVN coordinator
2. YVN National president
3. Member of the Board
4. Project leader of Seshego
5. Limpopo Provincial coordinator
6. Project leader of Soetfontein DP
7. National YVN coordinator Malawi
8. Financial manager of CABUNGO
9. Patron of the Dedza Young Voices

¹ Please note that the following research methodology section does not necessarily reflect the design utilised in KZN in South Africa.

10. National YVN coordinator Zimbabwe
11. Program advisor in Zimbabwe
12. NPA Program director
13. NPA regional director
14. Previous NPA YVN project director

8 Focus groups were conducted with an average of 7 people per group, each lasting between 1.5hrs – 3hrs. The evaluator wrote notes during these processes.

The following groups participated in the focus group process:

1. Soetfontein YV
2. Thakgalane YV
3. Dedza YV
4. Chikwane YV
5. Blantyre YV
6. Padare YV
7. Heathcliffe
8. SHAPE

Methods of Analysis

Qualitative data was content and theme analysed from the notes of the evaluator.

Research challenges and suggestions for further Evaluations

Owing to the extraordinarily broad nature of the evaluation, it was necessary in this report to evaluate the three countries at a macro-systemic level. As such the report provides an accurate and succinct description of broad themes and trends relevant to the entire network. It is a circumnavigation; a setting – up of the framework for any subsequent evaluation process.

It has been impossible to draw statistical data from the qualitative process of the evaluation. It is recommended that a more detailed quantitative evaluation be conducted in each region.

There have been challenges around the evaluation conducted in Kwa-Zulu Natal (South Africa). In this light the evaluation of KZN is included separately in the appendix. While the evaluation variables are qualitatively different the results are nevertheless engaging and incisive. The major

findings of the report will be discussed and compared to the findings in the body of this report.

The short-term nature of the evaluation process has been highly effective and financially prudent. It is recommended that evaluations in future follow this format.

Section 2: Description, Coding and Taxonomy of the Network

The systemic units of the Young Voices Network

It has at points become surprisingly confusing to quantify the social and institutional units that make up the Network. Often definitions of what makes up the YVN change within a couple of kilometres in an area. This has resulted in many a head-scratching session as varied terms of description complicated the thematic coding beyond practicality. The following descriptive terms are an attempt to bring uniformity to these descriptions for the sake of clarity.

Individual

This level of the network is implied to a greater or lesser degree throughout all of the other units. Some individuals are identified as such because of a great enthusiasm to stand out from the group; while others are identified owing to more formal roles such as being a leader, a chosen communicator or a single representative of a larger group. In some groups there was a strong and complex relationship between the group and the individual; with some groups downplaying or avoiding individual prominence. When asked about this some groups responded that by saying that the group was valued equally or more than individual prominence. It is clear that much investigation needs to be done in this area². Some individuals did not even need to be associated with a group to regard themselves as an individual unit of the YVN.

Individuals in the Network are:

- Group Members (formal or informal – see next section)
- Role based members at a group level (secretary, chairperson, head of a certain portfolio or activity etc)
- Role based members at an organisational level (see following definition of organisation)
- Interested and skilled third parties (e.g. community leaders who take an interest in mentoring or assisting youth activities; or people previously involved in the YVN functioning)
- Provincial or regional leaders formally employed by the YVN administrative structure

² The relationship between the self and group is a highly complex area of study particularly in Southern Africa. It is important dynamic to explore as it has direct bearing on the core value of self-determination.

- National leaders formally employed by the YVN administrative structure
- YVN Southern Africa Director formally employed by the NPA

Group Level

The group level is subdivided into three. There is the group type that is self-reflexively part of the YVN, and stands independent from any organisation. An example of this could be a community group that has no formal membership to any organisation other than the YVN. This is the minority of the group types.

The second type of group is associated to an organisation, usually as a youth arm or branch. These groups primarily understand themselves to be part of the organisation, but not necessarily of the YVN.

The third group type is associated with other groups (either type 1 or type 2), and has emerged as a group associated with the YVN vicariously. I.e. the group, while it may have never interacted with the YVN directly, nevertheless sees itself as a part of the YVN because it essentially models itself on the group officially associated with the YVN. It is a kind of “copycat” group (no pejorative connotation).

The group unit will be further described later in the evaluation in terms of levels of development.

Organisational Level

The organisational level of the YVN excludes the formal administrative structures of the NPA and the YVN. The organisational level can best be understood to be partners to the YVN and NPA administration. As such formal relationships occur between the administrative leaders of the organisation and the NPA or YVN structures. Organisations by definition are registered NGO's, companies or CBO's. These organisations in turn extend the YVN in the sense that all relevant work and resources under their banner is considered network relevant. Very often the groups within the organisations are unaware of, or have poor understandings of the YVN.

There are several kinds of organisations that exist under this definition.

1. The Housing Organisation agrees to administer funds to a formally employed member of the YVN administration (e.g. the National Co-ordinator in Malawi) this organisation also provides administrative (and sometimes leadership) support to the formally employed member.
2. The Partner Organisation is an organisation that partners with the YVN because it shares ideologies, ethos and a youth activity portfolio.
3. The Client Organisation utilises the services of a group in exchange for financial compensation. An example of this is the provision of HIV/AIDS training for Prison Services in the Limpopo Province, from which the group generates funds.

The Board Structure

The Board Structure is a systemic unit that is not captured by the previous definitions. The Board is an elected body of invested and skilled individuals (adults) who in turn provide leadership and strategic direction to a group or organisation. When the board operates at the group level it may also have the function of administering and auditing the finances of the group. This is useful as it allows for minors at the group level to generate and secure income, which is then administered by the board.

The Board structure is an important unit of analysis in the YVN. It is the entity that facilitates group and organisational independence. The separation of the YVN itself from the NPA is being facilitated via the mechanism of the Board.

Governmental Partners

This unit of the network denotes a partnership with components of the government in a particular country.

Funders

- Are institutions or agencies that fund and support the YVN.

Norwegian People's Aid

The NPA is the institution that has essentially seen the YVN become an international entity. It also provides the funds that allow for the YVN to be administered and sustained in Southern Africa (although this is in the process of changing).

Membership

Membership within the Young Voices Network is poorly documented, monitored and described. As such there is a vast disparity between the membership “on paper”; and the membership as it exists and functions in reality. There are various factors that exacerbate this dilemma. Firstly, formal membership requires annual renewal. Even though some members do not renew their formal membership (owing to financial constraints), these members often regard themselves as part of the YVN post-formal membership. Secondly, administrative recording of membership may be absent. Thirdly, participants may regard themselves as members because they are socially linked to the group or its activities. It is important to note that these “informal” members are mostly able to participate and contribute despite lacking formal status. **The implication of this may be that formal membership is not necessarily regarded as an important precursor to being able to participate. This is an encouraging finding in terms of the democratic value of participation;** however there are two significant drawbacks.

Those members who *have* contributed to the annual membership fee feel as though their own payment has no tangible value; thus discouraging future membership renewal. This in turn has implications for the basic administrative running costs for the YV group as formal membership declines. The other drawback relates to the difficulties raised when attempting to quantify the network and its activities. It is evident that alternative mechanisms and conceptions of membership are required to accurately describe and account for human resources in the YVN. For example, a decline in member numbers cannot be assumed to mean a decline in membership. Without a language to describe different ways of associating to the network and its activities, it becomes difficult (on paper) to get anything more than an inaccurate shadow of the real entity that exists.

There is a clear bias towards male membership. The majority of the participants in the evaluation process were male and participation was largely dominated by male narrative. Women do however occupy strategic leadership positions within the network as a whole. This does not detract from the reality that structural marginalization of young women in Africa echoes within the YVN groups. This is an indication that development is still required in the area of gender equality.

There were qualitative differences observed between rural, urban and peri-urban groups. Urban groupings were the most organised, resourced and active YV groups. The reasons for this were access to more readily available resources, most significantly transport, communication and donor resources. Rural membership was highly active and focussed, particularly when associated with ex-YVN members and organisations. Where this was lacking (i.e. a YVN group operating in isolation from other institutions and ex-YVN members) there was a significant decrease in group efficacy. Peri-urban groups were the least organised and coherent, although strong leaders were noted to have emerged from these settings. The reasons for the lack of organisation appear to be a lack of communication and transport resources, and overwhelming social problem density.

Majority of the members that participated in the YVN evaluation were noted to have been on or below the poverty line.

“Poverty line” in this evaluation was operationalised to mean “an expressed concern around getting access basic self-sustaining resources such as food, running water and housing”. This is a significant finding regarding the membership as it suggests that poverty belies all the dynamics observed in the YVN in South Africa, Malawi and Zimbabwe.

Geography and the YNV

While most of the questionnaire data at this state is still outstanding, there are salient qualitative observations that can be made at this stage regarding how the network locates itself in the three countries.

The network tends to locate and grow in **Developmental Hubs**. Developmental Hubs denote a highly discrete and concentrated area of development. Growth after the establishment of the Developmental Hub occurs concentrically, with ripples of new groups extending around the initial high activity area. The reason for this being the case appears to be the centralisation of resources (material and human) with the addition of good community support and infrastructure. A typical example of a

Developmental Hub occurs in Soetfontein in the Limpopo Province in South Africa.

When the growth of the network does not extend from the Developmental Hub, it tends to fall into a second pattern. This pattern is dictated by pre-existing relationships of key figures in the administrative leadership of the network. This may have implications regarding the recruitment strategies adopted. Should the members of the YVN feel that national or regional growth is a priority; attention needs to be paid to a more proactive strategy of recruitment.

Activities and Group Development Coded

The table below denotes the researchers' attempt to code the observed patterns in relation to the activities and the level of organizational development in the YVN.

- It necessary to operationalise the constructs in the table before proceeding.

Activity Codes operationalised

Recreational activities refer to activities that are that are organized around the principal of having fun though the mechanism of a game. These activities can be spontaneous or can occur at a set time. An example of this type of activity is meeting weekly for a soccer game where there are no formal teams or registry of who attends.

Ordered or purposeful activities refer to activity types that have intent beyond the scope of recreation, and are ordered to the extent that groups have clear expectations around who will be in attendance. To elaborate on the previous example, this may take the form of a soccer tournament in which organized teams compete against one another for the purpose of winning.

Mission-based activities refer to activities that are overtly intended to achieve a mission-based outcome as specified in the groups' mission statement; or in the strategic plan negotiated by the YVN structure. These intentions are usually thematically directed i.e. HIV education and awareness. To return to our soccer tournament example, the difference between an ordered or purposeful soccer tournament and one that is mission-based would be that the publicly stated intention of the tournament would be to create awareness about HIV.

Strategic-based activities necessarily include the described parameters in mission-based activities. However, in addition strategically based activities are self-reflexively intended to further the aims of the group as a whole. Thus two goals are implied. One: the sustainability and visibility of the group; and two, the mission-based objectives inherent in the activities.

Group Development Codes operationalised

The Loose Group refers to a group that has virtually no formal or administrative basis. These groups define themselves in a spontaneous manner; usually in terms of personal relationships and proximity (i.e. the group = those who are present at that moment). There is no real conception neither of the constitution nor of the aims and objectives of the group.

The Developmentally Primed Group refers to the group that has a coherent and denoted constitutional and administrative basis. This group requires much external assistance and in some instances is reliant on this assistance to function. This group is significantly different from the loose group because its framework is intact as is its membership. Reporting is infrequent and generally of a poor quality. There is no income generation or sustainable financial input other than donations and sponsorship. Despite this, there is significant evidence of creative thinking and in terms of projects and activities. **As will be demonstrated in the discussion of the table, this grouping (with a limited amount of developmental input) is ideally positioned to become an independent group.**

The Independent Group has a coherent and well functioning structure that is administratively and constitutionally sound. Its membership is clear. This group generally has productive relationships with other organisations and it carries out projects regularly. Financially this group relies on donors and sponsors, however it is able to deliver meaningful projects and activities in response to the funding received. It is also able to actively recruit the financial assistance of this type. Reporting varies in accuracy and quality. On the whole the reporting is insufficient to ensure sustainable funding relationships, despite the fact that the quality of the projects is in most cases excellent.

The Self-sufficient Group is administratively, constitutionally and structurally sound. Its main distinguishing feature is the ability to function without a dependence on donor and sponsorship support. It is able to generate its own funding and deliver projects that are of a high quality. It has good relations with other agencies in the community, and has credibility with community members. The self-sufficient groups are reservoirs of best practice

lessons for the rest of the network. This will be discussed in more detail at a later stage in the network.

While the activities and the group types have been presented here as discrete entities; it is more accurate to conceive of these constructs as occurring along a continuum. At various points in time groups and activities can move on the continuum of these constructs depending on the nature of their organization and delivery. As such the continuum may serve as a useful evaluation device in future.

The table denotes activities and group development progressing from the least organized and developed (at the top); to the most organized and developed (at the bottom). Furthermore, the activities and organizations are then ranked (the number*) according to the frequency at which they occur in the YVN sample group.

Activities	Group Types
Recreational 2*	Loose Group 2*
Ordered/Purposeful 1*	Developmentally Primed 1*
Mission Based 3*	Independent 3*
Strategically Based 4*	Self-sufficient 4*

The activity types are ranked as follows:

Ordered/Purposeful	Most frequently occurring	1
Recreational	Secondly most frequent	2
Mission Based	Third most frequent	3
Strategically based	Least frequent	4

The group types are ranked as follows:

Developmentally primed	Most frequently occurring	1
Loose group	Secondly most frequent	2
Independent	Third most frequent	3
Self-sufficient	Least frequent	4

What is of great interest to notice in the ranking tables is that the activity type corresponds directly to the development level of the group. The implication is that the activity quality is directly related to the manner in which the group is able to organize itself. While this may sound like an obvious point, it provides important clues about the way the network can develop. **Instead of a focus on funding activities in the network, there should be a focus on the development and empowerment of the groups themselves.** As we are to observe in the table, **this has a direct bearing on the nature, quantity and frequency of the activities conducted.**

Section 3: Central Findings

The Function of the YVN

A substantial part of the evaluation has been to **describe the network** and its **function**. This task was made difficult for the following reasons:

Firstly the monitoring and evaluation of within the network is poor, and therefore basing an evaluation from the paperwork generated by the groups is at this would result in an entirely inaccurate perception. It is encouraging to note that is far more effective and active than the reporting suggests.

Secondly, the network is highly complex and dynamic. This means that there are many different functions, developmental levels and activity types that occur under the banner of the Young Voices. In addition to this, the groups are not static and change consistently.

Thirdly, the YVN has not had a formal evaluation in the three countries since inception. As such many of the nuances of development and growth are obscure to a summative process such as the current evaluation.

Broadly speaking the ethos of the YVN is to encourage and facilitate youth participation as structured under the values of Democracy and Human Rights. Simply put, the function then of the YVN is to **enable participants to act in congruence with the core values via the mechanism of participation**.

However, what constitutes *enabling* is vastly contested, debated and variable throughout the network. (This is evidence of a functioning network in itself.)

There are three discernable positions in the debate.

Enabling implies financial support for members and activities (a vast majority of the participants voiced this).

Enabling implies skilling the participants to be able to act in accordance with the core values in a way that benefits the community

Enabling implies the creation of a context in which to share information with others

What is interesting about these three positions is that there are different levels of dependence on the YVN implied in each. Dependence is an important variable in the analysis of the function of the network because it may (and often does) conflict with independence/self-determination (one of the pillars of democracy and human rights). This is not a new paradox for developmental work. It is critical to determine an organized framework of enabling that will foster the most effective path to independence whilst still being supportive.

Indications thus far suggest that the YVN is most effective as a developmental platform for the creation of self-sufficient youth activists, practitioners and groups when its focus is on providing the organizational development skills.

If these skills were to be broken down further they would be **governance, project management, monitoring and evaluation and fundraising**. As has been demonstrated in the activities/groups table, the sound running of group tends to result in an increased capacity to perform participatory driven activities. Furthermore, these skills already exist in the network in abundance. **As such the second enabling function of the YVN must be to provide an environment where meaningful reporting on activities can result in skill sharing and best practice lessons.**

In short, provide a forum where the network can teach itself how to run more effective groups.

Returning to the three positions on enabling, it is clear that if the YVN limits itself to the second of the two points of view, i.e.

Enabling implies skilling the participants to be able to act in accordance with the core values in a way that benefits the community

Enabling implies the creation of a context in which to share information with others; there emerges a robust framework of functional intent in which participants can develop independently.

The Strategic Input

During the course of 2004 the YVN administrative leadership conducted a strategic workshop at the annual AGM in South Africa. The **strategic input** at the AGM has been the central discursive finding gleaned from the focus groups and group documentation and has obviously been well taken up by the network. The more a group identified with the strategy the more coherently it presented itself. Groups identifying with this input were clearer:

- about what the network is,
- on what activities needed to be done,
- on how current activities aligned with the overall objectives of the network, and
- On the constitutional process and substance defining the group.

It is clear that members and groups associating themselves with this strategy were overall more organized and more coherent. However, this strategy has yet to be fully translated into a discernable set of actions. This may be due to

the short time it has been operational. In this light, future elaboration of this important input to the network is a central recommendation of the report.

The Board Model

In a number of the groups (and within the South African administrative YVN leadership) a board model was observed. The Board Model in this study means that the group elects a board with skilled and invested adults, who in turn provide leadership and legal/financial accountability for the participants in relation to funders and donors. This is a useful model in that as a group tends towards independence and self-sufficiency it requires a legal entity to administer and account for funding received and generated. It is also a useful model owing to the local expertise that can assist in the group's effective decision making.

The Board Model in the study was found to be successful if (and only if) the board was available and accountable. When the model was successfully implemented it had the effect on making the group less dependent on the Norwegian People's Aid and the national YVN structures. It is a potential a best practice lesson in achieving overall strategic goals. It is also a model that is congruent with developing independence within systematic (but clearly defined support).

The National Co-ordinators

In the study it emerged that the National Co-ordinators are a vital human resource in the general administration and growth of the YVN. The National Co-ordinator positions are occupied by talented leaders in the 3 countries evaluated. All are articulate, dynamic and enthusiastic; itself a good indicator of the individual development occurring in the YVN. There are various dynamics that emerge when examining this aspect of the YVN:

- The resources required for the effective execution of core functions in this position is retarded by a lack of transport and communications resources (an issue to be discussed in more depth later in the report)
- Functioning is greatly enhanced when the National co-ordinator is located within an organization that credible, structured, resourced and active in the country
- National Co-ordinators provide a high level of psychological and strategic support to many of the members and groups in the country. Aspects of this function have not been adequately described or accounted for in the formal contract

It is clear that the National co-ordinator level in the network is critical to its success. It is a level of organizational functioning that requires additional financial, logistical and administrative support. Perhaps this needs to be a full time salaried position.

Institutional Memory

Part of the mandate for this report was to account for the network over the last 8 years. A major stumbling block to achieving this outcome was the poor institutional memory that exists in the YVN. This is particularly salient at the group level of the YVN. There are a number of factors that contribute to this being the case. They are:

- ***Attrition of skilled participants.*** Skilled participants are often formally absorbed into other organizational structures owing to their high level of skill. Because this transition is characterized by some acrimony, a skills/institutional memory transition is rarely able to take place. While this finding is at some level an indicator of success, it bodes poorly for skill retention and institutional memory.
- ***Turnover of membership.*** Some of these dynamics have been discussed earlier in the report. What has not been discussed is the nature of the developmental cohort of adolescents and young adults. This cohort is constantly changing and moving, making the task of member retention (and institutional memory) difficult.
- ***A loose understanding of who the membership*** is results in a situation where members who participated in certain activities may not (on paper) be associated with the task of reconstructing the event for a formal gaze.
- ***Vastly differing levels and quality of reporting*** essentially undo any formal capacity to track, understand and transfer the achievements of the group. As such groups often cannot learn from their own work. This is of course not to mention any attempts from an external evaluator/funder to trace the work of the network.

It is the evaluator's experience that the quality and quantity of the work actually performed by the group is vastly distinct from what is represented in institutional memory and reporting.

Monitoring and Reporting

Monitoring and evaluation is lacking in the YVN. This lack begins at the level of the groups and begins a cascading catastrophe of bad information up the formal structure. This means that by the time information is collated at the administrative leadership level it is already flawed and inaccurate. **This is unfortunate for the YNV in that the work performed by the groups is of a much higher quality and quantity than is captured on paper.** Even when this is not the case (in a minority of the cases) best practice lessons are lost. A major contributing factor to this problem is that groups are unaware of how to report and monitor, the purpose of reporting and monitoring, and of what to report on. Groups and members perceive reporting to be a punitive measure by which the future of the group is determined. Owing to this enormous perceived pressure, reporting may sometimes be deliberately misleading.

The failure to be able to report and monitor accurately also impacts negatively on being able to secure sustainable funding as donor agencies fail to see how their contribution has been put to use. This is a major developmental detractor.

Communication

Networks are defined as such precisely because there is a flow of information that benefits the members. For this reason, when there is a communication difficulty, it significantly impacts upon the efficacy of the network as a whole. In the evaluation process it emerged communication difficulties that exist in the local context at the inter-group level and the group-National co-ordinator level. From the National co-ordinator level upwards, the communication appears to be sound. This implies that two networks exist. The first network operates on the ground level; and the second network operates from the National co-ordinator level upwards. Each of these systems is coherent and structured with the drawback being that there is no clear sense of what the other is doing. This may (as has in some cases) result in an anxiety about the perceived disorganised nature of the network, either from the groups up, or from the leadership down³. What is in reality happening in this moment is

³ An excellent example of this is the communication dynamics occurring in Malwi. Owing to the lack of communication to the groups, there are feelings of great anxiety and frustration from the groups. After a brief problem solving break-away session at the presentation of the results (Johannesburg 2004) sound solutions were negotiated with the groups and the National Co-ordinator. Communication protocols and clarity about what had happened with communication in 2004 went a considerable distance in alleviating anxiety and restoring communication efficacy. These provide important clues for

that fears about the unknown quality of the other are exacerbated by a lack of communication.

Bearing this mind, reporting takes on the sole function of communication, instead of accounting and learning. This perhaps gives us a clue as to why reporting is seen as a punitive measure, fuelling the anxiety in both systems. There are material reasons as to why this communication does not happen. These will be outlined below. But to reiterate: the YVN is a coherent and operating well in terms of its stated objectives. What is required is that the two systems connect. It is interesting to note that a similar break in communication has been observed between the administrative leadership (located in Johannesburg) and the NPA. The importance of this fact is that the communication difficulty is echoed in the system. This will be elaborated in the recommendations.

At a group level, there is a profound lack of communication technology. Telephones, faxes, computers and e-mail are simply in many instances unavailable. These are the central pathways for a flow of information in a network that occurs over vast geography. When these technologies are not in place the only way for information to transmit through to the groups for the National co-ordinator to visit the groups. For this to occur an immense amount of travelling (time and distance) is required. In all of the countries it would probably translate into the co-ordinators travelling full time. Since it is neither practical to travel full time, nor install communication technologies for all groups it becomes essential to devote time to solving this dilemma. Several precursory thoughts solving this issue are presented in the recommendations.

Communication is also lacking between groups, both in a community and internationally. This means that both local and international best practice lessons are lost. It also has the effect of creating a silo communication effect in the sense that communication operates vertically and not horizontally. Perhaps this provides clues as to why achieving independence and self-sufficiency is a hard won goal in the network. Horizontal communication does not operate optimally between the National-co-ordinators. This also indicates a loss of important Best Practice lessons.

how to negotiate communication problems for other countries. These will be discussed in the recommendations.

Best Practice Ethos and Cross-skilling

Best Practice (BP) refers to the gleaning and sharing of experiential lessons generated from running the groups and from implementing activities. The benefit of BP is that it is a practical and contextual examination of difficulties faced that is solution focussed. As an ethos, BP is an approach that structures all activities performed by a group. It is a thinking that regards all problems and “failures” as valuable information from which to learn.

Cross-skilling refers to the sharing of skills at intra-group and inter-group levels. Cross-skilling is one of the primary advantages of being in a network. It is however, not being fully exploited by the Network currently. This is problematic because there is an enormous amount of skill that exists in the network. It is seldom necessary to use external training consultants⁴ because majority of the required skills are present in the network at the group level. What prevents this from happening currently is that there is not an awareness of who possesses what skill. It is proposed that an archive of skill profiles be generated as a valuable outcome of the network. This will be elaborated in the recommendations.

The Political Climate

Political climate exerts an influence over the functioning of the YVN in a country according to the following variables:

1. Extent of governmental support
2. Extent of co-operation and partnership with the government

A salient example of how a political climate can detract from group functioning is in Zimbabwe. Here oppressive and paranoid political play from the leading party results in severe censorship and the undermining of human rights operations. At the time of the evaluation Non-governmental Organizations were currently under a review process that would ultimately threaten the future of the YVN⁵. In contrast, South Africa and Malawi appear to enjoy the support of government, greatly enhancing the YVN’s ability to function. Governmental co-operation has important implications for group sustainability and growth.

⁴ External consultants are generally expensive. Using internal skill has positive costing implications. In addition it also encourages the development of training skill.

⁵ The evaluator also received a series of anonymous phone calls of a threatening nature whilst in Zimbabwe.

The KZN Report

The evaluation conducted in the KZN region is a detailed regional report focussing on programmatic implementation at the group and national levels.

The group level evaluation indicates that effective local networking and activities are being conducted. This indicates that members are effective change agents and decision makers. The words of the report;

A well functioning, membership based network of active youth groups in South Africa who have the capacity to mobilise for democratic and socio-economic change.

The report also indicates that there is a lack of advocacy and lobbying at the group level, and therefore there can be no contribution to policy. In addition the KZN evaluation indicates a lack of broad strategic thinking in relation to the activities conducted at a group level. There were a minority of groups that were identified as administratively and programmatically weak. It was found that these groups were not associated with a sound organization. It is therefore a recommendation in the report that all groups should seek to partner with soundly functioning NGO's, who would in turn administer them appropriately.

At National and Provincial levels the report indicates that the executive committees are effective and that there are strong leaders. Particular mention was made of the fact that reviews and inputs on governance issues have been effective. However, there is a finding that there is a lack of strategic input to the network in KZN. The report also outlines that the National Co-ordinators require additional financial support owing to their high work loads.

There are numerous similarities and differences with regard to the findings in KZN.

The similarities are listed as follows:

- An emphasis on the monitoring and evaluation
- Evidenced gender bias against women and girls in the network
- Effective group activity and local networking
- Differing levels of group efficacy from sound to weak
- Positive and effective inputs from the National Executive Committee around governance issues

- A lack of policy input arising from poor reporting and no advocacy and lobbying

The differences are listed as follows:

- Groups are encouraged to associate themselves with effective NGO's in order to allow themselves to be effectively administered
- It is the responsibility of the National Level to provide clearer strategy for the development of programmes

The KZN report suggest that the groups are required to foster more dependent relationships with both the National Executive committee and local NGO's. It is the opinion of the current evaluator that this may contradict with the proposed function of the network as providing a developmental platform for groups to develop towards independence and self-sustainability. This is not to suggest that as part of this strategy groups should not seek out administrative executers in the form of NGO's; rather that this should be seen as a starting point of development and not an endpoint. Likewise with the strategic input of the National Executive. It is not to say that clear strategic guidelines should not be established; rather that these guidelines should serve as a starting point for the development of contextually relevant implementation. This point is made by the KZN evaluator, but with the emphasis on cohering to the strategic inputs.

The KZN is a useful and thorough report that argues its position well. As such it serves as a useful dialogue counter to the positions outlined in the current report around issues of strategy and organisational networking. On the other hand, it serves as a useful confirmation of other work findings outlined in the *similarities* section.

Section 4: Recommendations

1. Monitoring and Evaluation skills training are urgently required in the YVN. As part of the evaluation mandate, it was required that a training occur as a form of feedback to the YVN. A monitoring and evaluation workshop was conducted which was well received (the workshop feedback forms indicated that this was an enjoyable process, despite monitoring and evaluation having the bad reputation for being boring!) Plans are in place to tour the workshop in the three countries in which the evaluation took place. It was also interesting to note that international YV representatives also expressed interest in this form of capacitating. The suggestion is that monitoring and evaluation skills are required throughout the entire YVN.
2. The Network requires a careful re-examination of its function. It is recommended that the primary aim of the network should be to serve as a platform from which member groups can develop towards self-sufficient and independent status.
3. The strategic input facilitated early in 2004 in South Africa while it has been a powerful tool to assist in the clarification of structure and direction for the groups; requires further processes to develop into a practical set of actions and activities.
4. It is recommended that the ethos of best practice be introduced to the YVN as a means of sharing information and structuring workshop activity.
5. It is recommended that a skills profile database be created for circulation in the network. This is also important for Cross-skilling to occur. The most effective way of achieving this activity is using the process of Recognition of Prior Learning. Recognition of Prior Learning is a mechanism by which the formal and informal skills of the participants are documented in the form of a portfolio of evidence. This mechanism has the added advantage of being labour sector relevant, thus directly linking skills acquired in the network to the employment sector. It is also is another form of evaluation variable which can indicate the success of the network. Another reason why this archive is essential concerns the migration of the YV members. With the archive, why members move, they themselves (and their skills) will not be lost to the network.

6. The current Board Model should be carefully assessed as a potential best practice process. I refer specifically here to the development of YVN South Africa into an independent partner of NPA. Earlier in the report, mention was made about a break in communication between the YV administrative leadership and NPA. It is hypothesised that the reason this is happening is because there is a tension between the letting go and maintaining connection to the YVN. In other words a balance between enmeshment and abandonment is being negotiated. These dynamic needs to be examined and documented as there are valuable BP lessons to be learnt. The essence of this transition is contained within the Board Model.
7. It is recommended that future evaluation of the network be short term and rapid. With such a rapidly evolving and dynamic entity, long-term evaluation (summative) is not effective. There are also costing implications to a long-term evaluation. This is not to suggest that continual evaluation and assessment cannot be conducted by the participants themselves.
8. It is recommended that a more detailed evaluation process occur in each region in order to be able to statistically define the Network at a given point in time. It is also recommended that an evaluation protocol and tool be developed for the network for the purposes of facilitating the networks ability to be able to evaluate itself. A proposal in this regard is appended.

Section 5: Conclusion

In order to conclude the report we will return to the original terms of reference outlined in the beginning of the report.

A description of activities

Activities have been coded, described and ranked for the purposes of this evaluation as follows:

Ordered/Purposeful	Most frequently occurring	1
Recreational	Secondly most frequent	2
Mission Based	Third most frequent	3
Strategically based	Least frequent	4

The ranking occurs to relative to the sample. It is necessary to gather data for the entire network in order to determine the statistical breakdown and description of activities that is population inclusive. For this reason it was recommended that a more in-depth evaluation occur in each region. This evaluation will be far more effectively located as there now exists a language in which to structure the terms of reference.

Number of participants in activities

Owing to the poor monitoring and evaluation processes, and the highly complex and contested notions of participants and membership, it has not been possible to secure accurate information in this regard. In future evaluations this process will be more effective as the nuances of membership have been understood as a function of this evaluation.

An assessment of the impact of the activities both on participants and communities

Participants who self-reflexively participate in the YVN activities benefit greatly from these activities. A vast majority of participants in the sample are articulate, motivated and effective advocates for human rights and community upliftment. There are qualitative differences that exist between

the sample group of YVN members and the “control” group of those individuals not partaking in these activities. The sample group on the whole had an elevated sense of self-esteem and skill (most notably leadership, planning and analytical).

Community impact was positive and clear in the *Developmental Hubs* defined in the report. In this sense, where a critical mass of YVN activity the community was able to identify and positively regard YVN activity without reservation in the sample. However, where activity was sparse and isolated, community members showed little awareness of the impact of the YVN.

Evaluation of outcome and implementation of activities

Evaluation and monitoring of activities is poor in the YVN. As a function of this it was difficult to evaluate the activities from the reports generated. However, when group projects were narrated and analysed in the focus groups, it is clear that projects associated with groups from the *Developmentally Primed* level upwards are performing effective and impactful activities. I.e. in the sample this was the majority of activities.

A profile shall be made of the youth participating in the YV Network.

Profile variables captured in this evaluation include the bias towards male members, and the fact that majority of the members are working and living below the poverty line. The Poverty line in this evaluation was operationalized as follows:

an expressed concern around getting access basic self-sustaining resources such as food, running water and housing.

Members who engaged with the research process conveyed themselves as articulate, analytical and motivated. There may be a volunteer bias represented in this finding. Members also clearly displayed democratic values in almost all of the evaluators interactions.

As per the recommendation, a more detailed statistical analysis is required to capture member profiles in more detail.

An assessment shall be made of how the activities of the YV network have contributed to the major goal of the programme and relevant cross-cutting issues.

An examination of executive and decision making processes

These processes were found to be soundly executed in groups defined as developmentally primed, independent and self-sufficient. This represents approximately 75% of the sample. This has been found to be largely a function of the strategic input of the YVN Southern African co-ordinator at the AGM held in Zimbabwe 2004.

Leadership

Convincing and strong leadership was evidenced throughout the YVN. In particular it was found that strong leaders tend to develop in peri-urban environments. This is an interesting finding and requires further investigation because it suggests that the strongest leadership emerges in contexts where the resources are fewest. The National co-ordinators were also identified as strong leaders. Women were found on the whole to be the most effective and well represented leaders despite the fact that this is not echoed at the membership level.

Gender awareness and sensitivity

There is a bias towards male membership, narrative and participation. As suggested above, the anomaly to this trend occurs in leadership. There is some activity around gender sensitisation noted in the sample; however it is clearly an area that requires more focus.

HIV and AIDS awareness and action

There are a significant number of projects and activities that are HIV related. This is an area of activity that is clearly prioritised and relevant. It is important to note that a dearth of HIV related expertise exists in the Southern African region that should be utilised in other parts of the international network. It is also important to note that HIV rates are devastatingly high in the three countries evaluated.

The extent to which the members are able to influence policy

There has been limited evidence in the evaluation that the YVN has been able to influence policy. The reasons for this include the poor evaluation and monitoring processes which detract from presenting the work done in a

meaningful manner; and the lack of responsiveness by politicians and adults to the child cohort.

In conclusion the YVN project is a highly effective and active endeavour that evidences clear values of participation and human rights. There is however no effective monitoring and evaluation which seriously detracts from its efficacy. There is also a need to clarify the function of the network as an enabling developmental platform from which groups and members can strive towards self-sustainability and independence. If this is not clarified, YVN groups remain dependent and see the YVN as a funding channel – a negative and self-defeating outcome. It is also necessary for the ethos of the YVN to include a best-practice orientation, which would facilitate communication between network members in a manner that allows self-generated learning and development. Finally, it is clear that the YVN in the Southern African region should be supported to become an independent partner of the NPA.

APPENDIX 1: KZN Report

Introduction

At an international level, the Young Voices Network developed from a process, within which the Norwegian People's Aid, (NPA) supported children and youth to participate in the 1992 Earth Summit. In Southern Africa, the NPA attempted to introduce the issues and the rights of young people to participate in development processes through its civil society partners in South Africa, Mozambique, Malawi and Zimbabwe.

Since 1997 the NPA encouraged its partners, which were not always necessarily engaged in youth activities, to include young people in situation analysis at community level, planning and programme implementation and decision – making processes. This meant that the consciousness of NPA partners concerning youth issues and participation slowly began to be raised in the period mentioned above. However NPA partners have always lacked the ability to consciously integrate youth issues, as well as to promote youth participation in their programmes. Some partners would argue that youth, such as any member of the community, inevitably participate in development if they find programmes interesting to them. This meant that these organisations either did not see the direct value or knew how to actively engage young people. Other partners struggled with continuity and reported difficulty in keeping young people in their programmes for long periods, as most young people are highly mobile. Essentially, partners plans and reports on youth participation were often driven by the NPA, meaning that some would be superficial and aimed at meeting the requirements of the funder.

In order to address this gap, in 2002, the NPA established the Southern Africa Young Voices Network desk, to develop a programme, which would facilitate a process of identifying and addressing the needs of young people through their organisations in Southern Africa.

The NPA, with the personnel of the Young Voices Network facilitated a situation analysis process in all 4 countries to identify the contextual and institutional constraints facing young people. NPA partners participated in this process.

In a partnership meeting of South African organisations held in March 2002, in Johannesburg, the situation analysis identified a variety of socio-economic problems affecting young people in society and at community level on the one hand. On the other hand, the analysis identified inadequate or

inappropriate interventions of government, its institutions and the private sector.

This gave an indication that a two-fold strategy, focusing on youth formations at community level, as well as on the institutional framework of government, would possibly be considered by the Young Voices Network, when it eventually formalise its strategy. The 3 key strategies identified at the partnership meeting supported the analysis. These were to;

Mobilise youth to ensure that they take an interest in issues, which affect them and participate in formations, which advance their causes.

Facilitate access to training, which would enable youth to participate, have a voice and strengthen their organisations.

Engage in advocacy and lobbying of key institutions, enable them to understand issues facing young people and design suitable interventions on behalf of young people.

2. Findings

Findings cover the current programme framework, the organisational framework at national and provincial levels, which support the implementation of the programme, the organisation capacity of member organisations at provincial level, the application of the democratic ethos and values, which guide and provide qualitative measures for programme implementation and success.

2.1 The current programme of the Young Voices Network in South Africa

In an attempt to address the problems, needs and constraints of young people, the Young Voice Network chose a community based, membership and networking strategy. This strategy focuses on empowering young people and youth organisations at community level, to be able to address social, economic, and political and education issues affecting youth. It does this by building strong community based youth organisations, leadership and management skills within youth organisations, addressing gender issues, creating linkages within member youth formations and exposing young people and their organisations to a variety of learning situations, which would advance their causes at community level. Hence, the development

goal and immediate objective (purpose) of the Young Voices Network read as follows;

Young people both young women and young men are able to Participate in decision-making processes and are active as change agents.

A well functioning, membership based network of active youth groups in South Africa who have the capacity to mobilise for democratic and socio-economic change.

It is quite clear that, at the moment, the programme does not contain a strong advocacy and lobbying element. A few attempts to engage national youth formations and government departments have been made, with however limited co-ordinated effort.

The organisation at national and provincial levels

Strategic thinking and planning

At national level, the strategy of the Young Voices Network is **partly** pre-determined by the Head Office. The rationale for youth **participation** in development, the issues of **rights** pertaining to youth, **capacity building** and the **networking** strategy all form a part of the broader NPA strategy.

However the Head Office does leave room for all NPA and Young Voices Network programmes to be contextualised. It is for this reason that the Head Office supports that the situation analysis and planning should take place in the 4 different countries.

The March 2002 partnership meeting and the various consultations with NPA partners and other stakeholders in the different countries aimed to ensure that country programme plans are informed by their respective contexts.

In South Africa, the remaining part of the strategic thinking process is carried out by the executive committee of the Young Voices Network, which is made up of representatives from member organisations.

In the past year, the executive committee has focussed its energy on governance issues pertaining to the running of the committee, administration matters and reviewing already existing provincial programme plans. This work is extremely useful, as it begins to lay a foundation for a solid organisation.

What seems to be missing in the work of the executive committee is the conceptual and strategic input, which would shape the development of programmes at national and provincial levels.

In KwaZulu Natal, the provincial executive committee has just been formed. Provincial plans reflect a focus on building the capacity of member organisations, facilitating networking through SWOP programme. KZN is also praised for the success of its Crime and Violence programme.

However, even at this level, strategic thinking seems to be missing. There is limited uniqueness in the manner in which the programme is designed and implemented, and yet KwaZulu-Natal is different from other provinces in South Africa or anywhere else in Africa. In a nutshell, it seems that all provinces operate with a programme, which has been designed at a national level, with limited flexibility and scope for strategic and programme variation.

Programme planning, implementation and monitoring

The national executive committee carries out periodic plans at a national level. Implementation occurs at local levels, monitored by the national and provincial co-ordinators on behalf of the respective executive committees. In Kwa Zulu Natal, Khuphuka, a Durban - based NGO hosting the provincial co-ordinator also supports programme planning and monitoring in the province.

The chosen issue based programmes, namely the SWAP youth programme, Crime and Violence and Advocacy are exciting and relevant for young people. However, as mentioned in 2.1 above, programme planning seems to lack abstract edge or the absence of a developmental thinking, particularly around linkages with other institutions.

Monitoring the development and the progress of young people, who would have gone through SAYVON's programme, also seems to be very limited. This is by and large due to the fact that young people are mobile. Hence building institutional linkages become an interesting area of exploration at all level of the network.

Reporting is sometimes very scanty, and does not provide adequate information, which would facilitate reflection, learning and changing.

Organisational structures

The National Executive Committee seems to do a good job of ensuring that organisational policies and systems are set to safeguard the smooth running of the network. The NEC also monitors programme implementation.

The Chief co-ordinator is accountable to both the National Executive Committee and to the national management team and also monitors provincial programme implementation

The provincial co-ordinator reports to the Chief co-ordinator, the provincial executive committee and to the hosting organisation.

There seems to be adequate checks and balances to ensure that planned activities, do get implemented, monitored and reported on, through existing structures.

d) Leadership and management

It would appear that national leadership is strong, due to the strength of the organisations represented at national level, within the NEC. This has also been revealed by the speed with which internal organisational policies are dealt with. However, national leadership still lack the strategic ability to conceptualise and design a comprehensive national programme. There also seems to be a huge networking gap, which could be utilised with national policy organizations and government to further the aims of the youth.

Resources for programme implementation

At the moment there are limited resources for programme implementation at provincial levels. The R25 000 per year per province is inadequate to support programme co-ordination at provincial level. The allowance of R800.00 per month for the provincial co-ordinator also tends to limit enthusiasm and lead to a desire to seek other forms of employment.

Further, the work-load of the provincial co-ordinator warrants a consideration for an increase.

Organisational capacity of member organisations at community level

Strategic thinking and planning

Most member organisations, with the exception of Willofontein have developed reasonably strong strategic plans with the assistance of the member organisations, such as the Youth Development Network and Mooirises have a strong strategic planning orientation, while others lack this capacity. Many youth organizations, with the exception of Sisonke and YDN lack the ability to network with government and benefit from its programmes. However, even the existing networking efforts are weak and not properly co-ordinated

b) Programme implementation and monitoring

Most member organizations have implemented appropriate and exciting youth activities from time to time. However, implementation has often been adhoc, due to limited human and other resources to make follow-up.

c) Organisational structures

All member organizations have executive committees, whose degrees of efficiency vary from organization to the other. Some youth structures are extremely weak and often depend on the enthusiasm of one committee member, while others attempt to involve all committee members. Organisational policies of youth structures provide space for members to demand more accountability from committee members. In certain desperate situations, such as when committees fail to deliver on plans or lacking transparency, they have been called upon to account and sometimes democratically forced to step down, and give way to new leadership.

Most member organizations use formal processes, such as AGMs to make important policy decisions and allow their members to have a voice. *The most successful youth organizations are those who are attached to an established NGO, and receive constant support in administration, planning and monitoring from the management of the NGO.*

d) Leadership

The leadership of member organisations is developing fast, as a result of SAYVON's support and constant engagement in planning and networking. Sometimes member organisations depend heavily on the resourcefulness of pioneers, leading to 'one man shows' and lack of learning and participation from other committee members.

In a few cases these pioneers are way above the age limit set by the United Nations, SAYVON and the South African government. This situation deprives many young people, especially girls, an opportunity to develop their potential as they often fear or respect the older, usually male and more assertive and experienced leader.

Administration and governance

Most member organisations have the constitution, a code of conduct for members, a bank account, and in some cases have registered as NPOs. Most lack office rules and procedures, financial systems such as receipting and invoicing procedures and filing systems. Those who are attached to NGOs have developed more efficient office systems.

f) Resources for programme implementation

There are limited resources for youth organizations to implement programmes efficiently. This factor is aggravated by the absence of well thought through strategies and plans, which would be used to raise funds.

Integrating the democratic ethos in programming

It is clear that SAYVON is fairly successful in introducing the democratic principles, such as participation, gender equality, responsibility and human rights within youth formations. There is relatively fair degree of young women in committees, and in some cases women take leading positions, and handle them with responsibility and dignity. However there is still a lot of unconscious male domination and a tendency of some male leaders to speak on behalf of women and everybody else.

List of interviewees

1. Kwazi Mhlophe Chairperson Willofontein Youth Forum
2. Mbhekiseni Magwenyane Secretary
3. Ntokozo Ngcobo Member
4. Mlungisi Majози Deputy Chair
5. Mlungisi Majози Deputy Chairperson

6. Mie Yalo Additional member Youth Dev. Network
7. Rodney Nxumalo Deputy President
8. Nokuthaba Ndlovu President
9. Andile Gumbi Treasurer

10. Musa Nzimande Project campaigns Mooirises
11. Sandile Hlongwane Member
12. Mathuli Ndlovu
13. Bongi Ntuli
14. Zandile Zuma Secretary
15. Ntokozo Mchunu Treasurer
16. Buhle Mchunu Chairperson

17. Chrystal Rosenberg Director Khuphuka
18. Gladwin mashile KZN Provincial co-ordinator
19. Phumlani Mkhize YEDEP

